



# Operation Plan of Management

Block 4S 'Abercrombie St' Student Accommodation  
Central Park, Sydney

Frasers Property Australia and  
Sekisui House Joint Venture

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## 1.00 Introduction

Central Park is a mixed-use precinct that is proposed to incorporate student accommodation, an extensive shopping centre, public parkland, residential apartments, commercial office space, and hotel extending over a 6 hectare site.

A project within the Central Park precinct, the proposed Block 4S 'Abercrombie St' Student Accommodation facility is conveniently located adjacent to two of Australia's largest Universities (UTS and University of Sydney) and several other major education institutions (inc TAFE NSW and University of Notre Dame).

A key objective of the Block 4S Abercrombie St project is to lead the market in the specialist provision of high quality serviced hostel type accommodation for students.

Block 4S Abercrombie St will represent provide a safe and secure environment for all students, including younger first year University students away from home for the first time, to the more mature students. The accommodation is based on a self care model where students rent a single occupant room or shared rooms with shared communal kitchen and lounge rooms.

The proposed scheme offers accommodation for 826 students in 688 bedrooms across two building wings interconnected by bridge-link common areas. Accommodation is provided in different unit types with variations existing within each type to provide students with a variety of exclusive and shared accommodation options and corresponding price points.

The project will offer 628 dwellings under the National Rental Affordability Scheme (NRAS). NRAS eligible dwellings will be available at below-market rents, assisting to alleviate the current inner city rental affordability crisis. NRAS compliance and reporting is included as part of the Operators scope.

The design and operation of the facility has been carefully considered to meet the changing needs of students. It is proposed that the facility be operated by a single, specialist student accommodation manager, with centralised pastoral care, building maintenance and life-cycle replacement regimes.

This central management model is intended regardless of the ownership structure, whether that be strata or wholly owned single entity.

## 2.00 Locality



**Figure 1:** Plan View of Central Park site, with Block 4S identified in the red square.

The surrounding land uses in the vicinity of the site comprises of:

- Education buildings: University of Technology Sydney and Notre Dame;
- The heritage-significant CUB Brewery Yard and Australian Hotel Buildings;
- One Central Park, Park Lane and The Mark Residential Apartments currently under construction; and Chippendale Green parkland; and
- Some low-rise residential to the south west of the site down Abercrombie St.

Future development is planned for the sites immediately to the north and south of Block 4S, namely:

- Block 4b the heritage-significant CUB Brewery Yard future Office/Residential;
- Block 1 and 4N Office and potentially Residential buildings to the north and north east; and



- Block 8 Residential to the south.
- Public spaces and ground floor retail linkages between the above buildings.

The existing and future surrounding uses have been carefully considered in the proposed design and operation of the facility.

The site is located in the heart of Sydney's transport network, with public transport proximate to the site with bus stops on Broadway and Central Station within easy access to the site. Footpaths along both Abercrombie St (to be widened as part of the SSDA proposal) and internal to Central Park provide good pedestrian access to the site including wheelchair access.

The site's location meets all three of the major location-orientated factors students consider when choosing an accommodation facility:

1. Close to Higher Education: It is located within 10-15min walk to nearby education facilities: UTS, University of Sydney, TAFE NSW and Notre Dame among others;
2. Close to Public Transport: The site boasts excellent access to public transport being less than 150 metres from Central Station train and bus stations; and
3. Close to Student-Amenity: Being part of the Central Park precinct offers the site immediate access to high quality amenity in 'Central' shopping centre located in One Central Park (Woolworths, specialty shops, entertainment and strip retail), Chippendale Green public parkland, as well as Broadway and southern Sydney CBD shops and entertainment.



### 3.00 The Proposal

The proposal includes the construction of 1 building, split into two wings connected by a central communal bridge-link area. Each wing is Ground plus 14 storeys in height.

The design hinges around a hierarchy of usable areas going from fully accessible student communal areas through to completely private student spaces.

The main communal meeting hubs are connected to the Level 1 main communal games, recreation, dining, theatre, gym, laundry, study areas by terraces and stairs that also function as a main social communal space.

A secondary main common area is located on Level 13 with direct access to the south-west rooftop terrace that acts as an active BBQ and recreation area. A second, quieter study and reading rooftop terrace is located on the south-east.

Semi-private communal/study areas are interspersed on every second floor and located centrally next to the lift and stair cores. More private common kitchen, living and dining areas are available inside the multi-share apartments.

Private areas are located inside multi-share bedrooms and studio apartments.

This hierarchy of public to private space means that students always have an appropriate area in which to socialise, have fun and study – providing the complete living learning experience.

A managers unit will be located close to the reception desk and administration office.

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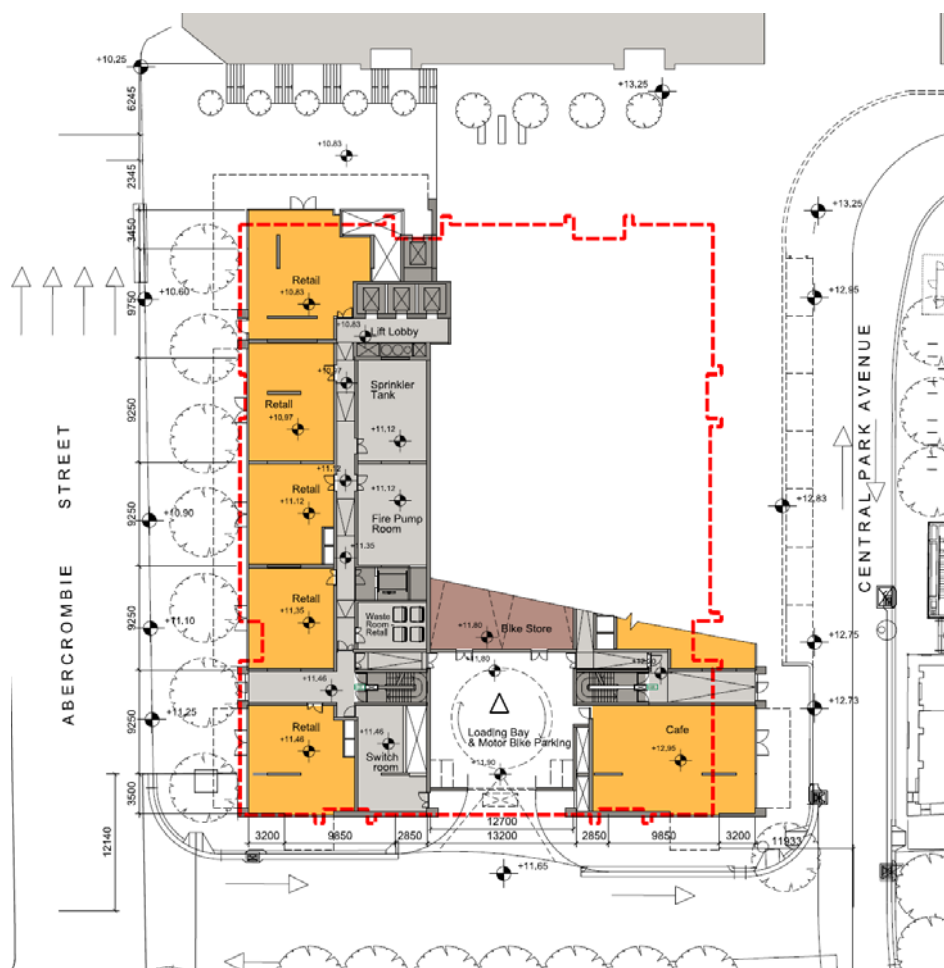
### 3.01 The Building

#### **Basement Level:**

- The basement is intended to house the Central Park precinct-wide stage 2 Central Thermal Plant.
- Back of house services and service corridor appropriately linking with Ground via Goods Lift.
- Future provision for truck access is designed into the northern boundary. This will allow Goods Pick Up / Drop Off and Waste pick up via the future Block 4N basement and Abercrombie St service vehicle ramp.
- Provision is also intended for connection into the Stage 1 Central Thermal Plant.
- There will be no provision for on site car parking.

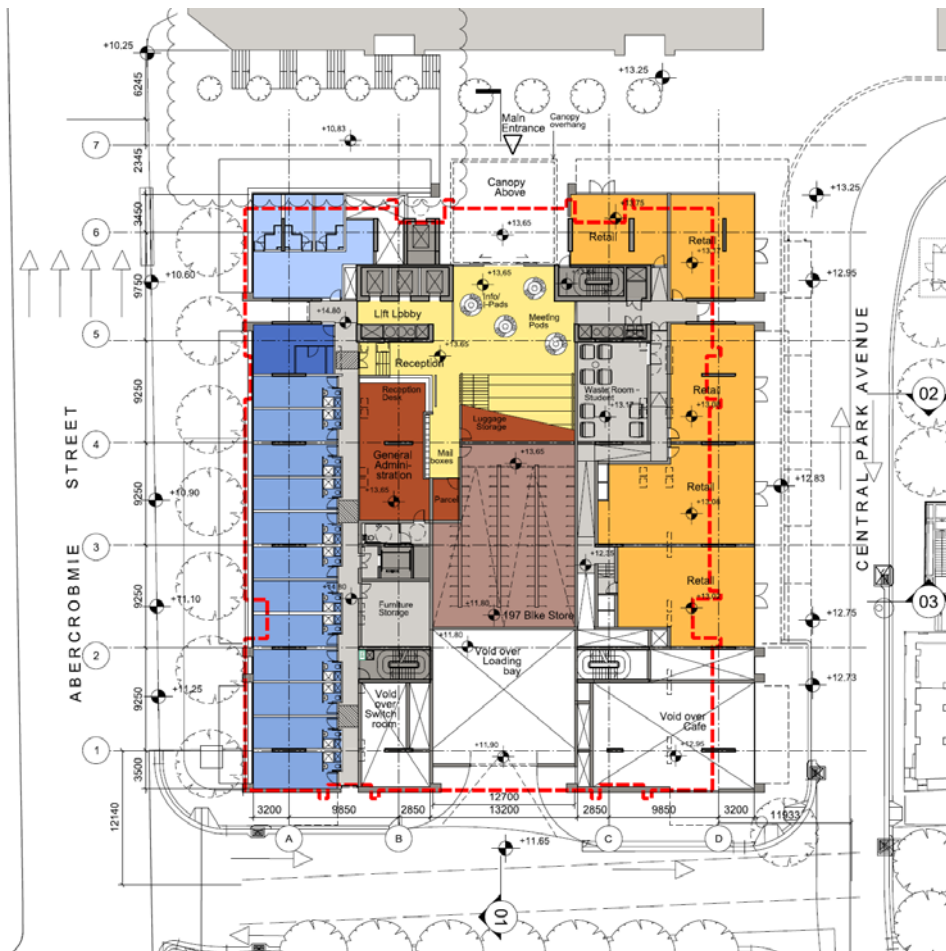
**Ground Level:**

- Back of house services and service corridor
- Shop-front service retail along Abercrombie St for up to five tenancies.



**Level 00:**

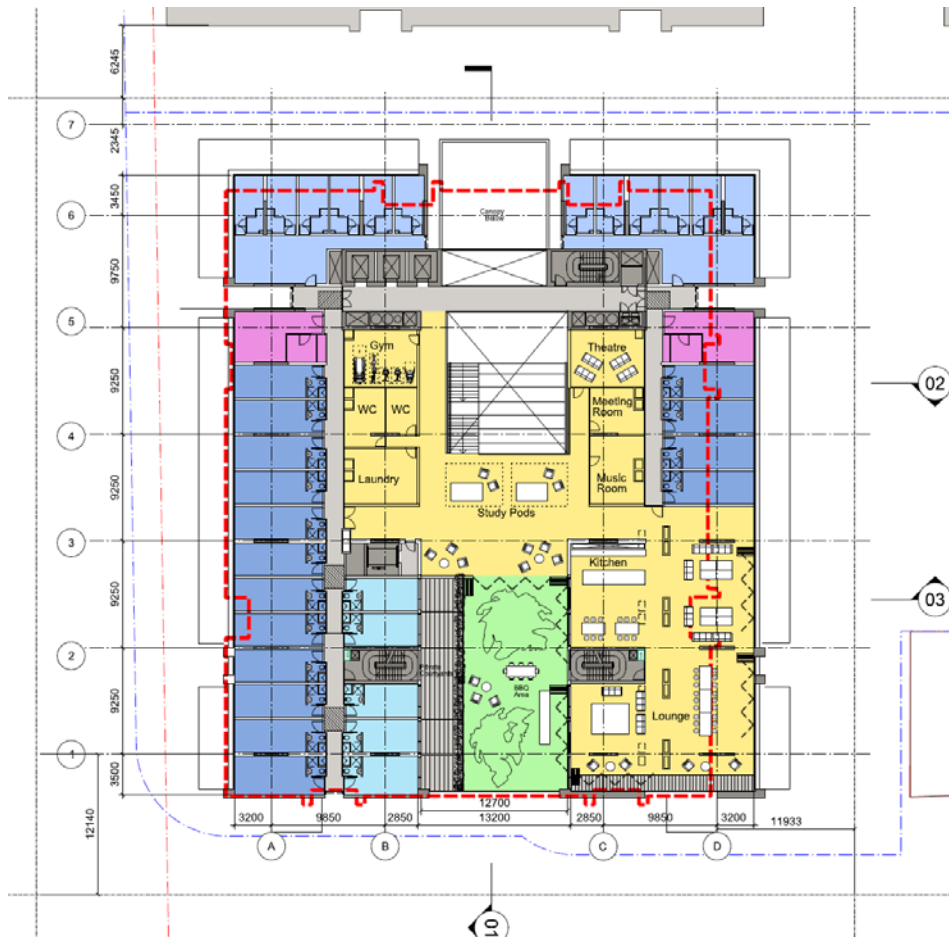
- Main Building Entrance off pedestrian-only thoroughfare between Block 4N and Block 4S. This activates an otherwise dead space between the buildings.
- 'The Study Hub' is an area offering communal study 'pods' located in the main entrance area. These pods will allow students to meet, socialise and study in groups in a more informal sense, open to the double height void above and passing students. The 'Study Hub' will be accessible by the public during normal working hours, with surveillance provided by the Reception Desk. The area will be secure after hours.
- 'The Ampitheatre' is an inter-connecting stair / row of terraced seating linking the Level 00 'Study Hub' and the Level 01 common areas. Level 1 and the building beyond will be secured from the publicly accessible 'Study Hub'. Students can congregate in this area to socialise and study in smaller groups or pairs. This area doubles to provide passive surveillance to the main building entrance also, deterring any undesirables.
- General Administration and Reception is located adjacent to the Main Entrance and Study Hub. The office and back of house areas have been appropriately sized with Operator input to suit a dedicated management team to efficiently and effectively manage a facility of this size. The Reception Desk is strategically located to allow efficient monitoring of students as they enter the building.
- Bicycle Storage is secure, keyed access and provided at-grade for convenience. The store links directly with the Study Hub via the Mail Room.
- The Mail Room is located adjacent to the Reception Desk to assist monitoring students behaviour as they pick up their mail. To assist the welfare of students any signs of stress or depression will be addressed by management staff immediately. Any mailbox that is becoming overloaded will also trigger a visit from on-site staff.
- In addition to the top of the Ampitheatre, the Lift Lobby will act as a secure, keyed access point for students entering the Student Accommodation above.
- Back of House services link through a Back of House service corridor allowing convenient access for each Retail Tenancy.
- Shopfront retail tenancies are located to front Central Park Ave providing visual connection with the proposed 'alfresco' dining precinct between Block 4S and the Block 4b (Brewery Yard) as well as to the north adjacent to the Main Entrance picking up student traffic in the near term, but also office users once Block 4N is completed. Up to six retail tenancies available on Level 00, intended to be predominantly food offerings.
- A Temporary Waste Room is located to the North East of the site, with direct access to Central Park Ave Temporary Waste Loading Zone. NB Permanent Waste Loading will be incorporated into the basement and accessed via the future Basement of Block 4N. Provision has been in the design to allow this to occur in the future when Block 4N is completed.



#### Level 01:

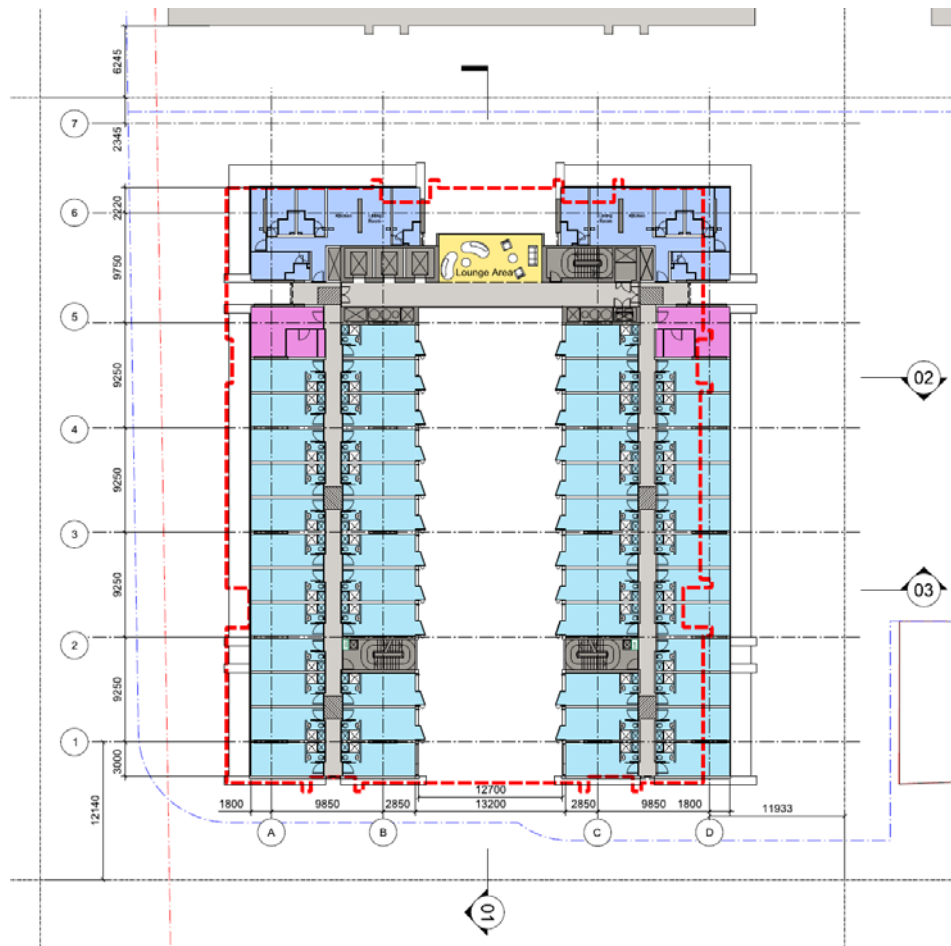
- Level 01 includes the main communal areas linked directly to the Ampitheatre. Note Level 01 will be secure, keyed accessed from Level 00.
- Main Lounge includes social and recreational space connected to Communal Kitchen and Outdoor BBQ Terrace. This area will include AV equipment, games such as chess and playstations and cooking facilities designed to cater for group cooking / meals.
- Additional Study Pods will be provided to facilitate informal group interaction and study.
- Meeting Rooms will offer AV equipment and a quieter group meeting space for preparation of school assignments and specifically presentations.
- Communal Laundry is designed to service all students occupying the building and is located to allow students recreation time whilst clothes are being washed / dried with passive surveillance to avoid robberies and the such.
- Gym and theatre are provided to offer additional health and recreation options.

- A mix of Studio Longs, Studio Accessible and 6 bedroom Multi-Share units will also be provided at this level. Consideration has been made to ensure that a transitional corridor is located between the active and noisy main Communal Area and residential accommodation.
- Visibility down into the Main Entrance Study Hub also acts to provide additional passive surveillance.
- A Garbage Room with access to general and recyclable waste chutes is provided in the north eastern core to facilitate sustainable waste management practices. This is located centrally for convenience.
- A semi-private common area is provided on the bridge links that offers students a quieter space to have group meetings or study.
- The corridors are designed to maximise views, light and ventilation.



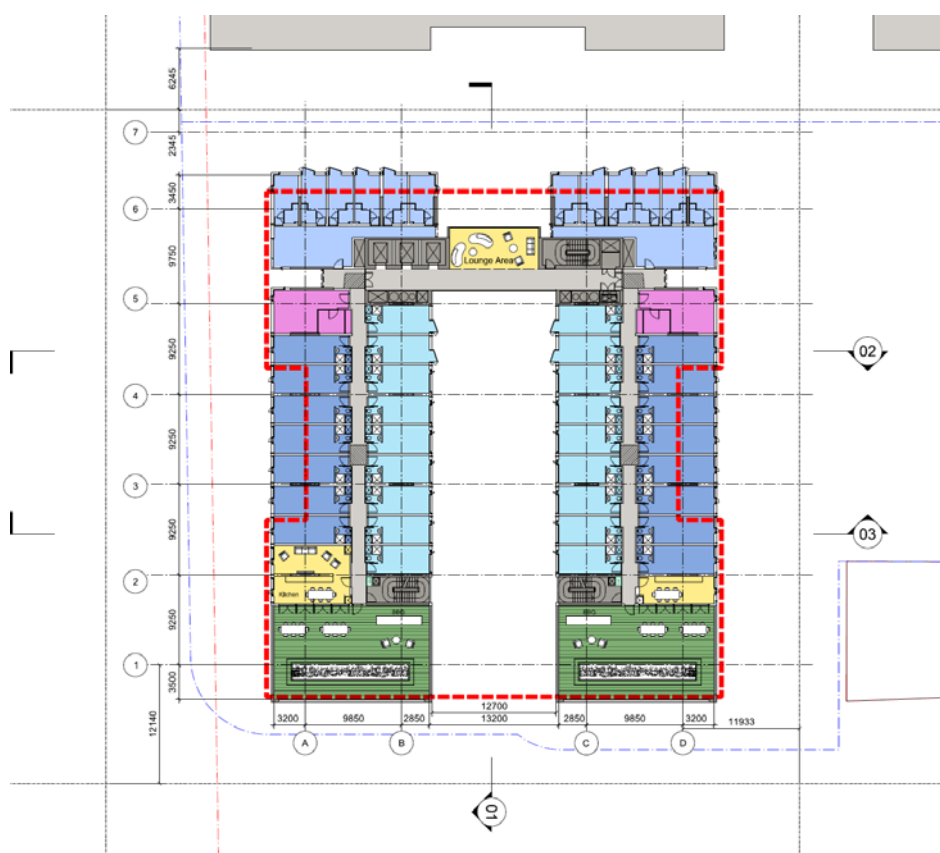
**Level 02-12:**

- Typical residential floors housing a mix of Studio Standards, Studio Longs, Studio Accessible / Deluxe twin shares, and 6 Bedroom Multi-Share units.
- Corridors and bridgelinks are strategically designed to maximise light and ventilation.
- Corridor widths are staggered to provide relief to the long corridor runs and assist with signage to locate the room / room numbers.
- A semi-private communal area is provided on every second floor.
- Fire stairs and fire doors are designed to remain open via mag-lock devices to promote inter-floor pedestrian movement



**Level 13:**

- Residential floor, with Rooftop Terraces and associated indoor communal area.
- Indoor communal area will contain a communal kitchen and lounge to facilitate social gatherings and recreational activities.
- South western rooftop terrace will be active with BBQ and outdoor dining area.
- South-eastern rooftop will be quiet to facilitate reading and study.

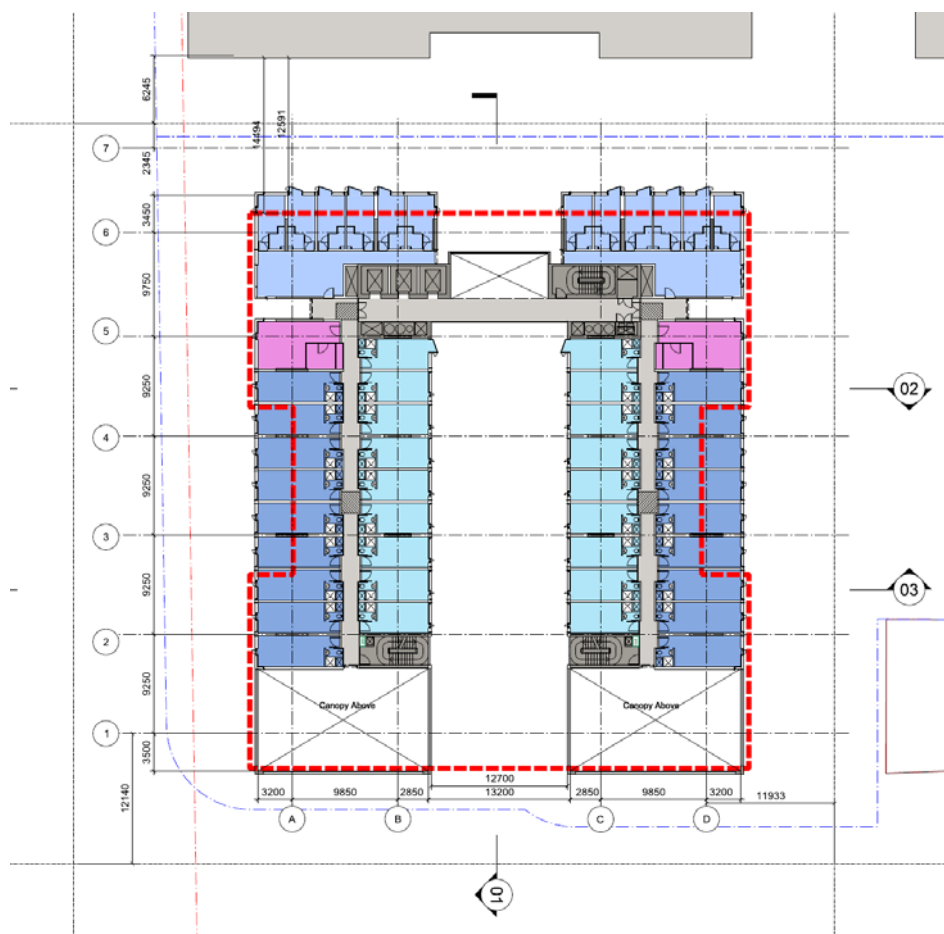




**Level 14:**

- Residential floor housing a mix of Studio Standards, Studio Longs, Studio Accessible / Deluxe twin shares, and 6 Bedroom Multi-Share units.

Sustainable practices such as recycling, reduced energy/water consumption and public transport will be actively promoted by the on-site team through comprehensive advisory service and information boards.



### 3.02 Facilities

On site facilities for exclusive student use include:

- Communal Recreation Areas.
- Games and TV Rooms.
- Theatre.
- Gym.

- Study areas.
- Laundry.
- Wifi Internet.
- Vending Machines.
- External courtyard with recreation and BBQ facilities.
- Storage room / garbage room.
- Bicycle storage.

Garbage chutes have been provided on all floors. Recycling will be promoted as part of the waste management plan.

The student accommodation rooms and corridors are designed to maximise natural ventilation and light via strategically located openable windows, ventilation grills, ventilation space below the doors and up the building via toilet/kitchen extracts. Air conditioning will also be provided with management able to monitor the use and intervene if circumstances of waste or abuse are encountered.

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### **3.03 Landscaping**

The Level 01 and Rooftop terraces will provide hard and soft landscaping, passive and active uses, and will provide seating and BBQ facilities. The green roof on Level 02 will be a simple low level planting, low maintenance solution as detailed in the landscape report. The proposal will also include new public domain planting to the verges on all four sides and interface with roadworks. The integration of Block 4N and the Main Entrance area will be suitably landscaped to provide an enhanced look to the area.

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### **3.04 Access**

All access to and within the building will be gained via the use of electronic swipe cards. The development's main entry will be via Abercrombie St and Central Park Ave. This Main Entrance will be controlled with the building's proximity card swipe system to control out of hours access.

Secondary access points will be included from Level 00 to Level 01 at the top of the Ampitheatre stairs as well as to enter the Level 00 Lift Lobby. This provides a second layer of security to within the residential areas of the facility.

Once inside the Residential areas, students will have keyed access points at most common areas, at the entrance to all apartments and, in the case of Multi-Share units, again to enter their individual bedrooms.



The new gateway to the Sydney CBD: View looking east along Broadway: Central Park and Central Retail to the right, UTS to the left.

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### 3.05 Disability and Accessibility Provisions

The development has been designed to ensure equality, independence and functionality to people with disabilities inclusive of:

- People with sensory impairment (hearing and vision)
- People with mobility impairments (ambulant and wheelchair)
- People with dexterity impairments

All statutory requirements for disability access to the residential accommodation units and all student common spaces and facilities have been provided for. Upon application for accommodation, management will provide a comprehensive building and facility tour for any residents with a disability. In addition, management maintains a policy of forming close relationships with any resident disabled students to ensure that their safety and wellbeing is appropriately catered for, especially in times of emergency.

## 4.00 Product Type and Mix

The proposed scheme offers a mix of apartment types to suit varying needs and budgets, which include the following:

Table XX: Bed Mix

Apartment Type	Dwellings	Beds	Comment
Managers Unit	1	1	Located on Level 00, this unit is intended for the General Manager of operations.
Standard Studio	329	329	Self-contained studio apartment designed for those seeking the most affordable exclusive use apartment. Includes ensuite, kitchen, study, storage and sleeping areas. NRAS compliant and eligible.
Studio 'Long'	301	301	As per Studio Standard, with an additional 2-seat living area. Queen/double beds to be considered to provide accommodation suitable for post-graduates. NRAS compliant and eligible.
Studio Accessible	28	28	Code compliant accessible unit that doubles as a larger twin share apartment for post-graduates and student seeking more space.
Multi-Share Apartment	29	167	3, 5 or 6 ensuited bedrooms with private sleeping, study, bath areas, and shared open-plan kitchen, dining and living areas.
<b>Total</b>	<b>688</b>	<b>826</b>	

There are a total of 688 dwellings, servicing a total of 826 students.

Each student bedroom is provided with a bed with under-bed / over-head storage, bedside cabinet, desk with drawers and shelf space, a wardrobe, notice board and carpet or wood flooring, fire detection system and a high speed internet connection.

Each ensuite bathroom/share bathroom will consist of an enclosed shower unit, basin, toilet, storage space and shelving.

Each kitchen / living area consists of a floor and wall storage unit per occupant, built-in oven, grill and hob, extractor fan, fridge/freezer, sink, microwave, workspace, sofas, television table and coffee table. Ancillary equipment such as irons, ironing boards, vacuum cleaners are also provided.

Each unit has an entry phone, communal hot water supply; card operated security key system and communal living space within the accommodation is provided with natural ventilation / air conditioning.

## 5.00 Operational Management

The building has been designed to operate under a single, central Operations and Management structure. A specialist, dedicated student accommodation operator will be appointed to manage the facility, provide pastoral care and protect the welfare of the students as well as manage routine maintenance and life-cycle replacement of the facility.

### 5.01 Dedicated, Quality and Affordable Student Accommodation

Frasers and Sekisui are developers committed to delivering quality, long lasting buildings. Having a centralised management model allows for a single point of contact within the community, and an organisation with a vested interest in maintaining mutually beneficial long term relationships with stakeholders.

As part of the National Rental Affordability Scheme, this building will play an important role in relieving pressure on rents, rental affordability, encouraging use of public transport and contributing to urban regeneration.

Frasers and Sekisui will appoint a specialist, dedicated Student Accommodation manager that has extensive experience in operation of quality student accommodation buildings within Australia.

The building will be staffed appropriately to meet the specific needs of students and ensure student safety and wellbeing. As a comparator, the staffing profile will be similar to that of a hotel operation, over and above what is typically provided for boarding house, or hostel accommodation.

On-site management will be responsible for access control, resident communications, services recovery, defect monitoring, defect-rectification, complaint handling, incident investigation and arbitration of disputes, routine and life-cycle maintenance of the facility.

The following sections explain and outline the operational aspects to be implemented at the site to ensure the smooth operation of the development.

### 5.02 Operator Selection and Appointment

The Operator will have a proven track record in successfully managing comparable student accommodation facilities on a values-based selection process. This will ensure that in addition to the required financial capacity, technical skills and expertise, the Operator shares common philosophies and ethics consummate of caring for the specific needs of students and maintaining the building to a high standard of quality.

The Student Accommodation Operator will be present 7 days a week, with trained staff providing management functions and servicing the needs of student occupants. These needs will range from, property management services to face-to-face assistance, dealing with other student neighbours, organising extra-curricular activities, facilitating group study and recreation activities, noise complaints etc.

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### 5.03 Ongoing Performance Review

During the course of the management contract, regular reviews and assessment against key performance indicators ensure the quality of service being offered. As part of the KPI's regular confidential resident surveys are required with minimum student satisfaction levels required to be met and any student dissatisfaction to be appropriately addressed and followed up.

All management staff will be trained in emergency procedures and will utilise operational management experience.

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### 5.04 Resident Induction and House Rules

The premises will have over 800 students when fully occupied, with additional management staff. Students will complete a Tenancy Agreement that allows tenure to a room conditional on compliance with relevant controls and the House Rules.

On arrival, students are given a thorough induction which includes health and safety process, waste removal and communal living procedures. A management plan will be prominently displayed in the Reception or another central location for example in the Lift Lobby.

Residents will all be provided with a copy of the House Rules. These rules inform residents of the facility's operation, health and safety procedures and emergency contact details, including Police, Fire and Ambulance and contacts at the Local Area Command.

Safety and other statutory inspections will be carried out regularly by the management team, the results of which will be used as a key performance management tool and financial reward mechanism.

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### 5.05 Marketing and Lettings Management

The aim is for an average period of stay for students of approximately 52 weeks, however 26 and 48 week contracts will be available.

The sales team will be coordinated by the Operator to undertake the following services for the facility:

- Marketing and letting campaigns;
- Production and distribution of marketing materials;
- Responding to enquiries;
- Compiling applications; and
- General marketing support for onsite staff.

The Operator will be required to review each application as part the application review process consistent with NRAS and Residential tenancy Act requirements. The tenant will be responsible to provide the following as part of their application:

- Confirm enrolment in the relevant tertiary institution;
- Complete an application form that will include means testing the applicants income (low-moderate income, to be NRAS compliant) by providing payslips, annual tax returns, letters from employers etc;
- Provide a security bond; and
- Provide emergency contact details.

Management will undertake periodic inspections under the Lease Agreement, in order to prevent additional allowable occupants living within bedrooms. Should further occupants be found sharing rooms, the resident will be in breach of their Lease Agreement with management reserving the right to terminate the agreement.

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## **5.06 Reception Operations**

The on-site reception will be situated on Level 00 off the Main Entrance, pedestrian through-link between Block 4S and Block 4N. From the Reception and Administration office, the Operator will coordinate the following services for the residents:

- Accommodation viewings;
- Enquiry handling (face to face, telephone, web based);
- Deposit and bond collection and administration;
- Rooming Agreement production and administration;
- Invoicing and rent collection;
- Room and share apartment inspections; and
- Check –ins/outs.

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## **5.07 Security and Safety**

Being cognisant of the average age of student occupants, particular importance is placed on providing a safe and secure environment.

The building has been designed to strategically funnel entrants through a single point of access past the Reception Desk. This ensures Reception Staff can monitor all who are entering the facility. Keyed, secondary secure access points are included to get from the Entrance Area into the residential component of the building, adding another layer of security.



Passive security is enhanced by intentionally locating common areas overlooking the Main Entrance area. The sheer activity and presence of large numbers of students acts as a deterrent to undesirables.

A programmable and trackable secure proximity key system is proposed throughout. After hours the Operator will have a presence on-site.

CCTV coverage will be provided to all access/egress points and other key areas in and around the facility.

The induction process will familiarise residents with building security and safety, and is included within the House Rules. This induction will include a tour of the building highlighting emergency exits, escape routes and evacuation procedures, as well as other safety information for residents to ensure good communication in the event of an emergency and a safe and secure environment.

A copy of the fire safety statement and current fire safety schedule for the premises will be prominently displayed in the reception area, a floor plan showing emergency exits will be fixed the inside every room.

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## **5.08 Bicycle Parking**

110 bicycle storage spaces have been included, conveniently accessed at grade level. The entrance to the bike storage area will be via a security controlled swipe card access door with CCTV coverage.

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## **5.09 Resident Welfare and Relations**

Information boards will be located within high-trafficked areas of the building and will serve as communication points for advising residents of community issues, student welfare services and upcoming social events. Translated documents and multi-lingual operating staff will ensure that the information contained therein is made available to all ethnic groups.

A crucial element of the student hospitality experience will be the building of a strong 'residential life' element which has pride in its living facilities. Informal peer-regulated control of the living environment will be sought, with management obtaining regular feedback on the level and quality of its service.

Suggestions from residents for improved service and facilities will be encouraged. The Operator will be the first line of response to any pastoral and welfare issues, and will devise social programmes to cater to the needs of the diverse residential community. Social programmes will utilise both on and off campus facilities and include group activity such as sports leagues, visiting tourist attractions, entertainment venues, book readings, drama groups and "swap shops" for academic books. As part of the ongoing resident relations, the Operator will provide daily and weekly activities for residents (where there is interest), to be held in the ground floor communal areas. Such activities will include residents with disabilities.

Residential Advisors will be recruited from amongst the students and will serve an administrative role and forge a relationship between staff and residents. The RA will encourage feedback on social events and will assist in understanding the opportunities for service and facility improvement.

A resident satisfaction survey will be carried out at regular intervals to determine student satisfaction and identify areas to be improved. Critically, follow-up surveys and student forums will be held to progress action to meaningfully address the specific needs of students.




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### 5.10 Complaint Handling

Complaint handling procedures will be adopted by the Operator to effectively manage and respond to any complaints received from residents. Conflict situations between residents will be addressed promptly and resolved in accordance with conflict resolution policies and procedures.

All public complaints will be dealt with by the Operator and treated seriously. Complaints will be thoroughly investigated, with recipients of valid complaints issued with written warnings. The management team will do all it can to remedy public complaints as effectively and efficiently as possible. Any complaints not adequately addressed by the Operator will be dealt with by Frasers / Sekisui.

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### 5.11 Life-Cycle and Routine Maintenance Regime

A proactive and planned routine maintenance and life-cycle replacement regime for the facility, furniture, fittings and equipment will be put in place once to ensure the buildings are maintained and kept in good condition.

Cleaning of lobbies and communal entrances will take place daily. The Operator will ensure that the premises are kept clean and tidy and that external windows are cleaned twice annually, or more frequently where needed.

Any additional emergency maintenance will be provided by partner contractors to an agreed response time depending on the nature of the incident such as a threat to health, safety and security.

It is critical that the building is kept in quality condition that maintains future attractiveness to students.

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## **5.12 Waste Management**

Frasers and Sekisui will require active promotion of environmental sustainability through the establishment and facilitation of sustainability committees where students are engaged to alter their habits to increase environmental sustainable awareness.

Provision will be made for residents to recycle waste, including the provision of separate waste bins. Students will be required to undertake their own waste management, with removal of waste from rooms and associated communal kitchen / leisure areas to a garbage chute located on each floor of the student accommodation.

The collection of refuse will be coordinated by a private contractor who will pick-up and manually remove refuse and recycling material from the garbage rooms on a regular basis, as frequently as required in line with the Waste Management Plan.

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## **5.13 External Common Area Usage Policy**

The external common spaces are provided for the exclusive use of the student residents. With respect to the impact of the use of the external courtyard spaces on the internal amenity of the development, the Operator will maintain a policy of fair and equitable use of all common spaces for the both the benefit and quiet enjoyment of all residents. The House Rules will provide an effective management tool for the use of such spaces and with the no risk of disturbance to neighbours due to the design of the building.

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## **5.14 Student Welfare**

Information boards to be located within the social areas will serve as a communication point for advising the resident population of community issues and events, student welfare services and upcoming resident social calendar events. Translated documents and multi-lingual members of the Operators team will ensure that the information contained therein is made available to all ethnic groups.

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## **5.15 Customer Relations**

A crucial element of the student experience is the building of a strong residential community which has pride in its residential facilities, which provides informal (and peer-regulated) control of the living environment, and which provides regular feedback to management on the level and quality of service, continuously suggesting service and facilities improvement.

The Operator will provide pastoral and welfare services by organising and managing social programmes which cater to the specific needs of the diverse student community. The Operator will promote group

activities such as recreation and sport, exhibitions and events, entertainment venues, study groups, book-swaps and other activities as suggested by the residents.

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## **5.16 Customer Satisfaction**

A customer satisfaction survey will be routinely undertaken to establish student satisfaction and potential areas of improvement. As part of the ongoing customer relations the Operator will provide daily and weekly activities for the participation of the students to be held within the Level 01 communal area of the building. These activities will include/extend to occupants with disabilities.