
Operations Plan

Iglu Redfern

60 – 78 Regent Street



23 November 2014

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1 Summary

Iglu Pty Ltd (“Iglu”) is a specialist student accommodation developer and operator. Iglu provides tertiary students with a high quality, all inclusive accommodation service offering located within close proximity to universities, local amenities and public transport. Iglu’s aim is to provide a hospitality platform that enables and enhances students’ academic and social experience.

Iglu Redfern will offer a range of studios, 4, 5 and 6 bedroom share units, with each bedroom containing a private ensuite. Accommodation fees will be arranged on an all-inclusive basis and include gas, water and electricity usage, as well as an internet package and basic contents insurance.

The Property will be covered by the Boarding Houses Act (4, 5 & 6 Bedroom Cluster Units) and the Residential Tenancy Act (Studio Units). Each student entering into a Licence Agreement with Iglu will be provided with a copy of the RTA *New Tenant Checklist (Studios only)*, as well as a Student Handbook highlighting the rules of the Property including the Noise Policy, hours of operation and key contacts.

The property monitoring systems will ensure all students living at Iglu Redfern are provided with a safe and secure environment with electronic door locking systems and CCTV installed to monitor all site entry points and limit access to only student residents and staff members after hours. All staff will be trained in Emergency Response and Evacuation procedures, as well as Mental Health First Aid, Senior First Aid, and Dispute Resolution. A whole-of-site fire evacuation drill will be carried out twice a year, and all fire EWIS systems checked and maintained on a monthly basis.

Iglu’s Property Manager will be responsible for the running of Iglu Redfern and will be supported by Iglu hospitality management staff. The staff profile will include Resident Assistants (student employees), who will be responsible for the organisation of property events and activities to encourage interaction and participation amongst students. These activities will range from academic assistance and cultural awareness evenings through to BBQ’s and games nights. The General Manager will be contactable 24 hours per day, 7 days per week with professional staff members and Resident Assistants also available at various times during business hours.

2 Accommodation Property

2.1 Building Management and Operating Systems

Iglu Pty Ltd will be utilising 'Starrez' (or equivalent) - a comprehensive student housing management system used globally within the tertiary accommodation sector. Starrez offers a complete solution for the successful management of accommodation service to students.

Modules include;

- Online Housing Applications – allows students to place an enquiry/application via the properties website with forms tailored to the requirements of the property.
- Online Roommate and Room Self Selection – Allows students to enter preferences for roommates, share unit location, room types and apply to live with a friend.
- Billing Functionality - for automated charging, rental runs, and event sales.
- Communications – Mail merge capabilities, SMS communications, email databases for clients/enquiries/reserved and in-house guests.
- Reporting – comprehensive reporting on debtors, overdue arrivals/departures, statistical compilation including nationality/gender/course enrolments etc.
- Maintenance – schedule room inspections, record property inventory and condition, close rooms for maintenance.
- Incident Management – flag students involved in incidents, record notes and correspondence, upload supporting documentation.

Iglu will maintain and work to a site-specific Life Cycle Costing Plan and Asset Management Plan to ensure that the quality of the fixtures, fittings and equipment is upheld to a high standard. Routine maintenance will be carried out on all plant and equipment. Property Risk Registers and Asset Registers will also be created and reviewed on a regular basis.

2.2 Rooms

Iglu Redfern will be made up of 85 Studios, 4 x Four Bedroom Share units, 1 x Five Bedroom Share units and 44 x Six Bedroom Share units – equalling a total of 370 beds, of which 5 will be PWD accessible.

All single occupancy bedrooms within a 4,5 or 6 bedroom share unit at the Regent Street property will each contain;

King Single Bed	Bed Lamp	Desk & Desk Chair	Built-in Wardrobe
Bookshelf	Air-conditioning	Pin Board	Television
Ensuite bathroom containing a shower, toilet, basin, cupboard and sink.			

Common areas provided within the 4,5 and 6 bedroom share units will include;

Couches	Coffee Table	Dining Area + Chairs	Television
Cupboards	Air-conditioning	Television Unit	Kitchen
Kitchen with cupboards, oven, microwave, stovetop, refrigerator, range hood & sink.			

2.3 Building Facilities

The Property is at 60-78 Regent Street, Redfern and located midblock between Redfern Street Laneway and Marian Street. The site is L-shaped, and has an extension of existing Regent Street Laneway running through it.

Iglu Redfern has been designed to ensure that all building facilities enhance the study environment and social experience for students.

Facilities available for students include;

- Ground Floor
 - Bicycle Storage Area
 - Garbage Room– providing a number of large bins for students and retail tenants to dispose of general or recyclable waste.
- Level 1
 - Landscaped Courtyard – a tranquil landscaped area for students to study, enjoy a chat with friends, read a book or just relax
 - Communal Laundry - providing a number of washing machines and dryers, ironing boards and irons, notice board, clothes folding table, chairs and magazines for those waiting for their washing.
 - Terrace Area and Barbeque – covered outdoor area for students to gather, complete with seating and barbeque.
 - Meeting/Study Rooms – provided for students to hold group study sessions, do project work etc.
 - Games and Lounge Area – includes games and vending machines for students to use as well as casual seating and 'chill-out' lounge spaces.
 - Media and Television Room - includes a large television with Foxtel and gaming area, with comfortable lounge seating.

2.3.1 Outdoor Terrace Area Use

A Noise Impact Assessment has been prepared by Acoustic Logic and is found in the appendices. The Acoustic Report has investigated the potential acoustic impacts on nearby buildings, and the Report has concluded that the proposal will not create significant noise impacts on any buildings subject to the following operational controls:

- A maximum of 100 students on the terrace at any one time
- No amplified music
- Access limited between hours of 7am and 10pm
- Operations to be monitored by Iglu Management.

The north and west outdoor areas will hold smaller amount of students, and be screened from surrounding commercial receivers.

The outdoor terrace area will have the ability to hold special events 12 times a year, which will be professionally managed and supervised by Iglu Management staff.

2.4 Access and Security

Iglu operates a 24 hour a day, 7 day a week service for student residents – meaning that there will always be a member of staff onsite and available to assist. General office hours will run Monday to Friday, 8am to 6pm. During office hours, general access to the Property will be through the ground floor main entry lobby off the through-site link. The Iglu Lobby is locked off at all times, and accessible via electronic card only. Access to the through-site link can be made from either the Regent St, or Redfern St entries. Public access through the laneways can be made during normal retail operating hours (6am – 12am). Outside of operating hours, laneway access will be restricted via an electronically-coded swipe card. Iglu Management is responsible for locking up the through-site link / arcade every night. There will be plenty of passive surveillance along the arcade laneway with the presence of the Iglu Concierge at the lobby, and human traffic. Additional lighting facing onto the two laneways leading to Regent St and Redfern St will assist in improving the safety for students and the general public at night time.

Each student residing at Iglu will receive a swipe card programmed specifically for zoned access, namely the main foyer door, lift access to their floor, access to their studio or share unit (and access to their room). Students will not be able to access floors of the building or a share unit/bedroom that they do not occupy. The electronic card system will allow Property Management to review and read every lock throughout the building and the cards that have accessed that point. Outside of office hours, there will be Resident Assistants living onsite that are available to support students with any administrative or pastoral care issues. In addition to access restrictions via the swipe card system, the Property will have a number of surveillance cameras connected to monitor all external access points, lifts and common areas. A duress button will also be installed within the reception/administration office that will be linked up to a 24 hour monitoring company in case of emergency.

2.5 Utilities

All costs associated with the provision and usage of utilities including gas, water and electricity will be included within the weekly accommodation fee. Consumption per share unit/study bedroom will nevertheless be monitored to encourage fair and reasonable usage and, if necessary, implementation of consumption controls or charging will result for excessive use.

2.6 Communications and IT

Iglu will offer internet packages on a monthly contract basis to students living at the Property. The common areas of Iglu Redfern will offer wireless internet hotspots for students to access via their account login.

2.7 Transport & Amenities

Being located within 200 metres of Redfern Station, students living at the Iglu Redfern property will be able to walk to the University of Sydney, and commute to a number of universities throughout Sydney in less than 15 minutes. With the Redfern station on the direct line to UTS, students will only have to travel 5 minutes to get to campus. Commuting from Redfern Station to the University of New South Wales will take only 30 minutes by bus and train, meaning the Iglu Redfern property will be a great choice for those studying at USYD, UTS, and UNSW.

The Property will include a number of bicycle racks at the Property to further encourage students to walk or cycle around the local area.

In compliance with Council requirements, all residents will be made aware that permits for local area council parking permits are not available

The property is situated in a prime location where many trendy cafes and restaurants are within walking distance, including the Regent Street Arcade, and the Newtown King Street precinct which are all within 2km. In addition to this, the Property is closely located to the Sydney University gymnasium, yoga/pilates centres, the cinema, and an easy walking distance to Victoria Park where there is a swimming pool, and grounds for students to play sport, or relax in.

2.8 Cleaning, Waste and Recycling

Cleaning

Iglu will be responsible for the upkeep and cleaning of all public areas of the Property, ensuring they are cleaned on a daily basis during the week and as required on weekends. Common area cleaning refers to the vacuuming of carpets, removal of loose rubbish in walkways and lifts, mopping of floors, cleaning of walls and hard surfaces, common bathroom cleaning and sterilisation and the sweeping and removal of rubbish on street frontage and kerb.

The cleanliness of share units, bathrooms and bedrooms will remain the responsibility of each occupant. Iglu will provide each share unit with a mop, bucket, broom, dustpan & brush but the students will be accountable for ensuring their room, bathroom and common share unit space is maintained to a clean and hygienic standard.

Property Management will conduct share unit and room inspections on a quarterly basis (unless required sooner) to ensure compliance with the standards set out in the Student Handbook. Property Management will provide occupants with 48 hours' notice prior to conducting inspections to allow residents ample time to prepare. If the dwelling is deemed to be below the required standard at inspection, the occupant/s of that share unit will be given an additional 48 hours to rectify. If accommodation areas are still unacceptable on second inspection, contract cleaners will be brought in to commercially clean the share unit, and this cost will be passed on to the occupant/s.

Waste and Recycling

Iglu will provide a Bin Store for the deposit of garbage by students. This room will be located on the ground floor and will include bin facilities for the disposal of both general waste as well as recyclables materials.

Property Management will be responsible for ensuring the timely collection and disposal of collected rubbish on a regular basis, by providing a garbage collecting service from each of the units.

2.9 Maintenance and Repairs

Iglu will employ the services of a Facilities Manager, responsible for the general upkeep of all building services and facilities.

This role in conjunction with Property Management will ensure that any maintenance requests received from students are documented and repaired wherever possible within a 48 hour period. Should a larger fault occur, the services of an external contractor will be employed and repairs carried out as quickly as possible to limit disturbance to students.

Scheduled property maintenance works will be arranged to ensure students are provided with a minimum notice period of 48 hours as stipulated in the Student Handbook and every effort made to ensure any disturbance caused to students is limited.

The Property Facilities Manager will also be responsible for the upkeep of all common area equipment as well the landscaping of common gardens and street frontage. Below are the notice periods that will be given to tenants prior to entering a share unit/bedroom in given scenarios:

Purpose of Entry	Minimum Notice To Be Given To Occupant
In an emergency or for urgent repairs	No notice required
To complete maintenance or repairs requested by the occupant	No notice required
To complete general maintenance or repairs	48 hours' notice required
To carry out an share unit/room inspection	48 hours' notice required
To show a vacant room within a share unit to a potential student	48 hours' notice required where possible, unless current occupants allow showing at any time.
If Property Management has reason to believe that the contracted occupant has vacated the premises	No notice required
If Property Management suspects that a person other than the contracted Occupant is residing within the premises (room or common areas).	No notice required
If Property Management suspect that the contracted occupant of the room is In breach of the accommodation contract or any site rules.	No notice required

2.10 Customers

2.10.1 Customer Booking Journey

The online application system is provided as a module through Starrez and links all information captured via the online enquiry or application back into the reservation system housed at the Property.

Typically, all students will undertake the following steps, leading from the time of enquiry through to the time of arrival;

1. Student fills out the online application form to apply for accommodation at Iglu Redfern and information collected generally includes - name, age, gender, nationality, name of tertiary institution, degree studying, year of study, room type preference, length of stay (6 or 12 months), roommate preferences etc.
2. The enquiry comes through to the Property and is followed up by a member of staff, and the student is contacted and emailed through all contract documentation and property rules, and asked to return completed documentation within set time frame to confirm accommodation.
3. Student fills out and returns all required documentation, including certification of enrolment at a tertiary institution in Australia
4. Iglu staff process the paperwork, and reserve the student in the reservation system, and allocate a room based on the student's room preferences (where possible).
5. Student is contacted by Iglu to confirm that the accommodation is booked, and welcome to the Iglu community.
6. Regular communication is sent out to the student prior to their arrival to the Property to keep them updated of events and Property activities (such as welcome BBQ's, newsletters etc).

2.10.2 Accommodation Terms

All rooms within Iglu Redfern will be available on either a 6 or 12 month contract.

2.10.3 Licence Agreement

There will be two agreements utilised within Iglu Redfern, with all 85 studio units covered under

the Rental Tenancy Act, and signed onto a Rental Tenancy Agreement. All rooms within the 4, 5 and 6 bedroom cluster units are included under the Boarding Houses Act, with students entering into a Rental Licence Agreement. In either case, the student must sign and complete all agreement paperwork and payment of their bond/security deposit prior to moving into Iglu Redfern.

2.10.4 House Rules

Every student residing at Iglu Redfern will be provided with a property specific Student Handbook which will cover items such as;

- Rights and Responsibilities (i.e. accommodation fee payments, privacy of information)
- Property Services and Facilities (i.e. communal areas, hours of operations)
- Iglu Life (i.e. staff members, after hours contacts, cleaning expectations, noise policy)
- Residential Life (i.e. activities and pastoral care offered to students)
- Safety and Security (i.e. being conscious of individual and fellow students welfare)
- University Services & Facilities (i.e. gyms, libraries, student services)
- Household Problems (i.e. how we can help with any disputes or issues)
- Helpful Information (how to use all equipment in share units, recipes etc)
- Emergency Procedures and Contacts (what to do in case of an emergency and 000)
- Local Community Guide (restaurants, shopping, 'whats on' events and activities information)

2.10.5 Good Neighbour Policy and Disciplinary Procedures

A copy of the Iglu Noise Policy will be included within the Student Handbook, provided to each new student on check in, and also available in softcopy on the Property website. All common areas such as the courtyard will be accessible by swipe card only, and only between hours set by Council and Property Management, with hours to be clearly signposted and students educated on during site inductions, welcome events etc.

When Iglu Redfern holds an organised event that includes music and activities, all surrounding businesses, properties and the NSW Police will be contacted at least 48 hours prior to the event taking place. All events run by Iglu will also adhere to the Noise Policy and courtyard access times.

All students residing within the property will be required to comply with the RTA and property rules at all times. If any student residents are found to be in breach, they will be required to meet with management to discuss and rectify action. A termination of licence will result in the event of serious misconduct, repeat breach under the RTA or property rules, or any illegal activity.

2.10.6 Utilities and Usage

All costs associated with utilities are included in the weekly rental fees and are not charged on to students (unless assessed to be in excess of pre-agreed usage, in which case a measure of units will be calculated and charged as necessary).

2.10.7 Damaged and Lost Items

Iglu accommodation fees are inclusive of Contents Insurance which covers a set value of student personal items per room. Any additional coverage for goods above this amount is the responsibility of the student to fund and organise.

2.10.8 Getting to know you/social events

Iglu Redfern will have dedicated Resident Assistants living onsite, who in conjunction with a team of hospitality staff will organise and host a broad range of events and activities throughout the year for students living at our property.

These events will be aimed at not only integrating students and assisting in the creation of a strong

social community but also assisting students adapt to university life and independent living. Activities run in the Community Life Program will aim to assist students in areas including academic (such as study groups, exam tips and techniques, university services and de-stress events at exam time) and life skills and community knowledge (such as laundry and cleaning tips, local area tours for new students, cooking information/recipe nights, and how to use public transport to get around the City).

2.10.9 Emergency Procedures

Iglu Redfern will have the following tiered detection and response/action system to provide Emergency Response and minimise false Fire Brigade call-out.

Smoke Detector in a cluster bedroom and cluster hallway	<ul style="list-style-type: none">• Smoke signal activates local alarm for 30 seconds;• The alarm acknowledgement module, located in the cluster hallway has to be activated within 30 seconds otherwise the full building alarm is activated and the Fire Brigade is notified;• If the alarm acknowledgment module is activated within 30 seconds then there is a further 90 seconds to clear the smoke – if that is done the system resets, if not done then full building alarm is activated and the Fire Brigade is notified;
Thermal detector in kitchen	<ul style="list-style-type: none">• Thermal signal activates full building alarm and the Fire Brigade is notified;
Multi-head (thermal & smoke) in studio	<ul style="list-style-type: none">• Smoke signal activates full floor evacuation but no report to Fire Brigade• The alarm acknowledgement module, located next to the studio kitchenette has to be activated within 30 seconds• Thermal signal triggers full building activation and report to Fire Brigade
Smoke detector in common corridor	<ul style="list-style-type: none">• Smoke signal activates full building evacuation and report to Fire Brigade

The Fire Panel and EWIS System will be located on the ground floor of the building, and will be under an annual service contract with monthly testing of the system. There will also be a monitoring contract in place to ensure timely action and registration with the NSW Fire Brigade.

The Property will be reviewed prior to occupation of students and an Emergency Response and Evacuation Plan will be placed in every bedroom of every share unit. All staff will be trained in 'Emergency Response and Evacuation' procedures, fire drills and extinguisher usage, with mandatory evacuation drills conducted twice a year.

2.10.10 Local Contacts/Links

A list of all important university and local community contacts, websites and phone numbers will be included in the Student Handbook provided to each student. A member of staff will also be contactable 24 hours per day, 7 days per week should any student require assistance during or after standard business hours.

2.10.11 Pastoral Care

As above, a member of Iglu staff will always be available and onsite every day of the week, 24 hours per day.

In addition to emergency procedures, all staff will be trained in Senior First Aid, Mental Health First Aid, Dispute Management and Responsible Service of Alcohol. Iglu place a high level of importance in ensuring students are offered a supportive, safe and inclusive environment to live in.

2.11 Staff and Policy

2.11.1 Staffing

Proposed staffing structure for Iglu Redfern is as follows:

Position	Experience	Start Date	Responsibilities	Hours
<i>Property Manager</i>	<i>Minimum 5 years in Tertiary Accommodation sector Minimum 5 years office / property management Business Degree or higher</i>	<i>October 2016</i>	<i>Responsible for the entire operation including student welfare, staff management, legal compliance, sales and marketing, OH&S, student behaviour management, pastoral care and financial performance.</i>	<i>Full-time Monday to Friday (Contactable 24/7)</i>
<i>Assistant Property Manager</i>	<i>Minimum 3 years in Front Office/Customer Service Manager role or similar</i>	<i>September 2016</i>	<i>Responsible for overseeing all administration staff and processes. Involvement in debtors management, and sales and marketing.</i>	<i>Full-time Wednesday to Sunday</i>
<i>Office Administrator/ Receptionist</i>	<i>Minimum 2 years in Front Office/Customer Service role</i>	<i>December 2016</i>	<i>Responsible for all administration processes including applications, room allocations, communication, general enquiries, mail, attends to student account queries, receipt payments.</i>	<i>Full-time Monday to Friday</i>
<i>Property Facilities Manager</i>	<i>Experience in landscaping, and or/ general property maintenance and repairs.</i>	<i>January 2017</i>	<i>Responsible for repairs and maintenance throughout the property, ensuring common areas are clean and tidy, garbage collection, and upkeep of the landscaped courtyard and property street frontage.</i>	<i>Part-time 3 days per week</i>
<i>Bookkeeper</i>	<i>Minimum 5 years accounts experience Advanced Diploma in Accounts or higher.</i>	<i>January 2017</i>	<i>Responsible for processing and allocation of rental payments, accounts payable and receivable, debtors management, student account enquiries, Bond lodgements/claims</i>	<i>Part-time 3 days per week</i>
<i>Senior Resident Assistant (and Resident Assistants)</i>	<i>Experience in leadership and event organisation</i>	<i>January 2017</i>	<i>Responsible for pastoral care, event planning and execution, after hours assistance, property promotions, student resident communication. Oversees a team of casual Resident Assistants.</i>	<i>Part-time x 2 9 shifts per week, including 5 weekday evening shifts, 2 weekend day shifts and 2 weekend night shifts. A total of 45 hours per week, plus on-call.</i>

2.11.2 Training

All staff employed by Iglu will be trained and conversant in the following areas;

- Senior First Aid
- Mental Health First Aid
- Responsible Service of Alcohol
- Emergency Response and Evacuation
- Dispute Management
- Reservation System – Starrez Training
- Customer Service Training

3 Retail Tenancies & Dance Rehearsal Studio

3.1 Summary

Iglu Redfern has 626 sqm of retail space and 113 sqm of dance rehearsal space on the ground floor, which is managed by Iglu Management. The retail and dance studio is part of the overall building title, and Iglu Management will be acting as landlord for all of these tenancies.

3.2 Building Facilities

For the shop premises, Iglu will provide the base building, which consists of glazed shopfront, and smooth concrete floor ready for tiling or for the Tenant's proposed floor coverings. In addition to this, Iglu will be providing:

- Electricity supply
- Gas supply
- Fire protection services
- Underfloor plumbing and connection points. Sewer and water point to a nominated location (assumed rear) of the tenancy – detailed pipe work (internal to shop) by Tenant.
- Disabled access
- Access to shared loading bay
- Four (4) bathrooms for tenant and client use (1 x Unisex, 1 x Male, 1 x Female, 1 x Accessible)
- One (1) accessible bathroom available for exclusive use by the dance studio patrons.

Ceiling and air-conditioning systems are excluded and are to be provided by the Tenant. Iglu Management will be responsible for providing access ducts from the Lease Area to the cooling plant area.

3.3 Shop Fitouts

Tenants will be responsible for obtaining development approvals for the shop fitout works, and carrying out the Tenant Works. These Works must have the approval of Iglu Management prior to development application.

3.4 Access and Security

Access is described in Section 2.4.

3.5 Utilities

Utilities infrastructure will be provided as per Section 3.1.2

Utility services will be charged as per Section 3.1.7

3.6 Cleaning, Waste and Recycling

Retail Ground Floor includes a commercial bin store with access to the loading dock and William Lane. A cleaner store is provided behind the 4 bathrooms on the eastern side of the building. In order to ease up the walkway from the station to Regent St Arcade, Iglu is providing bin storage for the adjacent hotel/pub, 'Railz on Regent'.

4 Review and Update

This Plan will be reviewed at least annually to ensure that operations at Iglu Redfern are kept up to date with contemporary customer service requirements and Iglu Standards.