



Operational Management Statement

Curtin Central Purpose Built Student Accommodation

November 2020 – R0

Document Control

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1 Introduction

Curtin Central is a proposed Purpose Built Student Accommodation (PBSA) located on the south eastern corner of the Curtin University's Bentley campus and immediately opposite Canning College. It is bounded by Mckay Street, Keaney Place and Garvey Street in Waterford, Western Australia.

It will consist of three towers made up of student accommodation units, common facilities, outdoor areas, and retail outlets. The development is owned by Curtin Central Pty Ltd (ACN 612 264 963) and developed by Exal Group Pty Ltd.

The students living in Curtin Central will be from Curtin University, Canning College, South Metropolitan TAFE and will largely be international students staying away from home for their first time.

The following sections provide guidelines on the operational aspects to be implemented at Curtin Central to ensure smooth operation of the development.

2 Student Accommodation Operator

2.1 Scope of Services

Curtin Central will engage an experienced operator to undertake the management of the property. The operator's responsibility will cover 3 main areas as follow:



2.2 Organisational Structure

The operator will deploy a trained team to provide management functions, customer service and support to the residents. While the administrative and management team takes care of the residence during office hours, there will be an after-hours support team to provide 24 hours support for emergencies and special care cases. The organisational structure of the operator will be as follow:



i) Head of Residences

Responsible for day-to-day operations (comprising of 3 areas; Tenant Management, Facilities Management, Student Community) of the entire residence to ensure that the following results are achieved:

- a) Smooth and effective running of the residence
- b) Safety and cleanliness are prioritised
- c) Proper upkeep and maintenance
- d) A vibrant student community
- e) High levels of customer satisfaction
- f) High occupancy levels and a healthy financial position

ii) Coordinator

Coordinator is responsible for the delivery of student community events, customer-focused operations at Curtin Central, training and managing Resident Assistants.

iii) Facilities Manager

The role performs general (proactive and reactive) maintenance and servicing for all facilities in the residence. The role includes supervision of service contractors to ensure that all services provided are in accordance with the standards stated in the Service Level Agreement (SLA).

iv) Administrator

This role primarily assists with front desk operations, administrative tasks and to assist with the day-to-day operations conducted by the Head of Residence.

v) Resident Assistants

Resident Assistants are select residences living within the residence that are employed and trained to assist with the daily running of the residence. They report to the Coordinator.

All candidates will be carefully evaluated by the appointed property operator based on a set of criteria. The selection process is designed to ensure success of the operation at the very start.

Upon recruitment, every staff, including Resident Assistants and contractor are required to attend inductions and appropriate training prior to commencement of their roles. The property operator will also organise continuous professional development programs and training for all. Workplace training includes in- house or external courses on relevant and current topics such as first aid, fire safety, conflict resolution, workplace health and safety, best practices for sustainability, managing mental health etc.

3 Resident Induction and Community Living

The Community Living Standards (CLS) in the Appendix will supplement the Tenancy Agreement which all residents must agree with and sign prior to the commencement of their stay. More importantly, it provides information about Curtin Central's expected living standards which must always be complied with.

On arrival, residents will be:

- Given a detailed induction and tour around the residence. This includes information on health and safety procedures, communal living standards, sustainable and environmental practices, acceptable conduct, and behaviour, etc.
- Provided with a copy of the Residence Handbook which covers information on emergency contact number (for after office hours), check-in procedures, services, amenities, and facilities available, CLS, safety and security, termination and check out procedures.
- Assigned a "buddy" or "Resident Assistant" who will help ease the transition into university life.

4 Administrative, Operational and Marketing Function

The property operator is typically responsible for the administrative, operational, and marketing function of the building. The property operator's centralised team will undertake the following tasks:

Administrative

- Provide support on Hostel Management System, accounting, and financial matters;
- Provide support to residents by responding to their enquiries promptly;
- Provide support to on-site team on room reservation, transfer, and termination;
- Conducting annual resident satisfaction survey.

Marketing

- Planning, development, and execution of marketing campaigns;
- Production and distribution of marketing materials including marketing collaterals, videos, and online virtual tours;
- Social media channels management (Facebook, Instagram, website);
- Physical events on-site and other locations to promote the residence;
- Tour of the building with potential leads (i.e. parents, students).

Operational

- Develop and implement Standard Operating Procedures (SOPs) for the residence;
- Setting up the residence entirely operationally from HMS implementation to ensuring that the residence is performing well financially;
- Internal audit.

5 Security and Safety

The safety and security of residents should be the property operator's priority. The team must strive to create a safe community within the residence and to constantly improve the current safety and security system and practice, from time to time. Initiatives must also be taken to raise awareness among the residents and to help them take care of themselves.

5.1 Secured Environment

Curtin Central will be secure, providing residents with peace of mind. The security team should be well-trained individuals with experience in security and safety maintenance.

5.2 Security Camera System

Security cameras will be installed around the compound or residence to provide extra security. Security Patrolling Security patrols are carried out constantly to ensure the safety of our residents.

5.3 Access Card System

Each resident will have his or her own access card to enter the residence. With this feature, strangers and non-residents are unable to enter the residence without registering with the security guards stationed at the entrance.

5.4 Lift access

Lift access is secure with access through access card. Non-residents will not have access to the student accommodation or communal areas levels.

5.5 Fire prevention

For the prevention of fires, the burning of joss-sticks, incense, candles, mosquito coils, fire-crackers, fireworks and sparklers will be strictly prohibited. Explosive or flammable materials such as barbecue propane tanks are also prohibited within the residence. It is a serious offence to tamper with any fire prevention or detection equipment. The operation of such equipment for any purpose other than control of fire is strictly prohibited. Emergency exits must always be left cleared. During a fire, residents must use the stairs to evacuate. Use of elevators is strictly prohibited.

5.6 Prohibition

For the safety of all residents, there are items which are not allowed in the residence and rooms (including communal areas) unless supplied by the residence. These include and are not limited to:

- Home theatre systems
- Induction cookers
- Exercise machines
- Refrigerators / mini bars
- Air coolers
- Washing machines
- Microwave ovens
- Musical instruments
- Water dispensers
- Multi cookers

5.7 Helping residents take care of themselves

An induction process that includes 'Emergency Responses & Building Evacuation Procedures' will familiarise residents with building security and safety procedures. This induction includes a tour of the building highlighting emergency exits, escape routes and evacuation procedures, as well as other 'do's and don'ts' for residents to ensure a safe and secure environment.

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

6 Complaints Handling

All feedback, positive or negative should be taken seriously by the property operator. How every case is received, investigated, and finally resolved has a profound impact on the residence's community.

6.1 Resident Complaint Handling and Conflict Resolution

The management will facilitate to resolve all conflict between residents on a timely basis. All complaints from residents and their parents / guardians will be first formally recorded, thoroughly investigated, followed up and resolved according to the set Standard Operating Procedures. Once a case is closed, all stakeholders will be promptly updated.

6.2 Public Complaints – General Public

All public complaints (i.e. universities, neighbours, etc) will be handled by the management team according to our Standard Operating Procedures. All complaints by the public will be first formally recorded, thoroughly investigated, followed up and resolved according to the set Standard Operating Procedures. Once a case is closed, all stakeholders will be promptly updated.

6.3 Disciplinary action against breaches of Community Living Standards (CLS)

All residents are expected to mutually respect the rights of all residents and the Residence Management Team / Property Operator. Misconduct, disruptive behaviour, harassment, or any act, which is deemed to be threatening or abusive will not be tolerated. Any instances to such behaviour will be classified as a material breach of the CLS and will lead to disciplinary action including eviction.

7 Maintenance

Curtin Central intends to implement an Integrated Facilities Management (IFM) model as part of its operations. This model includes in-sourcing certain maintenance functions while outsourcing some essential services such as electrical, hydraulic, and mechanical system maintenance.

As part of the IFM model, a comprehensive maintenance programme will be implemented to effectively monitor and execute all services and maintenance work related to Curtin Central. This also includes the provision of cleaning services which will be outsourced and managed through a service contract by Curtin Central's property operator.

All service provided under the IFM model will be in accordance with all applicable by-laws and regulations imposed by the local authorities and Australian Standards.

8 Smoking Areas

We have a strict no smoking indoors policy, which will be strictly enforced. Smoking is only permitted at designated areas permitted by the operator.

9 Communal Space Use Privileges

Exclusive use of the communal space is a privilege for all residents. They can use the communal spaces to study, work, chill or cook. It is a privilege for residents to:

- Use the communal space and facilities
- Use and enjoy the resources and services provided in the residence
- Invite and host guests (i.e. non-residents) in the residence's communal space
- Invite and host other fellow residents who live within the residence in their communal Space

Communal space privileges enhance the lifestyle in the residence because they add to the pleasure of the academic and social experience. Residents are of course expected to conduct themselves in accordance with the Residence Rules and Regulations at all times.

10 Residents' Welfare

Residents' well-being should be the utmost importance for the operator managing the residence. We propose for a well-designed framework covering the 3 aspects of support, connect and nurture to be implemented.

- *Support* – The building's design and the operator's key activities should consider the safety, comfort, and convenience of all residents. Support must also be provided to residents in terms of operational and non-operational (i.e. counselling, community engagement, learning and development programs, etc).
- *Connect* – The student accommodation should be an enjoyable place for residents to make new friends, connect with like-minded people and create new experiences, build friendships as well as lasting memories.
- *Nurture* – Most of the Curtin Central's residents are most likely to be away from home for an extended period for the very first time in their lives. The student accommodation provides a place for self-discovery and growth in a safe and nurturing environment.

11 Continuous Improvement

A resident satisfaction survey should be conducted annually (in September / October) to understand residents' expectations and needs as well as to evaluate the level and quality of the property operator's services covering the following aspects:

- Safety and security of the residence
- Room application process
- Check in experience
- Ongoing customer service
- Housekeeping
- Maintenance of residence (Upkeep and repair)
- Residence support and care provision
- Communication of relevant information
- Student community events

After the survey results are collected, the residents' responses will be studied and analysed by the operator to form an action plan for the areas which require improvement.

Appendix A – Community Living Standards

Objective

The Residence Management Team aims to promote a safe, peaceful, and conducive environment that supports the community of Residents in their academic success as well as their personal and social development. We aim to develop a community of individuals that are responsible and respectful towards one another.

The objectives of our Community Living Standards are as follows:

- To create a safe, secure, and harmonious living environment.
- To create a responsible, supportive, and respectful community.
- To promote mutual respect and understanding, cultural diversity and inclusiveness.
- To create a conducive learning environment for personal growth and development.
- To educate Residents about the effect that their choices, actions and behaviours may have on themselves and others around them, and thus providing Residents with an opportunity to learn from their behaviours.

The Community Living Standards outlines the behaviours expected as well as the behaviours prohibited within the Residence Community.

Scope and Application

The Community Living Standards apply to all residents and their visitors/guests. These standards are applicable across all Residences, including all Residence buildings and the grounds of the Residences.

Community Living Standard 1: Disruptive Behaviour

Residents are expected to behave in a manner which is acceptable and conforms to Australian customs, local laws and regulations, consistent with the good reputation of their respective Universities, refraining from any behaviour which could endanger human life or health, or cause damage to property, disturb order and peace within the Residences, or curtail the rights and liberties of the other Residents while within the Residences.

Community Living Standard 2: Violence and Aggression

Violent or aggressive behaviour of any kind is not permitted in the Residences. This includes behaviour such as physical force that may potentially cause hurt or damage to someone/something, and/or behaviour that threatens another member of the Residence Community. Violence and aggression include but is not limited to physical or verbal acts.

Community Living Standard 3: Prohibited Items

The Residence Management Team will take all necessary action including reporting and/or surrendering to the relevant authorities where Residents have been found in possession of any items including but not limited to any prohibited drugs, weapons or any items considered dangerous and/or illegal.

Community Living Standard 4: Responsible Drinking

Having a 'drink' or two is an accepted social practice in Australia. However, we want to emphasise that alcohol consumption should be responsible and should not impact on others negatively.

Community Living Standard 5: Damages and Vandalism

Vandalism involving functional/cosmetic damage to property belonging to the Residences is strictly prohibited. Any damage/loss (partial or full) of Residence property must be reported immediately to the Residence Management Team. Residents are responsible for reporting information about damages and vandalism, and those allegedly responsible for causing the damage. A Resident may be held financially responsible for damage to any part of the Communal Areas if the Resident, or guest of the Resident is found to be directly or indirectly involved in said damage.

Community Living Standard 6: Harassment

Every individual has the right to a safe and respectful environment that is free from attacks on their dignity/integrity. Harassment is an unwanted conduct on the grounds of race, gender, sexual orientation, religion, age, culture, disability etc. which has the purpose or effect of either violating the claimant's dignity, or creating an intimidating, hostile, degrading, humiliating or offensive environment for them.

Community Living Standard 7: Smoking

Smoking (of cigarettes, cigars, pipes, and all other substitutes e.g. shisha, e-cigarettes, etc.) or the possession and the display of any related paraphernalia is not allowed in the Residences except in areas specifically designated.

Community Living Standard 8: Upkeep of Residences

Residents are responsible for keeping their rooms and the Communal Areas in the Residences, such as the living area, pantry/kitchen, and bathrooms clean and tidy at all times.

Residents are expected to pay for the costs involved in cleaning, repairing, or re-painting of their room if they are not maintained in the condition they were in at check-in, with acceptable wear and tear allowed. No nails, screws, posters, and pictures are allowed on the walls, furniture, and doors.

Community Living Standard 9: Acceptable Noise level

Noise levels at any time should not detract from any Resident's ability to pursue academic endeavours or to enjoy a peaceful living environment. Residents are not permitted to make excessive noise (noise that can be heard outside the confines of a Resident's own room or studio which disturbs other Residents is deemed to be excessive) at all times. Noise levels should be reasonably reduced from 10pm-7am daily.

Community Living Standard 10: Respect the rights, privileges, and privacy of everyone

All Residents are requested to respect the rights of other Residents. Residents in a shared studio / room are expected to respect the rights, privileges and privacy of his/her roommates and work with them cooperatively to keep the studio/room in a clean and tidy condition. It is encouraged that ground rules and weekly sync-up meetings are established to manage and prevent conflicts.

Community Living Standard 11: Use of Facilities and Furniture

All heater, air-conditioners, lights, and electrical appliances must be switched off when the Resident is not in the studio/room/respective common areas. All furniture, appliances and other fixtures are not allowed to be moved/re-allocated without the consent from the Residence Management Team. The Residence Management Team shall under no circumstances be liable for any loss, injury or expense incurred by the Residents resulting from the usage of any of the facilities provided.

Residents using all facilities must strictly abide to the rules set by the Residence Management Team governing the use of such facilities. The Residence Management Team will not be liable for any injuries or loss resulting from any transgression of these rules.

The Resident will be liable for any damage to property of others and for any injury to or death of any person caused by removal of said furnishings or equipment installed by the Residences.

Community Living Standard 12: Safety and Security

It is the responsibility of the Resident to lock all doors at all times for the protection of their property and that of their studio/room as well as for security reasons. Both the entrance and studio/room door must always be closed and locked after entering or leaving the studio/room. Residents are solely responsible for the safety of their own valuables. The bedroom door, wardrobe and drawers of the study table must be secured whenever the Residents are not inside their rooms.

Community Living Standard 13: Fire Hazards

Domestic electrical appliances may be brought into and used within the Residences with the proviso that strict adherence is given to the following:

- i) Appliances and connecting leads must be in a serviceable and safe condition
- ii) Strictly no cables are running from room to room
- iii) Plugs must be wired correctly and incorporate fuses of correct rating
- iv) Only one piece of appliance should be used on each wall socket
- v) Total load on a wall socket must not exceed 13 amps.
 - a. The following appliances are allowed across all residences: hair dryer, phone charger, personal computer, and alarm clock.
 - b. Prohibited items for all residences where such items are not provided for include: iron, toaster, rice cooker, waffle-maker, sandwich-maker, hot plate, home theatre system, TV, washing machine, refrigerator/mini bar, water dispenser, induction cooker, exercise machines, air cooler, microwave oven, multi-cooker, musical instruments (unless approved otherwise at the discretion of the Residence Management Team).

Community Living Standard 14: Pets

Pets are not allowed in the Residences. Pets found are required be removed from the Residence by the Resident in each timeframe, failing which the pet shall then be removed by the Residence Management Team in any manner deemed fair. The Residence Management Team will not be held liable for any eventualities arising from such removal.

Community Living Standard 15: External Visitors / Guests

Residents are required to take full responsibility for the conduct of External Visitors/Guests, accompany them at all times within the Residence communal areas and ensure that External Visitors/Guests are aware of, and abide by the Residence Rules and Regulations.

External Visitors/Guests are allowed to visit Residents daily from 9am-10pm. All External Visitors/Guests must register at the lobby.

External Visitors/Guests must remain in the company of the Residents at all times until he/she is signed out. The Residence Management Team shall not, under any circumstances, be responsible for any damage, loss or theft of any property, money and other items belonging to the Residents and/or the External Visitors/Guests and any personal injuries suffered. Security reserves the right to refuse entry to any external Visitor/Guest.

Community Living Standard 16: Theft

Theft refers to the act of stealing, the criminal taking and removing of personal property with intent to deprive the rightful owner of it, and an unlawful taking of property of others. The Residence Management Team shall not, under any circumstances, be responsible for any theft of any property, money and other items belonging to the Residents and/or non-Residents.

Community Living Standard 17: Respect and Cooperation

Residents have the responsibility to report violation(s) of the Residence Rules and Regulations and taking all reasonable measures to ensure the security and safety of the Residence Community. Residents are expected to give full cooperation in an investigation for an incident by providing a report and statement.