



Preliminary Operational Management Plan

Purpose Built Student Accommodation (PBSA)

17-21 Lachlan Avenue & 163 Herring Road, Macquarie Park

prepared by Lachlan Avenue Development Pty Ltd

November 2022

(updated May 2023)



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Date	Rev	Issued for	To	By
15/11/22	5	FINAL issue for DA	All	JB
17/05/23	6.1	Updated in response to Council RFI (Sect. 5.6)	All	JB

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1 Introduction

1.1 Centurion




Centurion Corporation Limited (“Centurion” or the “Company” and together with its subsidiaries, the “Group”) owns, develops and manages quality, Purpose-Built Workers Accommodation assets in Singapore and Malaysia, and Purpose-Built Student Accommodation assets in Australia, South Korea, the United Kingdom (“UK”) and the United States (“US”).

1.1.1 Our Vision

To be one of the Global leading providers of quality accommodation and related professional management services.

1.1.2 Our Mission

To be an accommodation provider of choice through a holistic management approach, offering our residents quality and comfortable accommodation within a safe and active community.

 <p>Respect</p> <p>We treat every individual with consideration, dignity and respect at all times. We are sensitive and attentive to different needs arising from the diverse backgrounds, nationalities, religions, traditions and culture. We have in place consultation and grievance mechanisms for the well-being of our residents, customers and staff.</p>	 <p>Integrity</p> <p>We believe in upholding the highest standards of integrity and to confidently act with honesty at all times. We have the courage to do what is right and earn the trust of all our customers and stakeholders, dedicating our best knowledge and skills to obtain the best outcome.</p>	 <p>Creativity</p> <p>We explore innovative methods, processes and best practices to achieve higher efficiency and productivity to stay ahead. As a team, we encourage personal initiative, resourcefulness and a positive mindset to make a difference. This ensures that we embrace change while constantly improving ourselves to keep ahead of competition and enables us to continue pushing boundaries and expectations.</p>	 <p>Excellence</p> <p>We strive for excellence and persevere in everything we do to obtain the best outcome. Our focus and commitment to quality is embedded in every aspect of our business – not just physical infrastructure and products, but also our relationships, processes and services that go into creating a healthy and positive environment.</p>
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As at 31 December 2021, the Group’s portfolio of 36 operational accommodation assets comprises approximately 79,713 beds. Centurion’s established portfolio of workers accommodation assets are managed under the “Westlite Accommodation” brand and comprises nine workers accommodation assets in Singapore as well as eight workers accommodation assets in Malaysia.

The Group's student accommodation assets are managed under the "dwell" brand (the "Operator"), with 10 assets in the UK, two assets in Australia and one asset in South Korea.

1.2 dwell Living

Our global dwell collection stands at 19 student accommodation assets, totalling 6,057 beds, spread across the United Kingdom (UK), United States (US), Korea and Australia.

1.2.1 dwell Signature Resi-Life Programme

We strive to build a global vibrant community that learns, cares and shares experiences. Designed with students' needs in mind, we enhance their everyday lives by making student life simpler, straightforward and considerate.

1.2.2 Wellness Matters

We care for our residents' wellbeing, and regularly conduct events and activities to promote an overall wellbeing. Be it meditation guide to combat stress, or game competitions, our Resi-Life programme promotes an active and fulfilling lifestyle.

1.2.3 Safety & Peace of Mind

Safety, security and peace of mind is of our utmost priority. Our parent company is a dual-listed company in Singapore Stock Exchange and Hong Kong Stock Exchange, and we pride ourselves to have a strong, reliable and stable global management team that protects our interests. Our properties also place strong emphasis on ensuring the compounds are secured, so our residents can have a peace of mind during their stay with us.



Image for illustrative purposes only

2 Location

2.1 Area & Surroundings

Macquarie Park is located 13 kilometres north-west of the Sydney central business district in the local government area of the City of Ryde. Macquarie Park was part of the suburb of North Ryde until it was gazetted as a suburb in its own right on 5 February 1999. Both suburbs share the 2113 postcode but Macquarie University, which is located at the northern part of the suburb, has its own postcode of 2109.

2.2 Macquarie University Station Precinct

A substantial re-development of the Macquarie University Station Precinct (also known as the Herring Road Precinct) in Macquarie Park is underway as part of the NSW State Government's "Priority Growth Precincts" program (originally known as the "Urban Activation Precincts" program). The objective is to provide housing and employment close to transport to help meet Sydney's growth needs.

2.3 Education

Macquarie University is one of Australia's largest universities. It features a 126-hectare park-like campus beside a high-technology corridor. The university is affiliated with a number of colleges also located in the suburb including Dunmore Lang College, Robert Menzies College, Macquarie Christian Studies Institute and Sydney Institute of Business & Technology. Macquarie University has in recent years become a major research centre, with Macquarie University Hospital and the Cochlear Research Centre located within the university grounds.

2.4 Retail

The AMP-owned Macquarie Centre is located on Waterloo Road in close proximity to the site. The centre contains 250 retail stores over four levels including a cinema complex and one of only two ice rinks in Sydney.

The Macquarie Centre was subject to a redevelopment in 2014 adding an entire new two-level wing to the existing centre, providing a new David Jones, Myer, fresh food market, Coles, Aldi and approximately 130 new stores, providing an additional 1,050 car spaces. As a result of these improvements, Macquarie Centre is now the largest shopping centre in New South Wales.

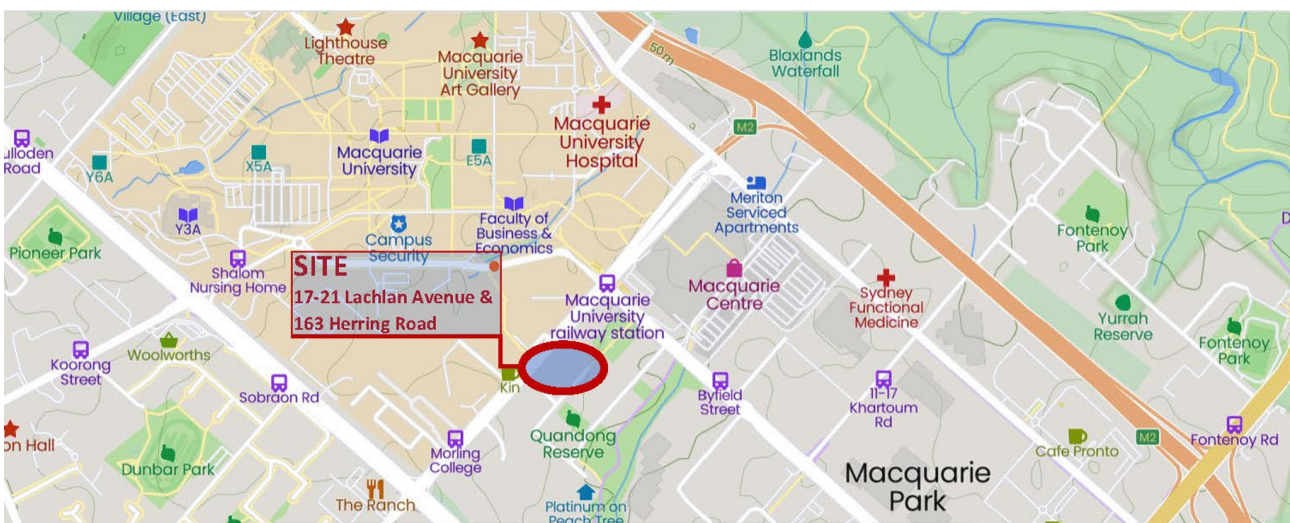


Figure 1: Location

3 Transport & Access

Macquarie Park has access to the M2 Hills Motorway, that runs through the northern part of the suburb. It is serviced by Busways, Forest Coach Lines, Hillsbus, Transit Systems and Transdev bus services.

Macquarie Park, Macquarie University and North Ryde stations are underground stations on the Metro North-West Line which opened on 26 May 2019. Until 30 September 2018 they were on the Epping to Chatswood rail line operated by Sydney Trains. The line opened on 23 February 2009 and closed for metro conversion on 30 September 2018.

3.1 The Site

The site is located in an established mid-rise residential neighbourhood, well located close to Macquarie University, Macquarie Shopping Centre and Macquarie University railway station.

The site is located within the “Macquarie University Station Precinct”.

Key Landmarks in close proximity to the site include:

- Elouera Reserve (50m)
- Macquarie University Residential Colleges (100m)
- Macquarie University Metro Station (230m)
- Macquarie Shopping Centre (400m)
- Macquarie Centre Bus stands (250m)
- Macquarie University Campus main entrance (400m)
- Macquarie University Hospital (750m)
- Excelsia College (1km)
- Macquarie Park Metro Station (1.5km)

The location provides easy walkable access to all the principal facilities in Macquarie Park and offers exceptional links to public transport to all parts of the Sydney region.



Figure 2: Site

4 Facility Design

The facility is designed by architects, Allen Jack + Cottier (AJ+C). AJ+C has significant student accommodation experience in Sydney as well as across other markets nationally.

4.1 Exterior

The building is organised into three wings: a 13-storey wing facing Herring Road, a 15-storey wing facing Lachlan Avenue with a 10-storey connecting wing in the middle. This reflects the building's organisational strategy with entries and vertical transport located in the street facing wings.

The upper floors are devoted mainly to residential areas, with roof terraces located on top of the Lachlan Avenue and central wings, with associated indoor common areas on level 10.

The lower floors are devoted mainly to student common areas with extensive glazing, openings, and awnings to protect them from the weather and allow flexible inside-outside use given Sydney's pleasant climate.

The street facing wings have a glazed central common area on each floor, which splits each wing into two smaller, slenderer masses to reduce the visual bulk of the building when viewed from the street. These elements each have a different architectural expression, which effectively breaks the building into a family of 5 smaller buildings.

The architectural expression is inspired by the underlying geology of the area, referencing the characteristic Sydney "Hawkesbury" sandstone and Wianamatta Shale, and the natural environment, referencing the Sydney Turpentine Ironbark trees native to the area.

The material palette includes brick-faced precast concrete, tinted precast concrete, glazed and prefinished metal unitised façade elements with prefinished metal privacy screens, sun shading and decorative fins. The awnings and feature columns to the lower levels have timber lining (or prefinished metal, depending on any required fire performance).

The street facing wings are more textured and detailed, appropriate to their location facing the public realm while the central wing is simpler and intended to visually recede and allow the landscaping of the central courtyard to take precedence.

The colour palette is generally light and warm, drawn from the geological inspiration and includes sandstone, earth and timber tones.



Image for illustrative purposes only

4.2 Interior

The aesthetic concept is for a 'sophisticated residential' feel, rather than a 'juvenile' student accommodation feel, with the emphasis on urban, elegant materials and colours rather than bright, bold colour schemes.

Internal finishes will be selected with consideration for the environmental aims of the project and will contribute to the indoor environment quality, carbon footprint and educational opportunities of the project.

Internal servicing is to be future focused, with potential to be connected to Internet of Things (IoT), allowing building and room access, lighting, heating, vending, laundry and other services to be controlled by smartphone apps and feeding back to a central building information management system.

The principal student entrance to the building has been designed with a large reception area with concierge front desk supported by an adjacent staff office to create a distinct and welcoming 'sense of arrival'. This will allow visible on-duty staff to monitor and control the flow of both students and visitors in and out of the building and provides a clear point of helpful, reassuring initial contact for students.



Image for illustrative purposes only

4.3 Landscape

External spaces have been designed as a coordinated and choreographed series of differing outdoor places for the student population, staff, and visitors to the complex. The spaces are comprised of six (6) distinct spatial and uniquely characterised areas.

4.3.1 Lachlan Avenue Entry Plaza

This space directly addresses Lachlan Avenue with a series of at-grade DDA compliant access paths from the public footpath to the entry plaza of the building. A welcoming series of cascading steps and landings links the main pedestrian thoroughfare to the North through Elouera Reserve which links the University and Macquarie Park retail centre.

The entry plaza is a double height space that offers users a variety of options to sit or reflect on elegant seating steps or other less formal landscape incidental wall seating. The space has a large natural water body that offers water treatment for captured on-site stormwater.

4.3.2 Northern courtyard

The Northern large outdoor courtyard space flows directly off the main ground floor communal area. This large single level space offers extensive structured and incidental seating opportunities with raised concrete seating-height walls, large turf areas, a pergola covered deck space and an attractive backdrop of new and existing high blue gum forest trees. An architectural water feature is located centrally in the space that offers visual interest, amenity and water treatment of captured site stormwater.

4.3.3 Southern courtyard

Similar to the Northern courtyard, this space offers extensive external seating, a large informal turf seating platform, a grove of cabbage palms, dense blue gum high forest backdrop planting and level linkages to the ground floor communal space.

4.3.4 Herring Road Entry

The pedestrian entry off Herring Road is well defined with a generous paved space linking the main circulation network on the ground floor. All the existing high quality gum trees are retained in this street frontage and setback area.

4.3.5 Pool Terrace – Level 10

This important outdoor rooftop terrace offers the residents excellent city and regional views, extensive intimate planter seating, attractive shade planting and an resort style outdoor pool. Shade is provided by three pod shade pergolas and appropriated sized shade trees located in continuous planters. The terrace pavements are proposed as synthetic timber to create a resort style aesthetic.



Image for illustrative purposes only

4.4 Schedule of Accommodation

4.4.1 Student rooms

The accommodation design has been guided by the following principles:

- » Provide a mix of Cluster apartments, DDA, Standard & Premium Studios
- » DDA Apartments and Premium Studios to be located with best views/outlook
- » Standard Studios to be located with good views/outlook
- » Cluster apartments to be located with fair views/outlook
- » Common areas located primarily on the ground and top floors. Smaller common rooms on every level or every second level.

Accommodation features and inclusions:

4.4.1.1 Studio Standard

Approximately 15-16m² to accommodate 1 x full time occupant in a room to study, work, cook, sleep and relax.

- » Bathroom pod with shower, toilet, and basin
- » Kitchenette with small fridge (200L), 2 burners electric stove, microwave
- » 1 x Double bed 1400 x 2000mm
- » Storage
- » Study desk
- » Chair
- » Bed side table or bedhead
- » Shelving
- » Wardrobe
- » Room and task lighting
- » Air conditioning
- » Window blinds.

4.4.1.2 Studio Premium

Approximately 17-18m² to accommodate 1 x full time occupant in a room to study, work, cook, sleep and relax.

- » Bathroom pod with shower, toilet, and basin
- » Kitchenette with small fridge (200L), 2 burners electric stove, microwave
- » 1 x Double bed 1400 x 2000mm
- » Storage
- » Study desk
- » Chair.

4.4.1.3 DDA Studios

Approximately 20-25m² to accommodate 1 x full time occupant in a room to study, work, cook, sleep and relax.

- » Bathroom pod with shower, toilet, and basin
- » Kitchenette with small fridge (200L), 2 burners electric stove, microwave
- » 1 x Double bed 1400 x 2000mm
- » Storage
- » Study desk
- » Chair
- » Bed side table or bedhead

- » Shelving
- » Wardrobe
- » Room and task lighting
- » Air conditioning
- » Window blinds.

4.4.1.4 Cluster Apartments (4, 5 & 6-bed)

Each bedroom will be approximately 9-10m² to accommodate 1 x full time occupant to study, work, sleep and relax:

- » Bathroom pod with shower, toilet, and basin
- » 1 x king single bed 1070 x2030mm
- » Storage
- » Study desk
- » Chair
- » Bed side table or bedhead
- » Shelving
- » Wardrobe
- » Room and task lighting
- » Air conditioning
- » Window blinds.

Each Cluster apartment will have shared Living room approximately 17-18m² to accommodate the apartment occupants to cook, eat and relax:

- » Room sized to suit number of beds in cluster
- » Kitchen with full sized fridge
- » Couch & armchairs to suit number of bedrooms in cluster
- » Dining table & chairs to suit number of bedrooms in cluster.

4.4.2 Common areas

The design philosophy for common areas is to create living-learning environments that not only provide great living and recreational amenity, but which also offer teaching and learning opportunities in partnership with Macquarie University.

Common areas are spread throughout the building to provide a diversity of spaces, grouped and zoned into precincts to aid wayfinding and benefit from adjacencies such as quiet study areas, busy social areas, health and wellness areas as follows:

4.4.2.1 Lower Ground Floor (Lachlan Avenue entry level):

- » Secure covered outdoor entry space
- » Primary secure entry lobby & reception
- » Terraced seating / study area leading up to
- » Office and back of house area
- » Bike storage, accessible directly from outside and lobby
- » Loading dock and car parking.

4.4.2.2 Middle Ground Floor (Courtyard level)

- » Open lounge area
- » Coffee point / cafe
- » Enclosed quiet study rooms
- » Games area

- » Cinema / multi-purpose room
- » Laundry
- » Northern courtyard with landscaping, seating and outdoor games
- » Southern courtyard with landscaping, seating outdoor dining.

4.4.2.3 Upper Ground Floor (Herring Road entry level)

- » Secondary secure entry lobby (unsupervised)
- » Small open lounge area adjacent to entry.

4.4.2.4 Typical levels. A combination of:

- » Bookable dining rooms & associated kitchenettes
- » Quiet study rooms.

4.4.2.5 Level 10

- » Wellness precinct (gym & yoga / dance studio)
- » Roof terrace with pool and feature solar pergola above
- » Amenities (toilets & shower) adjacent to the pool.

4.4.2.6 Level 13 (Roof of Lachlan Avenue wing)

- » Flexible outdoor collaboration & learning space such as kitchen garden, beehives, composting technologies and the like to be coordinated with the University teaching and learning program. It is noted that the programs offered within the space will be available to residents of the development only.
- » Feature solar pergola with PV panels above.



Image for illustrative purposes only

5 Facility Management

5.1 On-site Management

The facility will be staffed on-site 24hrs/day, 7 days/week every day, including public holidays. Duty shifts to facilitate this presence are:

- » 7am – 3pm;
- » 3pm – 11pm; and
- » 11pm – 7am.

Indicative staffing resources anticipated to be place during normal operating conditions are:

Position	No. off	Responsibilities	Hours
Accommodation Manager	1	<ul style="list-style-type: none"> ▪ Operational performance ▪ People management ▪ Legal compliance ▪ Sales and marketing ▪ Workplace health and safety ▪ Financial performance; and ▪ Customer services 	Mon-Fri 9am – 5pm (contactable 24/7)
Assistant Accommodation Manager	1	<ul style="list-style-type: none"> ▪ Operational performance ▪ People management ▪ Legal compliance ▪ Workplace health and safety ▪ Financial performance; and ▪ Customer services ▪ Facility Management 	Mon-Fri 1pm – 9pm (contactable 24/7)
Evening Duty Manager	1	<ul style="list-style-type: none"> ▪ Operational Performance ▪ Support to the AM ▪ Student welfare ▪ Student behaviour management ▪ Delivery of Community Spirit Program 	Overnight Tues-Sat
Customer Service Officers (full time and casual)	2-3	<ul style="list-style-type: none"> ▪ Resident customer service administration processes - Enquiries and applications - Room allocations - Student communications - Resident account queries; and - Receipt payments 	Mon-Sun 8am – 6pm

Position	No. off	Responsibilities	Hours
Maintenance Manager	1	<ul style="list-style-type: none"> ▪ Overseas repairs and maintenance throughout the property, including: <ul style="list-style-type: none"> - Ensuring common areas are clean and tidy - Upkeep of landscaped areas and property street frontages - Maintaining housekeeping standards - Garbage collections and waste management; and - Liaison with external contractors - Building risk mitigation 	Mon-Fri 9am – 5pm
Residential Customer Advisors (RCA)	8-12	<ul style="list-style-type: none"> ▪ After hours assistance ▪ Customer service ▪ Customer event planning and delivery ▪ Property promotions; and ▪ Resident communications 	Casual out of hours as required
Security	1	<ul style="list-style-type: none"> ▪ After hours assistance ▪ Security 	Casual out of hours as required Overnight

There will be no resident or “live-in” manager accommodated on-site. The Staff on duty will be the first point of contact for residents, available 24 hours, every day.

Contact with the Staff on duty will be available via mobile telephone at any time. Signage will be displayed throughout the facility in common areas:



In addition, contact details will be included in resident induction packages, ensuring that all residents are able to contact the staff / Manager on duty as necessary.

The staff rosters will be designed in a way that will allow for core and ancillary staff to move throughout the building to provide a discrete, but effective level of security, support and supervision within the building at all times.

Staff will act to maintain a good quality living environment within all communal areas of the building, including the common rooms, laundry and lifts. All building common areas will be inspected and cleaned regularly by retained external cleaning staff. This also provides a further useful method for discretely monitoring activity. The residents are responsible for maintaining the cleanliness of their flats, and this is ensured through a program of accommodation inspections each term and ongoing advice from property staff.

5.2 Management support

The proposed staffing structure is consistent with *dwell Living* staffing structures adopted at its PBSA operations elsewhere in Australia and globally. The structure offers the appropriate level of management for the successful operation of the facility to support and manage the resident student community.

The on-site management team will be well supported by *dwell's* global team in functions such as finance, communications, human resources and the like. These supporting roles may be located within the company's head office, or at one of its existing sites.

A comprehensive recruitment, training and performance management program is used to recruit and retain quality staff that demonstrate the operational management values. Staff will be recruited based on their ability to demonstrate suitability with the values, culture, behavioural competencies and technical requirements of the role.

Support for the on-site management team in relation to student welfare and behaviour will be provided by Residential Customer Advisors (RCA) who are generally full-time senior students living at the accommodation.

The number of RCAs will fluctuate depending on occupancy. Between 8-12 RCA's will be actively employed and assume duties at any given time but this can be reviewed and increased by management staff to ensure that the appropriate level of support is available based upon the occupancy level of the facility.

The role of RCA's shall be an important part of the management strategy for the facility. As RCA's are typically senior students, the position is a "live-in" role that provides a range of information, support and assistance to the other residents living in the property. The RCAs provide the active daily interface between residents and management resources. They will assist and constantly monitor that the premises are well maintained, clean and provide a socially pleasant and conducive environment to live and study. The RCAs shall be amply assisted by the management team to develop and nurture a sense of community between a diverse mix of students living in the building/s. The RCA's will help in developing a safe, acceptable, and liveable community that is conducive to a secure study environment whilst assisting individuals as required with comfortable integration into the building/s and the university community and their wellbeing.

RCA's and/or Customer Service Officers will also supplement the full-time role of the Evening Duty Manager on Sundays and Mondays.

The RCAs shall be senior students (often postgraduates) and preferably have previous experience of living in a University Hall of Residence or similar student accommodation environment. They will be paid in return for supervising (but not limited to) the following issues daily:

- » Reporting accidental or deliberate damage to the building/s
- » Report any faulty building equipment
- » Monitor proper use and enjoyment of the building common areas, (eg. drying of washed laundry on public view which is strictly prohibited)
- » Monitor that the building is not used by any tenant/s for any illegal activity
- » Monitor that no pets are kept on site
- » Monitor that any firefighting equipment provided is not unlawfully tampered with or abused
- » Act as liaison between residents and management team in raising issues, and concerns regarding the property management matters

The RCA's will be selected by the management team under the following selection criteria:

- » Possess leadership qualities and skills
- » Possess an ability to act in a mature, confident, logical, flexible, trustworthy and discreet manner
- » Commitment to the principles of multiculturalism, equal opportunity and anti-discrimination and harassment
- » Ability to think clearly and act decisively in crisis situations
- » Be outwardly enthusiastic and maintain a high level of energy
- » Exhibit a high degree of skill in negotiation, mediation, communication, conflict resolution and team building situations
- » Displaying a maturity of character to mix at a social level yet remain aware of the responsibilities of the role
- » An ability to balance time, considering work, study and social commitments
- » Display an ability to identify any students whom upon arrival are developing or suffering culture shock, homesickness, health concerns, undue stress, loneliness or isolation and report such to the management team for action
- » Willingness to be First Aid trained.

All management team and management support including RCA's will be trained in cultural awareness to ensure international student and diverse domestic students feel safe, welcome and comfortable approaching any member of the on-site management with potential issues, general wellbeing and ensuring day to day enjoyment of the residence.

With the vast majority of residents expected to be international students, we recognise that at times, residents (and family members) are comforted by being able to express themselves in their native tongue. Our day-to-day practice is to communicate to our residents in English, but we also seek to employ staff based on their proficiency in languages. If the staff are not fluent in a particular language, then we seek an alternative resident or RCA who is willing to assist. This can be particularly valuable in the early days of settling in and in emergency situations.

The management team will be further supported by third party contracted specialists, where required, such as housekeeping, maintenance and security under the supervision and direction of the Maintenance Manager.

The Accommodation Manager and senior staff including RCA's will also complete a comprehensive induction programme, living training and working in a functional property.

5.3 Management hours

Members of the management team will be on duty between the hours of 9am – 9:00pm Monday to Friday and weekends (times may vary across the academic year depending on needs of service).

Out of hours building management may be supported by external security staff where appropriate. The provision of night-time security will be allocated and managed by the management team.

5.4 Hours of Operation

The facility will operate 24/7, every day. Residents will have the ability to enter and exit the facility at any time using controlled access (eg. fob, swipe card, PIN code etc).

Lifts will operate at all times, other than in an emergency situation as prescribed by the Emergency Management Plan. Access control restrictions will be applicable to all lifts.

Common areas will have usage restrictions in place so as to mitigate noise emission.

Common Area	Operating times
External – Courtyards	7am – 10pm
External – Rooftop common area	7am – 10pm
Internal common areas – gym, fitness room (level 10)	7am – 11pm
Kitchen/dining area (Ground level)	7am – 11pm
Internal entertainment areas (Ground level)	7am – 11pm
Internal study areas (various levels)	7am – 11pm
Internal common areas (excl. above)	unrestricted

Restrictions will be in place for use of loudspeakers by management and residents (including the outdoor gym) during normal operating hours to discourage anti-social noise transmission to surrounding areas. No loud music or speaker announcements are permitted outside of normal operating hours specified in the table above. These restrictions are communicated by the management staff and will be set out in the house rules and tenancy agreements.

Loud and boisterous behaviour during and out of hours will be adequately supervised and subject to NSW noise regulation as well as through enforcement of House Rules and tenancy terms.

5.5 Green Travel Plan (GTP)

The Development will be underpinned by a Green Travel Plan (GTP). The GTP is prepared in support of the Development Application and promotes the fundamental sustainable philosophy of the Development and the Operator, dwell Living. The GTP will form a part of both staff and resident induction processes and procedures, promoting the use of sustainable modes of transport, including public transport and managed shared vehicles available to facility residents.

5.6 Vehicle Parking

In line with the facility’s principal design philosophy targeting ‘best practice’ in Environmentally Sustainable Design (ESD), the Operator discourages vehicle ownership by residents and actively promotes alternative modes of transport, including public transport.

This philosophy directly supports the NSW Government’s "Priority Growth Precincts" program which seeks to address growth demand in Sydney whilst managing aspects such as congestion and other increasing demands on existing transport infrastructure.

The close proximity of the facility to the educational, retail and major transport infrastructure, together with the provision of a managed fleet of sustainable electric vehicles (EVs) dedicated for resident use have informed the building design.

On-site parking spaces will not be offered to residents as a part of the tenancy agreement. Furthermore, residents, staff and visitors will not be eligible to receive Council-issues permits to park vehicles on-street in the local area. Existing parking restrictions in surrounding streets will further discourage residents from the use of private vehicles.

A specific peculiarity of the PBSA market typically is a lack of parking demand generated due to low ownership levels of private vehicles by students. More particularly, the proposed development will be marketed to residents as best-practice environmentally sustainable design and operation. The underlying premise of the development is to encourage sustainable practice. As such, the development will not support dedicated private vehicle ownership or use.

5.7 Shared EV fleet vehicles

A managed fleet of dedicated EVs will be operated at the facility. Vehicle types will be distributed to meet demand and will include a range of fully electric cars and bicycles. Traditional bicycles will also be available.

The vehicles will be available for the exclusive use of facility residents and will be managed by the operator via an online booking system or in-person at reception. Vehicles will be available on a 'user-pays' basis with precedent conditions for use being similar to traditional self-drive car hire.

5.8 Staff parking

A limited number of staff parking spaces will be available however staff will be discouraged from using private vehicles to travel to and from the facility. Staff will be expected to utilise vehicles from the in-house EV share fleet during work hours and public transport for travelling to and from the facility for work.

Furthermore, staff will not be permitted to park private vehicles on-street in the local area where restrictions apply. The need for staff to continually move private vehicles throughout the day to avoid parking restrictions may result in termination of employment.

5.9 Visitor parking

A limited number of visitor parking spaces will be available on-site. Residents will be required to pre-book spaces for use by visitors. Visitor parking bookings will be made via an online booking system or with the on-site management team.

Access to visitor spaces will be controlled via the building access control system. On arrival visitors will contact reception/staff via an intercom located at the main vehicle entry to the basement area. Visitors will be admitted to the basement by staff via remote operation of the basement door/boom gate subject to confirmation of an existing booking being in place.

5.10 Bicycle storage

Secure on-site bicycle storage will be available for residents catering for 146 bicycles. Resident access to the bicycle storage area will be controlled by the access control system and referenced as an option in the tenancy agreement, allowing the Operator to monitor the number of private bicycles on site.

5.11 Deliveries & collections

Given the nature of the facility, deliveries are expected to be limited to vending machines, laundry services, maintenance, mail & parcels (as above) etc. Large-scale movement of furniture and the like is not anticipated.

Small delivery vehicles will be admitted to the basement area via the building access control system. Deliveries will be made to the loading area and transferred to reception or to individual rooms as applicable.

A mail room will be managed by the on-site management team and be accessible to residents for collection of mail and parcel deliveries. The mail room is located close to reception. Access will be provided to Australia Post for mail delivery directly to the appropriate mailbox for each dwelling. Staff on-site will control access into the building for Australia Post who will then have access to both the mail room and mailboxes located in main entry areas. Refer to Part 7.1 for further details regarding the Building Control Access System.

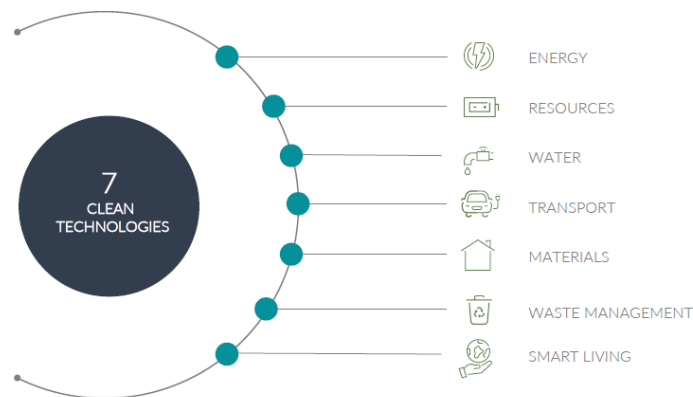
Residents will be issued a key or access code for the mailboxes upon registration at the property.

6 Education & Innovation

The facility is underpinned by three key principles, being to:

- » deliver best practice outcomes in Environmentally Sustainable Design (ESD)
- » support and embrace the educational experience for its student residents
- » promote the use of innovative technologies to target a net-zero, or as close to net-zero, emissions building solution.

We are focused on the application of Clean Technology Infrastructure (CTI) across 7 key areas:



dwell Living aims to implement industry leading services based on ongoing resident feedback, setting it apart from other operators in the market.

The facility will provide a product and service offering that is experience driven, having clear understanding of global trends in purpose-built student accommodation.

The design proposal places a strong focus on our ability to deliver a student living environment which encompasses several essential design principles:

- » High quality contemporary layouts and designs
- » Innovation in accommodation types and incorporating a mix of uses
- » Shared communal and social facilities throughout our buildings
- » Communal external space in the form of hard and soft landscaped areas
- » Quality construction and efficient management of long-term costs; and
- » Sustainable development in the heart of the business.

We use our expertise and knowledge gained across our 19 PBSA assets globally to deliver the most appropriate student living experience in every market that we operate in. We will offer a variety of accommodation types throughout the property to support independent and shared living that also promotes community interaction, wellbeing and support.

Our aim is to not just to provide our residents with a place to stay, but to provide the means through which they can live, learn, develop and prosper in an enhanced environment which seeks to optimise overall wellbeing.

7 Safety & Security

Resident safety and security of residents and staff is a key principle of the facility's design. In addition to a 24-hour on-site staff presence at the building, *dwell Living* will also put in place the following security measures to ensure the safety and security of residents, as outlined below:

- » Access Control System: controlled access card entry systems will be used at secure access points throughout the building. The access control system technology can track if a resident has not opened their door for a described period of time and send an alert to staff. This technology can help to support the tracking of student wellbeing and particularly isolation in rooms.
- » High specification security gates are designed as access from the entrance into the student facilities to ensure ingress/egress is safely managed and controlled, mitigating potential unauthorised tailgating to the residence
- » CCTV: Installed internally and externally throughout the building to cover all points of access in and out of the building and in strategic high traffic areas. The system is monitored by staff in the management suite
- » Reception: The principal entrance to the facility has been designed with a large reception area with concierge front desk supported by staff. This allows visible on-duty staff to monitor and control the flow of both residents and visitors in and out of the building and provides a clear point of helpful, reassuring initial contact for students and visitors
- » Student Safety Induction: Information provided to the student regarding risks and safety measures and information available to them.

7.1 Building Access Control System

Entry to and from the facility, all common areas (including lifts) and individual studios or flats will be controlled by an advanced electronic key-access security system. Residents will be issued with personal access cards when they first arrive at the facility. These are all individually registered and strictly controlled. As detailed, entrance from the section foyer to the resident area of the facility is controlled through security gates, accessed via a key card system or similar, allocated to students on check in.

The proposed card access system will cover the following locations:

- » Building entry doors
- » Lifts
- » Stair cores at all publicly accessible points
- » Front entrance door to all single occupancy units
- » Laundry
- » Internal common areas
- » Bicycle store
- » Management office.

The on-site operational management team will be able to precisely control the extent of access around the building of all occupants and this can be tailored for specific groups of students living within a specific part of the building to encourage greater interaction and to build a sense of community. In the event of a key being lost or stolen, the original key will be cancelled on the system immediately and a new one issued to the resident.

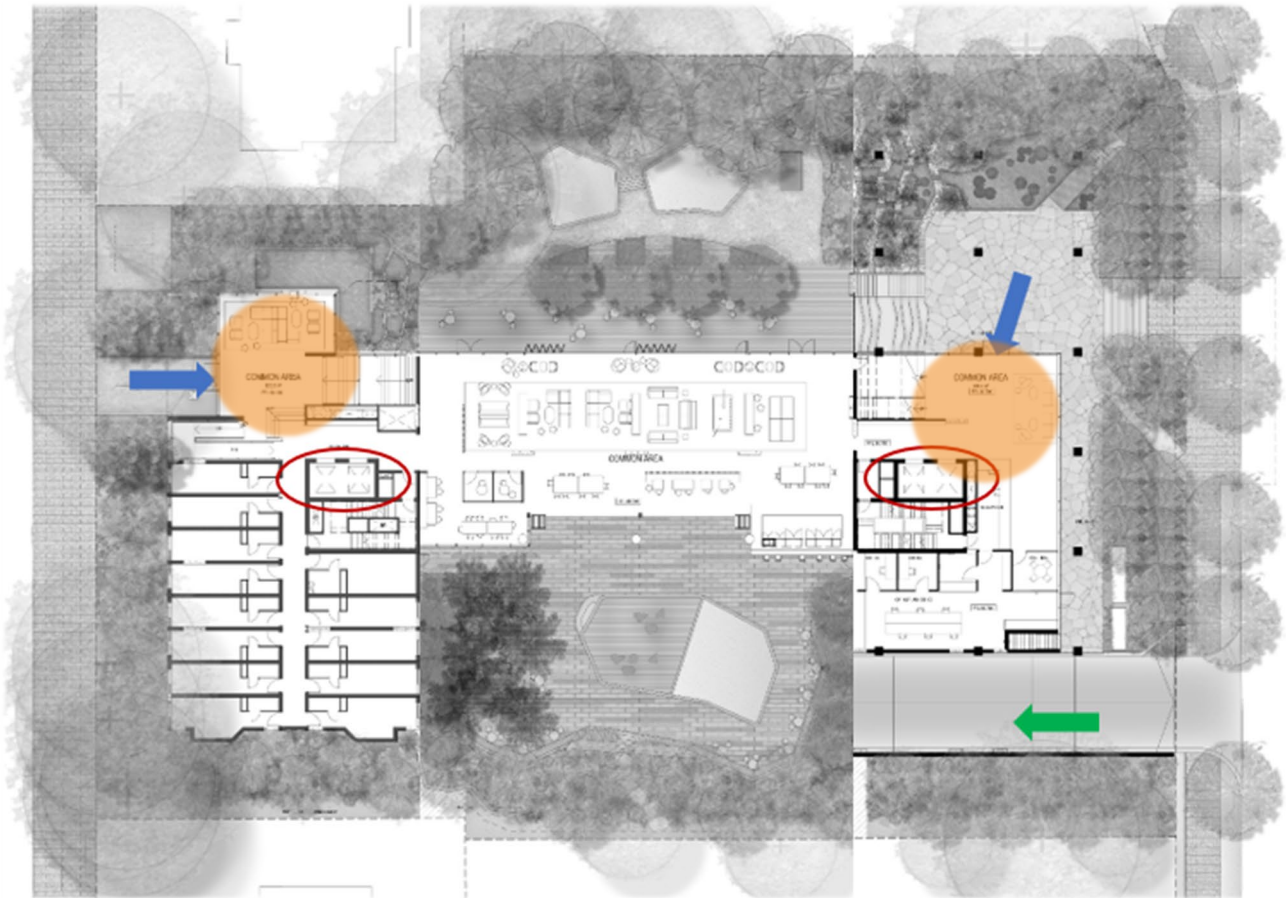


Figure 3: Building Access

The figure above indicates controlled access points to the building, being the main entrances on both Herring Road and Lachlan Avenue (→) and the basement (→). Vertical access will be controlled at lifts and stairs, ensuring that no unauthorised access is available to dedicated resident areas. Functions such as postal and delivery services will be limited to arrival zones. Mailboxes and parcel delivery rooms are accessible directly from these arrival zones and will be managed by staff on duty. Each secure entry zone, including access to the basement, will be fitted with video intercom allowing staff to see and hear any party on arrival.

At courtyard level, external doors will be secured at night and monitored by on-site security as well as CCTV. A secured fencing line will ensure that unauthorised access to the courtyard areas is not available.

7.2 CCTV

The building will have a comprehensive internal and external perimeter CCTV installation with full night vision capability, which is a major deterrent in the unlikely event of potential anti-social behaviour.

The CCTV system will be installed both internally and externally at strategic locations with the monitoring system located in the management office, capable of being viewed from management office and reception.

CCTV cameras will be located in the following areas:

- » Externally to all entry and egress points including fire exits
- » Reception area monitoring security gates and entrance and management office
- » Lift lobbies covering lifts doors and exit
- » General Lower ground and ground floor amenity areas
- » Basement parking and bicycle store including entry/exit points
- » Internal common areas
- » External common areas.

The Manager/staff on duty will remotely monitor and store securely off-site recorded video data of all activity in and around the building for permanent access should it be required. CCTV will supplement the on-site staff presence but is not considered to be a replacement of physical staff.

7.3 Passive Security

To provide the safest possible environment for residents, ground floor windows and doors will have an appropriate level of defence against unauthorised entry or privacy invasion.

In addition to the CCTV, as described, additional design measures, shall include, but not be limited to, the following measures:

- » Lockable windows and doors
- » External lighting.

7.4 Vehicular and Pedestrian Access Security

Access to the basement is via secure intercom/card access/keypad system to ensure that unauthorised public access is prevented, to be operated as follows:

- » Automatic Roller shutter doors at the main basement access point with CCTV surveillance
- » Intercom call system and key pin pad entry at the car waiting bay point directly linked to reception permitting authorised vehicular entry (including waste management collection vehicles) to the basement during office hours
- » Staff and maintenance vehicles will be issued with card access for permitted entry 24 hours 7 days a week
- » Access to visitor's spaces will be permitted during office hours managed through authorised entry to the carpark via intercom at the vehicular entrance. Out of hours access to visitor's spaces will be managed using daily pin codes for entry and exit. Visitors using car spaces will be able to access the lift to the ground floor and will be directed to the reception on a meet and greet basis
- » Lift access will permit access to the basement but will be restricted via access card/keypad system preventing unauthorised access to the student residence at lower ground floor by visitors. 24-hour CCTV cameras will monitor lifts and car parking
- » Bicycles are not permitted within or be brought through the property other than to be stored in the secure bicycle store provided at basement level accessed via a dedicated entry point. Residents travelling to and returning from the bicycle store will use internal lift with card access system for access/egress to and from basement. Access to the bicycle storeroom is via card access system preventing unauthorised persons from accessing the store.

7.5 Student Safety, Security Policy and Procedures

Safety and Security of the residents and their visitors, guests and families are of paramount importance to the *dwell Living*. Details of the building security are set out above but procedures and measures to ensure the safety and security of student residents during the tenancy will be clearly articulated by the management team at all times.

As part of the welcome induction programme, all student residents will be briefed and be provided with information on safety and security measures provided in the building and by the operational management team. Safety measures employed, promoted and encouraged by the management team include:

- » 24/7 access telephone numbers to the facility
- » Contact number for university campus emergency services and other education providers
- » Access to safety tools such as whistles and personal alarms for students to keep on their person when travelling to and from the residence
- » Contact numbers for self-defence classes and training where required by students.



Image for illustrative purposes only

8 Student Health and Wellbeing

8.1 Health and Wellbeing Policy

PBSA is widely recognised as playing a significant role in health and wellbeing of students. Residents who are unhappy with their accommodation display higher levels of depression and anxiety and housing difficulties are a known trigger of mental distress.

Whilst the pastoral role of accommodation provided by both universities and private providers is known to be important in establishing protective social connections for the students, PBSA is well placed to act in a signposting and 'early warning' capacity to other student services.

PBSA can also play an important role in supporting early interventions as first responders and as such, the health and wellbeing of student residents is of foremost importance to *dwell Living* which will be the first line of support for pastoral and welfare issues. In addition, the *dwell Living* will establish relationships with local University counselling and advocacy services to provide a useful resource for monitoring and managing the mental and physical health of students.

The Operator aims to promote the following to improve the student's wellbeing experience:

- » Improve health literacy using apps and on-line resources as well as face to face
- » Collaborate with universities to deliver cross functional services
- » To support positive communities and cultures that promote wellbeing
- » Normalise mental health and wellbeing issues to provide easy access to support and referrals
- » Develop a stronger focus on protective factors and promoting social and community networks particular for at risk groups
- » Ensure that a range of accommodation is available at different price points to reduce financial stress, while ensuring that there is provision of the community approach throughout
- » Eliminate discriminatory behaviour
- » Design environments to promote healthier lifestyles including access to local amenities and green space
- » Communal spaces are particularly important especially smaller ones that support social interaction such as cooking and eating together
- » Implement outreach and support to groups less likely to actively engage with services or seek support
- » Form representative committees to continually understand and resolve issues
- » Use behavioural and attitudinal as well as socio-economic data to promote better understanding of student diversity; and
- » Make existing services easier to engage with students with physical, logistical, cultural and linguistic barriers.

Beyond the basic features of the rooms, the quality of accommodation design has a significant role to play in the health and wellbeing of students. Careful consideration has been given to design factors, alongside the quality of services provided, and how well the development of the whole facility serves the wellbeing of its occupants and their academic outcomes.

The management team will continually focus on students' well-being and mental health during their residency and will proactively monitor and react to students' concerns. Mental Health training, regular student surveys (approximately twice a year), student service referrals and support from staff are all provided by the management team. The management team will also endeavour to create a strong partnership with University mental Health and Wellbeing programs, ensuring issues are identified and the students have access to all support required.

Students seeking help for any issues regarding wellbeing, health, safety and security will be assisted by the management team, 24/7, and this will be clearly understood through the robust induction system and move process employed for all new tenants. In addition, the management team will regularly re-enforce all aspects of support services available to students through regular communication by email, newsletters and notices placed in common areas throughout the building.

The Operator and on-site management team place a strong focus on building a sense of community and will do this through dedicated community liaison staff that will focus on delivering a comprehensive calendar of social, interactive community building and learning activities for student residence. In addition, the design of the building has been considered in a way so as to foster and enable interaction through small and large common/social spaces throughout the building.

8.2 Disabled Access and Inclusion Policy

The Operator's objective is to ensure that safe, dignified and equitable access is met for all users of the building and to eliminate discrimination against people on the grounds of disability, placing high significance on compliance of the design with many accessible features included.

Access for people with disabilities will be provided, but not limited to, the following:

- » Main entrance/reception
- » All common areas on an accessible path of travel
- » Lifts
- » To the front door of all cluster units
- » Communal sanitary facilities
- » Parking drop-off zones.

Access is to be provided to all levels of the building and all facilities and services such that it does not impose an unjustifiable hardship for a person with disability or a health and safety risk for residents.

Provision of accommodation is provided for students with mobility issues while also providing units for users with vision, hearing, and intellectual disabilities. Rooms are available for the three key identified disability groups as follows:

- » Mobility impairment and for people with multiple disabilities
- » For people with hearing and speech impairment
- » For people with vision impairment.

8.3 Cultural Awareness

dwell Living acknowledges the diverse cultural and heritage demographic of students enrolling in universities and other local education providers and that typically reside in purpose-built student accommodation. Accordingly, all management staff including RCA's will be trained in cultural awareness to ensure both domestic and international students all feel included, welcome, safe and comfortable within the facility.

The design of the building and operational management policies, procedures and training ensure that the accommodation is culturally appropriate for all persons. These include:

- » Provision of information, instructions, newsletters, signs, etc in multiple languages
- » Provision of multipurpose spaces for religious and spiritual practises.

The Operator and management team's partnership with universities and other education bodies will also be able to assist students seeking dedicated cultural experiences not provided by the management team at the residence.

9 Processes & Procedures

dwell Living has developed management procedures and processes to ensure clarity and consistency in the way the facility will operate, ensuring that its student residents have a positive and safe experience during their stay.

To assist the day to day running of the facility, the Operator will utilise its own tailored online management system to meet the requirements of its student residents. This system utilises online sales data, customer booking/account details, maintenance scheduling and offers customer communication options. This system is designed to improve the students' experience of arrival, settling in and living, as well as providing a platform for emergency management.

9.1 Pre-Move In

Once students have completed their online application form and have been offered a room at the facility, they will be provided pre-arrival and arrival information, designed for students and families with comprehensive details on the following:

- » How the building operates
- » Move in information including the process and what customers need to prepare/bring with them
- » Full details relating to fire safety, both in individual rooms/flats and in communal areas
- » The local area - transport links, university information, the nearest food shops/supermarkets, chemists, medical centres, hospitals, cultural services, etc.
- » Green Travel Plan (GTP) promoting the use of sustainable modes of travel
- » Key building contact details
- » Information on how different aspects of the apartments operate (oven extraction system, etc.)
- » Information on in-tenancy social events, recreational activities, and community building groups.

dwell Living aims to provide all students with a full understanding of how their new home will operate prior to moving in, with details about room inventories, inspections and any damage/cleaning related information, so customers can be very clear about their responsibilities as a tenant prior to moving in.

9.2 Annual Move-In Process

The principal move-in period for most residents will be at the beginning of session one of the higher education academic year, usually February. The move-in process will be carefully planned and coordinated by the management team and staggered where appropriate. The precise length of the move-in period will be dictated by the varying academic course start dates for students in any given year, details of which will be requested from students and provided online in advance. In addition to the principal move-in weekend periods, we anticipate a smaller but still significant proportion of students (particularly those travelling from overseas) will arrive on an ad-hoc basis during weekdays, often outside of normal office hours. The Operator's lease-up strategy is aimed at leading to an even distribution of check-in and tenancy commencement dates through the peak periods.

9.3 Tenancy Application

Every student must complete an 'Application for Accommodation' in which the applicant confirms he or she will be attending a university and supplies their university reference number. A critical element of the application and verification process is to establish details of the student, their year of study and course.

When applying for accommodation, students will be given the option (non-mandatory) to provide information about their personality and preferences in order that the students are living on floors and in areas according to those preferences (eg. accommodation in clusters, apartments for conscientious students, or those undertaking same courses, etc).

This enables the Community Liaison Manager and operational staff to operate a robust room allocation process ensuring wherever possible student groupings work, student room preferences are met and a like-minded and cohesive community is able to form.

Where a student raises concerns during their residency that they feel they are living in an apartment with others who are incompatible and experiencing difficulties, the management team will provide all assistance possible to mitigate any residency issues including room relocation where possible.

9.4 Move-in Period

Upon completion of formal tenancy agreements and room allocation, each student will be notified by email well in advance of move-in of an appropriately allocated weekend day and timeslot for arrival and drop off at the property. As all students will already have been provided with detailed online information as to how the move-in process operates, this time will be utilised to welcome students individually and direct them to their rooms quickly and efficiently.

9.5 Traffic Management

A time slot allocation system will be operated to ensure a smooth and trouble-free move-in experience which minimises any localised disruption in terms of vehicular movements. In our experience, most students do comply with these scheduling requirements and arrive when requested. As far as is possible, time-slot allocations for move-in are spread across rooms throughout the building to minimise pressure on lifts and stairwells. If students and families choose to ignore their allocated timeslot, the Operator reserves the right to temporarily postpone their access until the management team can accommodate them properly.

As part of the Operator's pre-communication with students prior to move-in, they are provided with details of public transport locations in the vicinity. This enables students and their families to pre-plan their journey and next steps after unloading. In addition, the operational team will be able to offer an airport/train pick up service for student residents arriving from interstate or overseas. This offers students a variety of options and looks to help further minimise the impact on the local community.

Based upon operational experience, the Operator can confidently estimate the daily student arrivals during the move-in period. To further reduce the impact on local residents and businesses, where demand dictates during the peak periods, the Operator will provide a shuttle bus service from key stations to support customers in utilising public transport and minimise traffic flow to the property. The operation and scheduling of this bus service will be dependent on the flow and volume of students during each major move in period. The shuttle bus will be a size that can be accommodated in the property's basement car park area to avoid traffic congestion on the street. Access to the basement area will also be opened to pre-authorized students and families arriving by car with direct lift access to the ground floor management area.

9.6 Stakeholder Liaison

The operational management team will, where necessary, liaise with local police and resident committees prior to the move-in period to brief them on the planned move-in flows and, where necessary, agree a strategy for management of vehicle movements. To further ensure a trouble-free move-in process, additional staffing support will be provided during move-in weekends. These staff will be on hand to direct new students to the reception area where they can collect keys and welcome packs and accompany residents to their rooms for the first time.

9.7 Additional Staffing Resource

To further assist in a smooth intake, additional staffing support is provided on move-in days where there is a high volume of student arrivals (normally immediately before semester start). The staff are there to assist new students on check-in procedure, key allocation, welcome packs, unloading from cars/cabs/Uber etc, bag assistance to rooms and room induction.

During move-in periods additional assistance, support staff and student helpers may also be provided by universities or colleges that have block-booked significant numbers of rooms within the facility. In our experience, this is a support service that many universities offer, and can further smooth the process for student move-ins.

9.8 Anti-Social Behaviour & Sexual Harassment Policy and Procedure

The prevention and management of anti-social behaviour is a critical part of the property management team's responsibilities. The Operator publishes a comprehensive statement on resident rules and responsibilities 'House Rules' and will work with students to create a social environment where all can live and enjoy their university living experience whilst considering and respecting others.

A copy of the standard House Rules is issued to all tenants upon arrival. These regulations are also contained within each student's tenancy agreement, ensuring that they are legally bound to always comply with them during their stay, including behavioural clauses both when in the building and when outside the building in order to mitigate and prevent impact on other student occupants and on surrounding neighbours.

Anti-social behaviour, including sexual harassment, excessive noise and violation of smoking and alcohol regulations caused by tenants that is observed by the Manager on duty or on-site team, or is reported to them by other tenants, residents or neighbouring building occupants, will be actively managed by the Manager/staff on duty, security staff and RCAs in the following manner:

1. An on-line procedure and written procedure at the reception/concierge desk will be in place for the benefit of tenants and local residents. Staff will log and record complaints relating to anti-social behaviour in and around the building. In addition, a 24-hour telephone contact service for local residents will be available, should they need to get in contact with the Manager/staff on duty outside of normal operating hours
2. Once details of an incidence of anti-social behaviour are raised, the Manager/staff on duty will take direct action with any residents involved. Initially, staff will seek to hold one-on-one meetings with individuals involved to clarify the extent and seriousness of any incident reported.

They may then respond as appropriate, including:

- a. Issuing a verbal warning with a reminder to the resident of any specific obligations under their tenancy agreement
- b. A written warning detailing the same as a. above
- c. In the case of disruptive behaviour that causes significant damage or offence to others, management operates a system that can impose a series of financial penalties
- d. In extreme circumstances, or where there are repeat incidents of anti-social or dangerous behaviour, *dwell Living* may act to terminate the tenancies of students involved.

The Manager/staff on duty and/or professional security, where utilised in addition to RCAs, are on hand to enforce noise control from the property or other anti-social behaviour mitigation measures and they will not hesitate to seek the assistance of the local police in extreme circumstances, should they arise.

9.9 Conflict Resolution Process

Following is the conflict resolution process on site.

1) Between residents:

The Manager/staff on duty has the initial responsibility to be aware of when disputes between residents are occurring. A stepped process for dispute resolution occurs, including:

- a. Encouragement for the aggrieved resident to communicate their concerns to the other party/resident
- b. Participation in a resident meeting, accompanied by a RCA and/or Manager on duty
- c. Participation in a resident meeting, accompanied by the Manager on duty and/or Assistant Accommodation Manager
- d. Participation in a resident meeting, accompanied by the Assistant Accommodation Manager and/or Accommodation Manager.

2) Complaints from persons not residing on site:

- a. Complaints from persons not residing on site are directed to the Manager on duty who can be contacted on the nominated mobile telephone number.

9.10 Critical Incident Management and Emergency Evacuation Procedures

In the event of an emergency, dial 000. Critical incident management and emergency evacuation procedures are contained in the Emergency Management Plan.

9.11 Management Over Holiday Periods

The facility is staffed on site twenty-four hours, seven days per week, every day of the year including weekends and public holidays. 24-hour contact with the on-site Manager/staff on duty will be available via the nominated mobile telephone contact details provided.

9.12 Fire Indicator Panel

The fire protection services and EWIS are monitored and managed at the Fire Indicator Panel located on Ground level near Reception.

9.13 Maintenance Requests

Maintenance requests can be made by residents by logging onto the resident portal.

9.14 Management of Health & Safety Issues

dwell Living is extremely vigilant in its approach to all Health and Safety issues and legislation and will employ the services of an external specialist Health and Safety consultancy to undertake risk assessments of all relevant legislative areas. As part of the building commissioning phase, a comprehensive critical incident plan and detailed emergency management and evacuation procedures will be developed for the facility.

Training for these plans and procedures will be addressed in both the employee and student induction process and then on an ongoing basis. In addition, scenario planning will be used to test and train on these critical building plans.

Comprehensive reports are commissioned annually if required by law and all site safety issues will be managed in-house. The initial assessments will be undertaken towards the end of the construction phase and will enable all required safety measures to be put in place prior to the first student move-in period.

The Operator will detail all site risk assessments, safety compliance issues, site specific task management, and will ensure that it maintains accurate safety data and compliance with legislation as governed by the Health and Safety Executive.

To safeguard staff safety and compliance, all on-site staff at the building will undertake training in general Health and Safety issues as appropriate for their area of responsibility. All employees required to work during the night will be eligible for night worker health assessments as required under the Work Health & Safety Act 2011.



Image for illustrative purposes only

10 On Arrival

10.1 Resident Inductions

All residents are inducted and attend the mandatory 'Meet and Greet' induction session at the start of their tenancy. The induction session Agenda is as follows:

- » *dwell Living* team and University Student Services introductions
- » Facilities familiarisation including how to lodge a 'fixit request'
- » Facility House Rules:
 - Acceptable behaviour (including hazing/initiation prohibition)
 - Alcohol management expectations
 - Noise and party policies
- » Residential Tenancy Act rights and responsibilities
- » Counselling service information
- » Mental health management information
- » Emergency response procedures
- » Fire safety
- » University Clubs and Societies introduction
- » Safety presentation by local Police representative
- » Visitor guest registration process
- » Introduction to facility Orientation Week activities and events.

Residents not able to attend the group induction sessions are followed up and inducted individually within seven days of their arrival.

10.2 Settling In

At the end of the main move-in period, the 'Meet and Greet' induction evening event will be organised for new student residents held by the local on-site management team. The 'Meet and Greet' session will provide a comprehensive orientation and induction to the premises including gymnasium, entertainment areas, kitchen, washing and drying facilities and other social/ learning spaces.

Students will be provided with a schedule of in-residence social programme of events being organised by the management team and community building group. Students will be invited to share their preferences and interests in order to encourage attendance at social functions that support the general cohesion of the resident community.

Members of the Police and Fire Services and key university personnel, wherever possible, will also attend this meeting. It is designed to introduce students to the practical aspects of life in a student residence and what issues to consider. The meeting will provide an opportunity for the management team and Police to emphasise to students the need to act as good neighbours both within and around the building. The Fire Service will also be invited to make a presentation concerning fire risks and how to avoid them. In overall terms, this meeting delivers a strong message regarding acceptable behaviour and how students should live within the community. Members of the local resident's committee will also be invited to the 'Meet and Greet' session. The Operator will also provide students with hard-copy site-specific safety information and a strategy card which details how to focus on energy saving.

Internet services are a critical element of the service provision to student residents and technical and sales staff from the Operator's chosen internet provider(s) will also be on-site throughout the first week, following move-in, to provide technical support to students to address any connectivity issues or upgrade requirements.

11 dwell Living

dwell Living offers its own Residential Life Program to support the development of a community spirit. The Residential Life Program deliverables include:

Residential Life Program - Deliverables	
High connectedness to University Student Services to maximize attendance and involvement with existing services and on-campus event participation opportunities.	Balanced on-site Live Learn Grow event schedule delivering at least one event every week.
Partnering with existing University services by contracting on site program delivery eg: Sport for Gym induction sessions.	Creation of opportunities to volunteer and contribute locally.
Staging of socially focused Orientation and Re-orientation Week activities on and off site.	Direction and mentoring of RCAs on-site by the Manager - Residential Life.
Involvement by RCAs in supporting and promoting event attendance and community building generally.	Visible and pro-active use of social media to encourage on-site event participation.
Encouragement to learn and be aware of local cultural events, for example: local sports clubs, regional destinations, music festivals, major sporting events.	Opportunities to engage with and meet new residents leading up to arrival and after arrival during Induction events at the commencement of each semester.
Commitment to best practice regarding alcohol management including accreditation and partnering with the college services support providers.	Utilizing the refreshments and services of the Red Frogs Australia Pty Ltd support program for onsite event delivery.
Proactive presentations and information sessions held on site to ensure high resident awareness of how to access University Clubs and Societies.	Availability to meet with and engage with an RCA 12 hours per day, 7 days per week.
Sociability opportunities through the use of the common study and recreational areas 24/7.	Resident Handbook available to all residents, including local services and trade information.

dwell Living is committed to actively reviewing and updating its Residential Life program to ensure that all residents are equally catered for with respect to equity access to all aspects of the program.

11.1 During the Tenancy

Once students have taken up residence at the facility they will be able to interact with the on-site management team directly or remotely from their room via an on-line portal to engage on maintenance, Health and Safety, security, resident behaviour, general service requests and any other relevant issues. *dwell Living's* systems and processes will, at all times, consistently facilitate frequent and up-to-date communication with students to ensure the safe operation of the building.

11.2 Room Inspections

Room inspections are important in ensuring that the facilities are well maintained and looked after. There will be regular scheduled inspections for each room throughout the course of the year, taking place each term. No other inspections are required unless results of previous inspections highlight the need for involvement. The timings for scheduled room inspections by the Operator will allow tenants quiet enjoyment of their rooms and at least 24 hours' notice is given to tenants prior to room inspections taking place. The option for tenants to be present during inspections is always available.

11.3 Maintenance Issues

Where room repairs and/or maintenance is required, an on-line procedure will be in place to log the requirement and schedule a repair by on-site staff according to urgency. Information relating to all Service Level Agreements and response times for maintenance repair are communicated to customers via the on-line welcome guide, before they move-in.

Once a resident has reported a maintenance fault, information relating to the outcome/progress is also updated online, enabling residents to receive information without having to contact staff directly.

11.4 Cleaning

The building will be cleaned to a standard cleaning specification. Communal areas such as the lounges, study areas, kitchen, dining, gym, games and laundry areas plus lift lobbies and stairwells are cleaned regularly.

Cleaning within each room is a tenant responsibility, regular inspections of each room ensure acceptable standards are being maintained. At the end of each tenancy period, tenants are again expected to leave the property in a reasonable condition, but a full deep clean including carpet, curtains, windows, cooking appliances, kitchens and bathrooms is carried out before occupation by the next tenant.

11.5 Waste and Recycling Management

Waste and recycling are managed to minimise litter and odours and to enable the student residents to efficiently dispose their own waste generated in their rooms and within common parts of the building. The Operator encourages students to consider recycling where appropriate.

The following measures are incorporated into the design of the building to manage waste and recycling:

- a. Waste and recycling bins provided in each room and in communal areas
- b. General rubbish and recycling bin chutes from each residential floor to waste disposal bins in the basement. Residents will be responsible for emptying their waste and recycling bins into the respective chutes on each level of the building
- c. Large waste rooms in the basement for storage of general and recycling bins
- d. Additional bulky goods waste storage room
- e. Access for waste disposal vehicles to directly access to the basement waste disposal and bulky goods waste room

Waste disposal storage and collection is managed by the operational and maintenance team. Inspection of waste bins capacity will be carried out on a daily basis. Regular cleaning of the waste disposal areas will be carried out to minimise debris, stains and odours.

Waste collection is arranged on a regular basis with the maintenance manager being responsible for full bins under waste chute being moved to waste storage room and replaced with empty bins as necessary.

Refer to the Waste Management Plan prepared by Waste Audit for details of waste collection and disposal.

11.6 Laundry and Drying Areas

The building operates a communal laundry, to be located on the lower ground floor, accessible to all residents and staff. The laundry will be fitted with the following equipment:

- » washing machines providing a ratio of 1 machine per every 35 students including 1 fully accessible DDA washing machine
- » dryers providing a ratio of 1:35, including 1 fully accessible DDA Dryer
- » sink and tap
- » soap dispenser
- » bench for loading/unloading and folding.

Washing machines and dryers will be fully automated to accept card payment, mobile App payment and/or linked to a prepaid card system to eliminate use of coins.

Drying of clothes in public areas is strictly forbidden.

The location of the laundry has been designed to provide easy access for all residents as part of the amenity of the property, adjoining the ground floor lounge and cinema and close to all other communal activities so that students can socialise, study, or dine while waiting for clothes to wash/dry.

Whilst the responsibility to wash clothes and to maintain the laundry in a clean and tidy condition rests with residents, the laundry area will be managed by the on-site management team with regular daily cleaning and inspection undertaken. The Operator will provide all assistance to students regarding use of the washing and drying facilities as part of the building induction and maintain regular communication with students by way of notices regarding machines out of order, damaged, scheduled for maintenance, etc.

11.7 Visitors

Visitors to the property are permitted but not accommodated overnight.

Entry to the property for visitors on foot is through the main entrance via reception and permitted entry through registration system. All visitors will be required to confirm entry through QR code system managed by the on-site management team.

Management team will set an appropriate limit of number of guests per student permitted in the building at any one time and the QR code and entry requirements will enable the management team to ensure that maximum numbers of visitors are maintained at all times to ensure that an acceptable level of amenity is provided to permanent residents.

Visitor entry requirements and detailed check-in policy will ensure that all visitors are logged in case of evacuation and in a timely manner.

Visitors' behaviour is the student resident's responsibility which is appropriately communicated in the house rules and tenancy agreements.

Limited visitor car spaces are available at the property. Details of access to the car spaces and use of the car spaces will be managed by the on-site management through an on-line booking system. Residents may pre-book visitor car spaces in advance of visitor arrival.

Visitors are permitted to use all amenities when in company of the student resident. Amenities are provided on ground and lower ground floors and throughout internal common areas.

Visitors will not be permitted access to the residential accommodation floors unless accompanied by the resident student that they are visiting.

11.8 House Rules

House Rules provide the basis for a 'Code of Conduct'. These will be updated from time to time as required to ensure that an adequate level of enjoyment for all building occupants and surrounding residents is maintained.

All student residents will be issued with a standard occupancy NSW Residential Tenancy Agreement under the Residential Tenancies Act 2010. Residents will only be permitted residency when a signed tenancy is entered into between the student and the Operator.

A detailed summary of all tenant obligations relating to standards of occupancy in and around the building are set out below:

The Tenant will:

1. Promptly notify the Landlord (and confirm in writing) of any damage to or defect in the room and/or the contents and/or the apartment and/or the building
2. Operate the electrical appliances in the room or apartment in accordance with the manufacturer's instructions and not change, damage, alter or interfere with them in any way and ensure that any electrical appliances which do not belong to the Landlord comply with all relevant standards and regulations
3. Pay on demand a fair and reasonable proportion, as determined by the Landlord acting reasonably, of the costs incurred by the Landlord in making good damage to the room, the apartment, the building common parts or the apartment common parts and/or in replacing any fixtures or fittings damaged therein which arises due to any act of the Tenant or any failure by the Tenant to observe and comply with the obligations of the Tenant under the Tenancy Agreement. If there is no evidence to the contrary, then the cost of repairing any damage shall be apportioned as if:
 - i. the Tenant caused the damage to the room
 - ii. all the tenants of the apartment caused the damage to the shared facilities in the apartment common parts
 - iii. all the tenants that are entitled to use the building common parts caused the damage to the building common parts
4. To allow the Landlord and those authorised by the Landlord upon reasonable written notice (except in cases of emergency when no notice needs to be given) to enter the room and/or apartment at reasonable times to:
 - i. inspect its condition
 - ii. carry out any necessary repairs or alterations to the room and/or apartment and/or building
 - iii. maintain, repair and, if necessary, replace the service media and any pipes, cables, wires, drains and sewers within the room
 - iv. carry out viewings of the room and/or apartment with prospective tenants.
5. Maintain the room, and jointly and severally with the other tenants of the apartment/the apartment common parts, in good tenantable repair and decorative order and clean condition (except for damage by accidental fire and water from the domestic services infrastructure)
6. Maintain the contents in at least as good repair and condition as they are in on the Tenancy start date, except for fair wear and tear (and the inventory provided to the Tenant on moving into the room shall be evidence of their existing condition and any defect shall be noted in such inventory)
7. Not remove any of the contents from the room or the apartment common parts, as the case may be
8. Occupy the room personally for residential purposes only

9. Not transfer or assign the tenancy created by the Tenancy Agreement to anyone else nor sublet the room or part with possession or share occupation of the room or any part of it under any circumstances
10. Not carry on any profession, trade or business whatsoever in the room or the apartment
11. Not use the room or the apartment for any improper, immoral or illegal purpose nor in any way which may, in the reasonable opinion of the Landlord, be a nuisance, damage or annoyance to the Landlord or to the other tenants of the facility or any adjoining premises and in particular, the Tenant will:
 - i. not cause any noise which, if made within the room, can be heard outside the room or, if made within the apartment common parts, can be heard outside the apartment common parts
 - ii. observe the hours of operation of the communal areas and not to cause nuisance, anti-social behaviour and excessive noise during the hours of operation. Excessive noise outside of the hours of operation are strictly prohibited
 - iii. not keep or use drugs, the possession or use of which is prohibited by statute
 - iv. not keep or use any firearms, knives (other than domestic kitchen knives), or any weapons of any kind in the room, apartment or building
 - v. not to harass, threaten or assault any other tenants of the building or their guests or any personnel of the Landlord or any other person
 - vi. not damage or leave in a dirty or untidy state any parts of the building.
12. Not to fix anything whatsoever to the interior of the room or the apartment common parts in any manner which may damage the structure or decoration of the room or the apartment common parts or to place anything outside the windows of the room or the apartment common parts
13. Ensure that any refuse is deposited in the receptacles provided for the purpose in the building
14. Not erect any external wireless or television aerial or satellite dish
15. Not keep any animal, bird, insect or reptile in the room
16. Not do anything in the room, the building common parts or the apartment common parts which would prejudice or increase the premium payable for the policy of insurance of the building for the time being in force
17. Not tamper with the Landlord's fire prevention and control equipment and to vacate the building (and to ensure that any visitors of the Tenant do so) immediately whenever the fire alarm is sounded
18. Not use designated fire escapes except for the purposes of emergency escape
19. Comply with any reasonable regulations of the Landlord which may be notified to the Tenant in writing from time to time and in the event of conflict between the terms of these Tenancy Terms and Conditions and any such regulations, the terms of the Tenancy Agreement shall prevail
20. Report any accident or incident to the Landlord as soon as possible after it occurs and in any event within 48 hours after the accident or incident. Thereafter, confirm in writing if reasonably requested to do so by the Landlord, by completing an incident or accident form and return it to the Landlord.

All guests of the Tenant must respect the room, the apartment, the building common parts, the apartment common part, the building and existing tenants. The guest must not interrupt or disturb the tenants in any way possible

A full set of *dwell Living* House Rules is issued to each new resident upon acceptance of the tenancy agreement and explained in full as part of the induction.

12 dwell Community

12.1 Community Liaison

The Operator and the on-site management team prides itself on proactively working with and developing a constructive relationship with its close residents, businesses and representatives of the local community, critical to ensuring that as far as possible, the broad range of local interest groups can co-exist harmoniously. This is particularly important where public perceptions of student residences and the likely impact they may have on local non-student residents and businesses can often be negative and give rise to undue concern and worry.

12.1.1 Local Contact and Liaison

It is important that local residents and businesses have a clear point of contact with the site to raise any concerns or specific problems that the on-site management team can then quickly respond to. Full contact details for the management office and key staff members - including the management suit opening hours - will be circulated to all nearby residents and business occupiers by post prior to the opening of the building.

In the very rare circumstances where one-off group events for residents may be held at the property giving rise to the potential for increased evening activity and/or noise outside the building, the on-site management team will give local residents written notice in advance.

12.1.2 Community Liaison Group

Six months prior to opening the completed building, the Operational management team will begin the process of forming, administering and chairing an ongoing community liaison group comprising representatives from a range of the following local interest groups and public bodies, which will include:

- » Members of the on-site management team
- » Universities and colleges in the Macquarie Park area with significant numbers of student's residency at the building
- » Resident or management representatives of any adjoining/nearby public or private housing schemes
- » Occupiers of significant adjoining/nearby commercial properties
- » Police community liaison officers.

It is envisaged that this group should comprise approximately 10 representatives drawn from these identified sources. The Operator will identify and actively approach a range of suitable individuals to become members of the group and request their participation as appropriate.

The clearly stated purpose and function of the community liaison group will be to provide a forum to hear and discuss any issues or concerns raised by representatives in connection with the management of the building and potential impact the activities and behaviour of its residents may have from time-to-time on the local community. Wherever possible the group will work to determine workable solutions to any identified problems, with the Operator subsequently taking overall responsibility for ensuring appropriate action is taken by relevant group members.

Group meetings will be held in line with the student academic year cycle at the building, with the first to occur no later than two months prior to first occupation of the building - currently anticipated to be February 2024. The meetings will be administered and chaired by the on-site management team who will also be responsible for producing and circulating appropriate agendas and subsequent minutes to all group members. During every fourth quarterly meeting, the agenda shall include an annual review process where members can discuss how effective the group is and propose adjustments to its working practices where appropriate. Timings and frequency of meetings will be regularly reviewed in each community liaison group session.

12.2 Social and Recreational Events and Programmes

dwell Living places a strong focus on building a sense of community and will do this through dedicated staff that focus on delivering a comprehensive calendar of social, interactive community building and learning activities for student residence. In addition, the design of the building has been considered in a way to foster and enable interaction through small and large common/social spaces throughout the building.

The nature of social events and programs is scheduled based on feedback and preferences received from students but could include the following

- » Cooking demonstrations and classes
- » Film nights
- » Music clubs
- » Creative writing activities
- » Art based events
- » Book reading clubs
- » Organised external events.

Students will be encouraged to make use of and participate in events which will be continually monitored and adapted based on student feedback.

12.3 Community and Education Services Information

The facility has a dedicated team member whose role it is to provide community and education services information. In addition, all staff are responsible for providing community and education services information at all times.

An event calendar is published monthly in advance to promote events on site, at the University and in Sydney and surrounding areas more generally.

The following is typical of the information that is provided:

For support and information:

Education Services: Service Connect, Macquarie University

Tel: +61 2 9850 6410

Web: <https://students.mq.edu.au/support/centres/service-connect>

Counselling Services: Student Wellbeing, Macquarie University

Tel: +61 2 9850 7497

Email: wellbeing@mq.edu.au