

Graduation Student Management Plan

[Insert name]
Westminster Way Botley

**Prepared by:
Graduation Management Services
Private and Confidential**

June 2014

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1. Introduction

This Student Accommodation Management Plan has been prepared by Graduation Management Services (GMS) (the Mace Real Estate Limited student management brand) for the New Accommodation Scheme at Oxford Way Botley Oxfordshire to be known as [*Insert name*] student accommodation.

The aim of this Student Management Plan (SMP) is to provide an overview of the management practice and procedures to be implemented at [*Insert name*] and it will be reviewed on a regular basis to ensure it responds to the ongoing management of the development.

Over 50% of the accommodation is likely occupied by a mature student base and our accommodation offers complete flexibility to all students to choose their life style, whether they want to co-live with students from the same, or, different course in flats or units around the inner squares, or, whether they wish to live and study in a more private environment socializing with the rest of the community in one of the communal facilities when it suits them. Our accommodation will allow either approach.

2. Graduations Approach to Managing

[*Insert name*]

GMS will need to meet the service demands from our student tenants whilst living at the premises and be able to ensure there is no adverse impact on the surrounding established community.

Unlike a typical residential block, *Insert name* will be a closely managed community and the tenants will know each other and socialize both within their own rooms and within communal areas provided.

Management of student blocks is a specialist service as unlike residential flats there are many overlaps between the individual building and the studios/flats;

- Students being on courses together who choose to live in the same building
- Universities and other Colleges introduce students to developments and expect a consistent service
- Students will expect on site staff to respond to problems of behavior and noise from others
- Students will expect assistance from both site and GMS corporate staff
- Student sites are seen as high risk by the Fire Services and others and require intensive and detailed Health & Safety (H&S) and Fire Management.

The GMS team will be responsible for the full-time management of *Insert name* and will provide specialist property management solutions throughout the UK. There will be a dedicated team and the site will be manned and closely managed 24hrs a day 365 days a week.

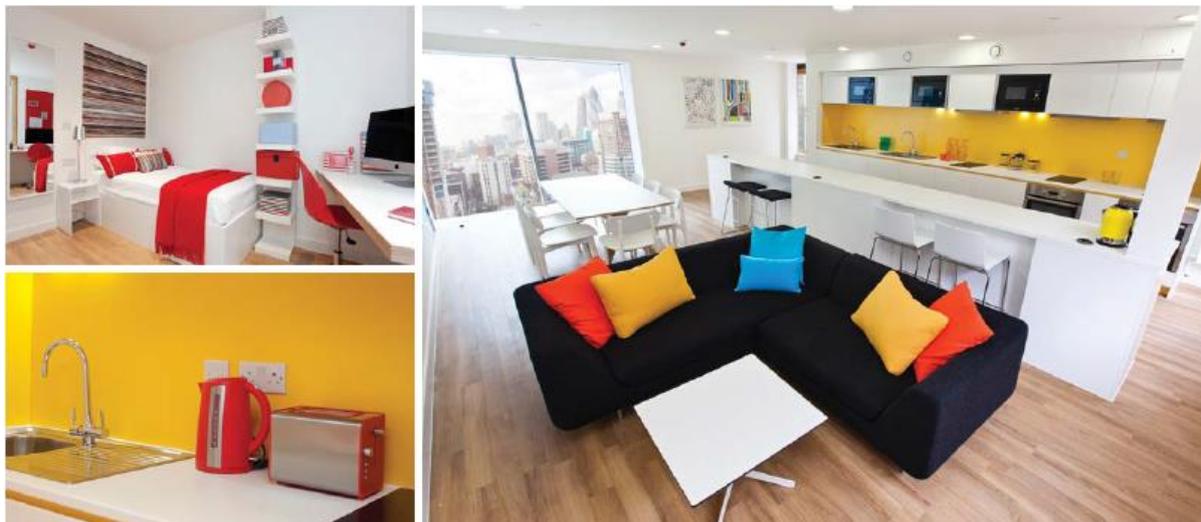
Our management philosophy is to provide a safe and caring environment in which our student tenants and our staff can live and work whilst always taking into account the sensitivities of the local community. We employ a good neighbor policy and seek consultation rather than confrontation to settle local issues. As part of this policy, the local GMS staff actively seeks to be part of and work with local community groups in order to become a significant element of that local community. Resident representatives from the community are welcome to visit the development subject to operational demands. We are proud of our close working relationships with Universities and will take into account their views and opinions in the area when marketing and managing our site.

3. National Code of Standards

The Code of Standards for privately owned/managed student accommodation blocks is Accreditation Network UK (ANUK) and has been established with the full backing of the Department for Communities and Local Government (DCLG) to ensure standards within privately run schemes are maintained at the highest level. Full details of the code are available on www.anuk.org.uk. The Managers of the code and its enforcement is reported to Government as required by statute on an annual basis. A copy of the latest annual report can be seen on www.anuk.org.uk

GMS will register *Insert name* with ANUK on behalf of the owners. Compliance with the code ensures that both tenants and site managers enjoy the benefits of good practice. Where problems do occur, protocols are in place to identify and resolve issues as quickly as possible. ANUK accreditation will be displayed within the communal areas at Commercial Road and within all our literature.

University Vice Chancellors are advised by their own body, Universities UK, to only use ANUK accredited schemes when recommending private sector accommodation.



4. Site Management

The site will be managed by our on site manager Monday to Friday 8.00 am to 7.00 pm (times may vary depending on needs of service) with 24 hour site supervision provided by our on- site support staff.

The management team will consist of a manager, assistant manager, booking team and an appropriate number of student Wardens that will work on a rotating shift to provide 24/7 cover. We will also provide an on-site facilities manager who will be responsible for looking after the premises surrounding environment.

On site staff will be employed by GMS and all aspects of personnel are managed by GMS's human resources department. Our recruitment philosophy is to always seek to employ the site staff from the local community or within reasonable travel distance. Whilst this supports the local community, the site team also then have a greater understanding and empathy with that community and will often live locally. In some circumstances we will provide accommodation on site for the manager

Out of core hours will be covered by the Student Wardens who will be mature individuals who will be resident on the site (see also under H &S issues). At least one Warden will be on call on a rota basis whenever daytime site management are not on duty. Their role will be to provide a visible presence and a point of contact for all student residents and any other parties. They will be responsible for dealing with noise and any minor anti-social behaviour and respond to alarms and other difficulties. They are expected to ensure compliance with the Planning Conditions and act in the interests of good neighbourliness to other local occupiers. The site staff and student Warden will at all times have access to an on call security company to respond to any serious issues and will be available to support out of hours staff. Student Wardens will be employed by GMS under an annual contract of employment and receive a monthly salary. The objective is to have an onsite presence at all times when students are in residence.

Comprehensive training will be given in first aid, fire management, and major incident management to all employees in addition to other safety training as required.

The building has been configured with a reception counter adjacent to the only access point to monitor visitors, providing both a visible site management staff presence and a clear point of contact for residents. Staff will periodically, and whilst undertaking other tasks such as random room inspections, move around the building to provide a discreet but effective behaviour monitoring role that enables inappropriate behaviour to be proactively managed.

The behaviour of residents and their enjoyment of their stay with us are influenced by the quality and standard of their living environment, with a clean, good quality, environment engendering respect and appropriate behaviour. To maintain a good quality living environment, all communal areas of the building including the common room outdoor study area and laundry will be cleaned regularly and monitored via CCTV. The residents are, as part of their away from home experience, responsible for maintaining the cleanliness of their bed spaces and this is ensured through a program of flat inspections and advice from site staff the development will be fully compliant with local and other HMO requirements for Fire and H&S.

All students will be required to sign up to a site wide good behaviour covenant and GMS will co-ordinate the enforcement management with the appointed District Centre Management Team and between them they will ensure that any anti-social behaviour is spotted and dealt with immediately.



5. Management of Communal Facilities

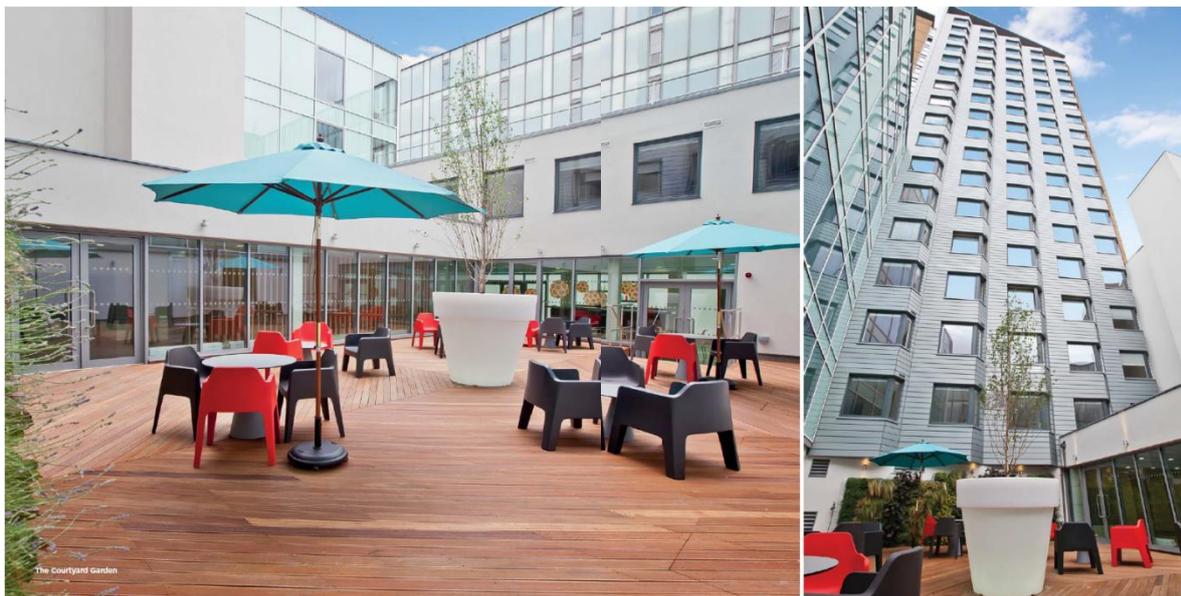
Insert name has been designed and configured to provide the resident students with communal facilities upon the podium in the development. This level of amenity provision is a key element in helping to provide an opportunity for development of community within the student body.

The development of this community helps in creating a sense of home which is a critical element in the current student market. The total student experience of academic study, social life and development of personal independence is assisted greatly with the ability to meet and work together in the study spaces within *Insert name*. A part of the management and Warden role will be to encourage use of this space and support social and other events to develop that sense of community.



6. Maintenance of External Public Areas

GMS will ensure that the external public areas for *Insert name* (including the bin and bicycle storage) will be safe and accessible at all times. The staff in charge of maintenance will ensure that the so-called 'hard landscaped areas' will be kept free from graffiti, litter, weeds, waste and other debris. Any 'soft landscaped areas' will likewise be kept free from litter and other debris and will be tended to and taken care of so they always look inviting and well-maintained. All signage will be kept clean, legible and unobstructed, and should illuminating signs be used, they will be maintained in accordance with the general building maintenance requirements. Areas of the roof to the south of the roof gardens are out of bounds to resident students. This will be controlled by limiting access through the use of lockable gates (please refer to architects drawing 1612-P-25-Efor details).



7. Out of Hours Emergency Management

Insert name will be supported by access to a 24/7/365 national call centre operated by FM24 (Mace call centre). FM24 have worked successfully with this national call centre for some 5 years and will have direct access to our designated maintenance contractors to respond to emergency situations and also to a retained local security company which will respond to a request for assistance from the site or student wardens.

GMS will appoint retained local contractors who can provide a 24/7 emergency response to request for maintenance that require an immediate response.

The security company will be contracted to respond within 15 minutes to any request for assistance. The security company will be employed locally to enhance speed of response and provide additional support to the site team. A well-managed and at times visible presence to both the tenants and the local community enhances the sense of security, control and consideration for that community.

The emergency contact telephone number for LHA, our on-site 24 hour team and student mobile number will be displayed throughout the building and available to all students in their welcome pack and in other documentation.



FM24 is Macro's own dedicated help desk provider.

In case of major incidents, the call centre also has senior management telephone numbers. Each site has a major incident plan detailing the following:

- actions in the event of an emergency situation
- responsible persons (hierarchical chart)
- incident criteria
- contact details for relevant personnel, including staff, clients, universities, embassies and contractors (i.e. electrical contractors, plumbers etc.)

GMS works closely with Local Authority Emergency Planning Officers to ensure full support in the event of a major incident. Liaison with local emergency planners will begin during the construction of *Insert name* to develop and implement the major incident plan.

8. Additional Security

Insert name will have a comprehensive CCTV installation linked in with the rest of the District Centre, enabling on site staff to monitor the CCTV to ensure that there is no security breach or anti-social behavior on or around the site. It will enable a seamless management between the District Centre Management Team and the GMS. The CCTV monitors will be situated at the exterior of the accommodation and other internal areas including lifts and laundry. Furthermore, the entry gates or door cameras will be capable of face recognition during playback of persons entering or leaving at all hours of the day. This will supplement the on-site staff and is not considered to be a replacement for the essential personal presence of responsible staff/student wardens on site.

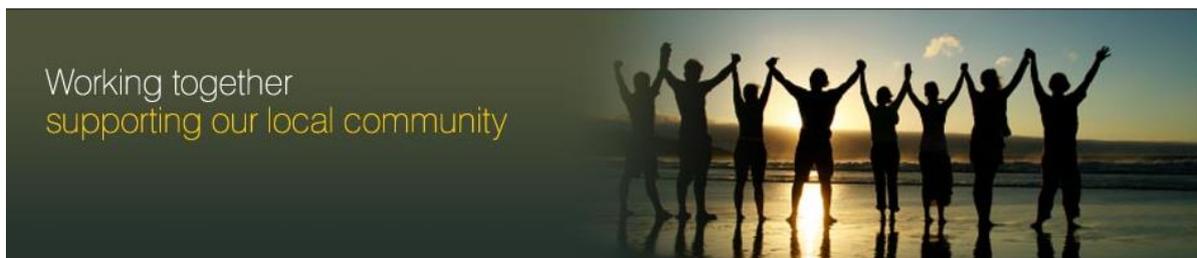


9. Working with Local Community

GMS pride themselves on proactively working with and developing a constructive relationship with our nearest residents, businesses and representatives of the local community. GMS view this approach as critical to ensuring that the numerous local interest groups co-exist harmoniously as fast as possible, to do this we are happy to agree a Community Care Programme (CCP) between the local community groups, police local authority, students and District Centre Management Team setting out our promises to ensure that the all parties co-exist. We would ask all parties to sign up to a Charter that sets out the moral obligations that they will be expected to follow.

It is important that nearby long-term local residents and other organisations have a point of contact with the site to raise any concerns or specific problems that the local management can address. GMS will actively seek to join local resident groups to demonstrate that we are a member of the local community. That involvement may include some student representatives so that as residents we all understand and co-exist together. That would include liaison with the local Parish Council (PC) for example, North Hinksey Parish Council and representatives of GMS would attend their meetings and supply the Parish Council with management contact information. Liaison with the PC will commence during construction of the development so that close working is ensured prior to occupation.

To provide local residents with contact details of the GMS and to assist with our 'no car' policy for students, we will distribute leaflets to surrounding households notifying them of management contact details and key management policies, including that of parking. This will be done annually as the start of the Autumn Term approaches.



10. Move in Process

Every student must complete an 'Application for Accommodation' form in which the applicant confirms he or she will be attending a specified University and also supply their University reference number. A critical element of our application and verification process is to establish details of the student, their year of study and course. This enables GMS to operate a robust room allocation process ensuring wherever possible student groupings work and a community is able to form. It is never good on site management practice to co-mingle first years with third years or postgraduate students.



The tenancy agreement in addition makes provision that should the student cease to be in further or higher education he/she must notify GMS.

The main move in period for new students at the beginning of every academic year will be spread over at least three or four days. The length of the move in period is dictated by the start of the academic year for the majority of students that are residents with us. In addition to the main move in week the site will have further students arriving on an ad hoc basis during the period following the main move in. These students will mostly be from overseas or where there are differing start dates for each course. This is particularly relevant for postgraduate studies.

After reserving their room paying a booking fee and completing their tenancy agreement all students will be advised of the date and time for arrival to take up occupancy of their room. In the weeks prior to move in, as tenancy agreements are returned, welcome packs are prepared for each student. The welcome pack includes details of the site and how it is run, advice on living with us and local information. Preparation of this information enables a swift and largely trouble free process enabling GMS to welcome students and direct them to their rooms quickly and efficiently.

It is made clear to students that the allocation of time slots is for their benefit to ensure a smooth and trouble free *move in* and minimize any localised disruption in terms of vehicular movements. All room allocations for *move in* are spread throughout the building to minimise pressure on lifts and stairwells. If students and parents choose to ignore these timings we reserve the right to refuse access until the site is able to accept them.

In all cases GMS liaises with local police and the Local Authority traffic management officers and District Centre management to advise of the week and agree a strategy for management of vehicle movements.

To further assist in a smooth intake additional staffing support is provided during *move in* week. The staff members are there to assist in directing new students to reception areas where they can collect keys and welcome packs etc. They will also assist with unloading cars. Where assistance is provided all personal goods are stored in a secure location on the ground floor. This enables those being delivered to the site by cars to unload quickly and *move* the vehicle to a longer term parking position in the podium car-parking for a short term stay. As part of our communication to students and parents prior to *move in*, details of public transport and drop off and parking locations in the general area are provided. This enables students and in particular parents to pre-plan their journey, journey times and next steps after unloading and we can ensure that they are all aware that street parking is not available.

At the *move in* period further assistance, support staff and student helpers may also be provided. This is dependent upon how the development lets and local relationships. This is a service and support many Universities and others become involved in and can again smooth the process for student *move in*.

A "Meet & Greet" induction evening event will be arranged during the *move in* week and will be held in the Communal Study Room. This meeting, wherever possible, is held in conjunction with the Police and Fire Services. Each *gives* a short presentation as to life in accommodation blocks and what issues to look out for. This opportunity reinforces the need to be a good neighbour both inside and outside the block, and lets the Fire Service make a presentation as to fire risks and how to avoid them. This meeting delivers a strong message regarding acceptable behaviour and how students should live within the community. GMS provide students with site specific safety information and energy saving as part of the welcome pack.



11. During the Tenancy

MS allows tenants quiet enjoyment of their rooms and will *give* at least 24 hours' notice to tenants when room inspections are due to take place.

Where room repairs and/or maintenance are required, a procedure is in place to log the complaint, and schedule a repair based on the urgency of the work.

Any anti-social behaviour, such as excessive noise, is actively managed by our site management team and in the following manner:

- A 24 hour call line will be made available for Local Residents to call if they feel there is a nuisance arising from the students.
- Any anti-social behaviour/noise during the day is managed by site staff through direct action with the students involved and where appropriate for disruptive behaviour that causes damage or offence to others, GMS operate a series of financial penalties.
- In extreme circumstances or constant repeat incidents GMS will take action to terminate the tenancy.
- Night wardens and professional security are on hand to enforce noise control from the property or other anti-social behaviour and always have the option to seek the assistance of the Police.
- GMS publishes a comprehensive statement on rules and responsibilities and work with the students to create a social environment where all can live and enjoy their university living experience whilst considering and respecting others.
- GMS works actively with the University and seeks to build strong personal relationships within both the University accommodation team and the pastoral support groups. We like to meet on a regular basis to be close to issues and activities with the University involved. By developing those relationships with a clear and honest open dialogue, those students who may have problems or difficulties have a clear and transparent support network.



A comprehensive system of CCTV will be installed throughout the site with full night vision capability which is also a major deterrent to anti-social behaviour likely to cause offence both internally and externally to the building.

GMS also places great emphasis on pastoral care especially for students who may never have lived away from home and site management do make regular visits to flats for informal chats. Later in the year, surgeries are established to encourage students with concerns to discuss any issues they student tenant find may have. Mental health contact numbers are made available in all common areas but we find most issues can be resolved in house. GMS wherever possible seek to build relationships with the local University student support teams. This enables a proactive approach to pastoral and other behavioural issues which can affect students' and their peers' enjoyment of their time at University.



12. Move Out Process

Student move out is not so time constrained as individual courses within Universities finish at different times. In our experience students move out over an extended period of time at the end of the academic year.

All students will be advised prior to the end of their tenancy period of the move out procedure and dates on which they would be expected to finally vacate. Appointments will be made to inspect rooms for damage and cleanliness prior to departure and, where necessary, arrangements made to return deposits or use them to offset the cost of damages.



13. Management of Health & Safety

GMS is extremely vigilant in their approach to health and safety.

GMS has a dedicated Health & Safety Risk Manager and utilise the services of an external specialist H&S company to undertake risk assessments of student schemes in the following areas:

- Fire Risk Assessment (Fire Safety Regulatory Reform Order 2005)
- Health and Safety Risk Assessments including COSHH, PAT testing and Gas Safety certification
- Legionellosis (water) Risk Assessment
- Asbestosis Risk Assessment (for properties built prior to 2001 where none exists)

Comprehensive reports are commissioned annually, if required by law, and all site safety issues will be managed in house via the specialist companies interactive web based system which will be accessible by the owner in addition to relevant GMS safety personnel. 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 student move in dates.

The system will detail all site risk assessments, safety compliance issues, site specific task management, and will ensure that sites maintain accurate safety data and are compliant with legislation as governed by the Health & Safety Risk Manager. The system will also host copies of the major incident and emergency evacuation plan.

With regard to issues of staff safety and compliance, staff will undertake training in general H&S 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 Health & Safety at Work Act 1974.



14. Waste Disposal

The aim of the refuse strategy is to detail the provision of dedicated storage facilities once the building is fully operational and show how the different waste streams will be managed in order to avoid waste going to landfill or incineration. Disposal and recycling will be carried out safely and with good maintenance to ensure protection to employees and the public.

All waste will be collected on podium level in a central point and then transferred daily to a ground floor waste areas where collection will be made at appropriate intervals.



15. Student Travel Plan

We will seek to ensure where ever possible Students travel by the most sustainable form of transport available. We will encourage the use of public transport and provide full facilities for safe bicycle storage if they wish to bring their own bicycle to site or alternatively we will provide a bike hire where students can use bikes provided for them.

No car parking will be provided for students on site (except for a small number of disabled spaces in the main car park) and students will be required to sign up to a Restrictive Covenant in their tenancy agreement to legally bind them not to bring cars to the accommodation and not to park in the adjacent areas. This strategy aligns with both Oxford University's and Oxford Brookes' policy in providing car parking with accommodation

This will be monitored by on site staff and if it is found to be abused financial penalties will be applied until the offence is rectified and following continual abuse then GMS will have the ability to terminate the offender's tenancy.

To aid the enforcement local residents will be able to inform the GMS site staff through the contact line and any offence of students parking in the surrounding streets will be dealt with in accordance with this policy.

So as to reinforce the Restrictive Covenant on-site staff will carry out random checks during times of occupation in the vicinity of the site to ensure compliance by student occupiers. To further reinforce the message during the first two weeks of every term daily checks will be made on streets in the vicinity by on-site staff.

As per section 9 leaflets will be distributed to surrounding occupiers notifying them of GMS contact details and asking for their co-operation in notifying GMS of any student not observing the 'no car' policy. Effective liaison with the Parish Council and



other local groups will also ensure the policy is known, 'policed' and therefore effective.

Acknowledging that from time to time students may want the use of cars for use at the weekend to explore the surrounding area, we intend to establish a car club where a student and friends will be able to pre book a hire car for use.

As part of our transport plan we would provide an out of hour's bus service that will operate between the Headington Campus and City Centre to pick up students outside the normal public transport hours. This bus will operate an on-demand service and be subject to a small donation by students and will ensure that students always have an alternative form of transport to cars.

16. Sustainability

GMS have delivered a number of BREEAM Excellent schemes and incorporated not only sustainable elements and technologies, but also mechanisms to enable residents to monitor their individual consumption of energy and water resources, together with strategies on how to reduce consumption to enable them to moderate their behaviour.

All sites managed by GMS are run with focus on the environment and where possible, we make sure that all waste is segregated into cardboard / plastic / glass / metal/ general. GMS always looks to sustainability by choosing carbon neutral product, reducing waste and making our buildings energy efficient.



Appendix A - National Code



**ANUK / Unipol Code of Standards for Larger Residential Developments
for student accommodation managed and controlled by educational establishments**

Finalised for approval on 28th August 2008