

STUDENT MANAGEMENT PLAN

The Student Management Plan has been prepared in relation to a revised application for the redevelopment of St Patrick's Hall to provide student accommodation and associated ancillary uses. A previous application (Council Planning Ref: 161182) for the redevelopment of the site was withdrawn following the local listing of Pearson's Court within the site. This revised application retains Pearson's Court and redevelops the remainder of the site.

The changes proposed as part of this revised scheme are summarised as follows:

- There is a net reduction in student bed numbers in comparison with the previous submission. The withdrawn application proposed 1024 new student bedspaces and 6 no. three bedroom flats for families, resulting in a net increase of 726 bedspaces. The revised application provides 884 new bedspaces and would retain 116 existing bedspaces within Pearson's Court. This results in a net increase of 702 bedspaces at the site.
- The demolition of the original Pearson's Court building no longer forms part of the plans for redevelopment.
- The Sets building to the south of the Pearson's courtyard will be removed and replaced with new, high-quality accommodation, this element of the scheme has been redesigned to complement the retained courtyard.
- The proposed new courtyard to the north of the site, has increased in massing to accommodate the need for student accommodation while retaining the locally listed Pearson's Court.
- The two low-rise buildings previously proposed in the southern part of the site have been removed in response to concerns raised regarding the proximity of the buildings to the nearby house.
- New low rise accommodation is proposed set further back from the southern boundary and deeper into the site to mitigate proximity to the neighbours.
- New accommodation is now proposed above the catering Hub building and to the centre of the site.
- The Social facilities including the bar, café and dining facilities will be located in the centre of the site away from the southern boundary.

- The Combined Heat and Power (CHP) energy centre has been relocated to the centre of the site away from the southern boundary.
- Warden accommodation will be provided within the existing accommodation on the southern boundary.

EXECUTIVE SUMMARY

UPP are specialists in the UK higher education market and were selected in 2011 as the University's long term student accommodation partner. The same local team that currently provides onsite services to all University of Reading halls (including the existing St Patrick's Hall) will be responsible for the management of all service provision to the redevelopment.

We acknowledge St Patrick's Hall is situated in a predominantly residential area and that this brings with it potential challenges. Our Student Management Plan (SMP) has been developed in conjunction with the University to outline how we seek to maintain and develop excellent neighbourhood relationships and manage the student population living within the halls.

The SMP describes how we will manage the operation of the accommodation and engage with the local community to ensure the occupants of the Northcourt group integrate into the local community on a long-term basis, whilst ensuring the best in student welfare and experience. The University of Reading has been part of the local region for over a century. Since its foundation in 1892, it has grown into a truly international university that continues to play a key role in the region, nationally and internationally. The Student population is growing with the popularity of the University and the demand for accommodation on campus has risen considerably

The University aims to offer a range of quality accommodation suited for differing student budgets, backgrounds, ages and needs. Proximity of halls accommodation to the academic campus is a key feature of the residential halls environment.

Summarised below are the key elements of the plan which we will implement in order to manage students in the new St Patrick's Hall development and the Northcourt group as a whole.

These are;

- Site design & accommodation allocation
- Site Management team
- Security and monitoring
- Community engagement and liaison
- Operations to minimise impact on residents.
- Managing behaviour

The SMP incorporates best practice from the existing 12 halls being run in partnership between the University and UPP and draws on best practice from our other partner University's.

1.0 DESIGN OF THE ST PATRICK'S HALL SITE AND ALLOCATION

The proposals will create accommodation in a variety of room types to suit a range of budgets and a variety of student cohorts. The rooms will be arranged as cluster flats and townhouses and will include ensuite rooms and shared bathrooms (1 per 2 students), as well as fixed furniture with high quality finishes and modern styling. All new proposed accommodation will have a shared kitchen/lounge/dining room which is particularly important for first year undergraduates as this aids their transition from home to university life. The mixed townhouse and cluster flat design of the scheme enables students of diverse ages, demography and culture to live together.

The majority of hall occupants are undergraduate students. While the new scheme will increase the student population we aim to balance this with a greater variety of rooms more suited for postgraduates, returners (undergraduates in their second and third year of study). The new accommodation has been designed to draw activity to the centre of the site with social and study facilities.

With respect to student selection we will look at gathering lifestyle choice intelligence from student hall applications with a view to steering students with a "quieter lifestyle" choice to the St Patrick's Hall accommodation.

The new hall will provide an attractive collection of accommodation with a central catering hub, bar, Cafe and laundry facilities;

The main features of the site are;

- Modern accommodation including a proportion of accessible (disabled) rooms
- A greater variety of rooms than existing to suit undergraduate and postgraduate students
- Sustainable buildings including bicycle storage and BREEAM "Excellent" environmental performance
- Supporting on-site amenities including halls reception, facilities management, laundry and post.
- Accommodation more suited to returners and postgraduate students will be located at the perimeter of the site to minimise noise and disturbance to the neighbours.
- Social facilities are centrally located to draw activities to the centre of the site and away from the residents on the site boundaries. The improved facilities for social activities will also encourage students to remain on site reducing the number of trips to and from the campus.
- The current vehicle access to the halls is via the southern access opposite the homes on Northcourt Avenue. The new development will create a new section of road to the north-west corner of the site. This route will be promoted as a dedicated route for students arriving from

campus or the town centre facilitating easy access to the site and reducing the number of students using the existing southern access to the site.

2.0 THE ST PATRICK'S HALL MANAGEMENT TEAM

The UPP Management Team has overall responsibility for the management of the Northcourt Group Halls (including the new St Patrick's Hall). This team is headed up by a full-time Group Residence Manager, supported by a team of administrative, maintenance and cleaning staff, all based at the halls.

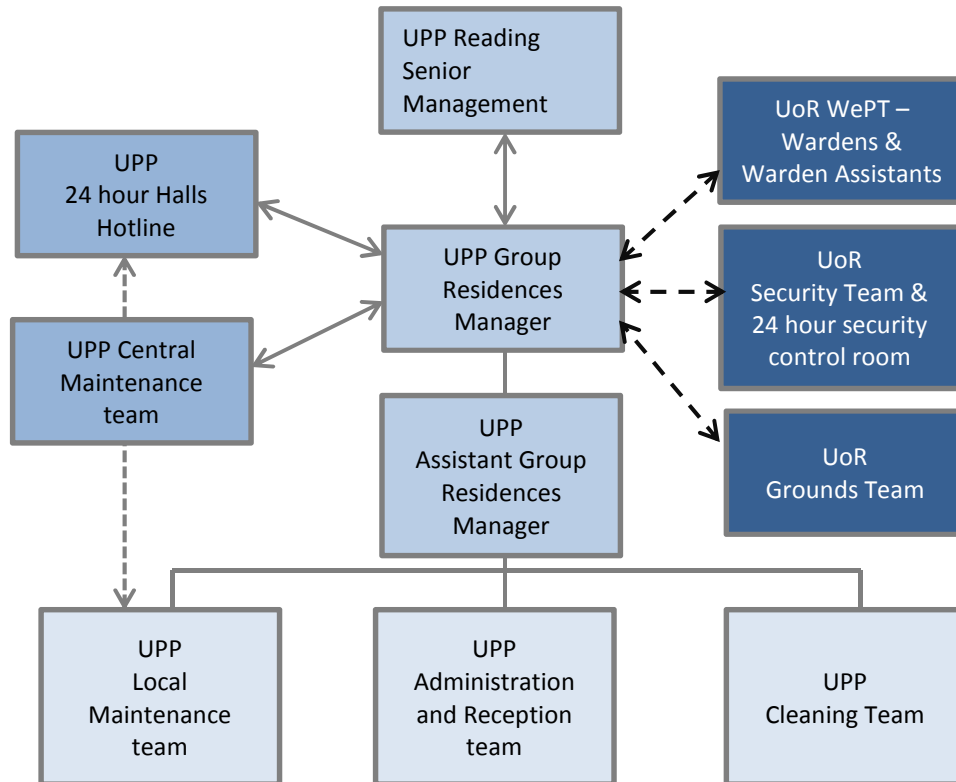
Every member of UPP staff, regardless of role or position, will be trained to be a first line of support for students, visitors and members of the public.

The site will benefit from a 24/7 management strategy, which will include a manned reception between 8.30am and 5.30pm Monday to Friday. We recognise that with an increase of student numbers due to the redevelopment of St. Partrick's Hall, the Northcourt site will warrant its own permanent 24hr onsite security office. We commit to bringing this in to effect on the completion of the construction works for St Patrick's redevelopment.

The development will be designed to Secured By Design principals and CCTV systems will be monitored by dedicated staff in the University's central security control room and the new permanent 24hr onsite security office.

The halls will be staffed throughout the calendar year. The local community will see no decline in service provision, presence or communication outside of term time. The UPP Management Team and the University will work with the local community to ensure out of term activities such as vacation use and summer schools are appropriately managed.

Figure 1 - The University and UPP Management Team for St Patrick's Hall



2.1 POINT OF CONTACT (DURING CONSTRUCTION)

During construction, the project will be registered with the nationally recognised Considerate Constructors Scheme (CCS). The CCS Code of Considerate Practice will commit the site and construction company to care about appearance, respect the community, protect the environment and secure everyone's safety.

Prior to the start of construction each neighbour will be sent a newsletter informing them of the name and details of the site liaison manager. This individual will be responsible for responding to any concerns or queries from our neighbours. His or her contact details will also be displayed on the hoarding near the site entrance.

Regular updates will be sent to the immediate neighbours during construction updating them of site activities and project timetable. Neighbours will also be given the opportunity to meet the site team during one or more residents' evenings.

2.2 POINT OF CONTACT (ONCE THE NEW HALLS ARE OPERATIONAL)

The university operate security for the halls accommodation with uniformed Security Services staff operating round the clock every day of the year. Patrols, both on foot and in marked vehicles are conducted across Whiteknights Campus; London Road Campus; Greenlands Campus; and other University owned property. This will be further supported on the completion of the St Patricks redevelopment by a new permanent onsite security office.

Incidents can be reported to the Security Services under the following contact details:

Email: securitycontrol@reading.ac.uk

Telephone: +44 (0)118 378 7799

3.0 SECURITY AND MONITORING

Security is an important consideration and is especially relevant here given the close proximity of the hall to the residential neighbourhood. A high standard of security is achieved in the new hall through sensible design of the buildings and the landscaping; such examples include:

- Entry to and from all new buildings, common areas and study bedrooms will be controlled via an electronic access control system. This centrally managed system will restrict access to particular rooms or areas and can be time-sensitive. Each student will be issued with their own unique card which is registered and traceable on the access control database.
- A comprehensive CCTV system with night-vision capabilities will act as a deterrent to anti-social behaviour in the vicinity. It will also make it easier to identify anyone making a disturbance. Live feeds will be monitored on a 24 hour basis by the University Security team. The CCTV will support the on-site security office and patrols.
- On completion of the redevelopment the Northcourt site will now have a permanent 24hr onsite security office.
- The halls will have a dedicated reception area. Staff will be able to monitor students and visitor access to the buildings either through passive surveillance or via CCTV. The staff will provide a visible presence to enhance safety and deter anti-social behaviour.
- Security patrols of both the halls internally and externally on a scheduled basis.

The accommodation has been designed to Secured By Design principals.

4.0 COMMUNITY ENGAGEMENT AND LIAISON

We recognise the redevelopment of the St Patrick's site will increase the student population of the immediate area. The University and UPP are experienced in the management of accommodation in residential areas and will manage this increase in the student population to ensure we minimise impact to residents. We consider this approach to be vital to the long term success and sustainability of the hall and surrounding community.

4.1 COMMUNITY MEETINGS AND STUDENT PARTICIPATION

The University and UPP seek to ensure good relations between the local community, University, staff and residents of the Northcourt Group. We will establish a regular meeting between the University and NARA (potentially with student representatives). As and when required we would also invite a member of the TVP community policing to attend to look at practical, tangible ways to lessen the impact from student behaviour in the area. The meetings will be held within the new accommodation and will be attended by members of the site management team and University. Regular engagements in this forum will ensure that the operation of the site can be discussed and the representatives of the meeting can agree and set out an action plan for the forthcoming period to address known issues. On the completion of the St Patricks redevelopment we will establish neighbourhood mentors (made up of student residents) who will attend meetings with NARA and be responsible for establishing student lead "good neighbour" schemes to ensure active commitment from the student body. These could include simple litter picks after Union nights or campaigns that help educate the students to be more mindful of the residential environment. Student committee members who attend these meetings and will be responsible for feeding back to other residents.

The University and RUSU have agreed to work together on a campaign to be launched in November 2017 to encourage students to have greater awareness of their behaviour in the local community. The campaign will be targeted on the student behaviour with the following focuses:

- Highlight examples of unacceptable student behaviour
- Tell students that we've had an increase in complaints from people in the local community – appealing to their sense of responsibility
- Tie in with RUSU's 'Get Home Safe' event
- Celebrate positive behaviour, especially as we know the majority of students already do behave positively

We will introduce a poster campaign on the St Pats campus site (especially along routes out into the avenue) reminding students they are in residential area as a reminder to consider their neighbours as they travel to and from the University campus.

5.0 MINIMISING IMPACT ON RESIDENTS THROUGH OPERATIONAL MANAGEMENT

The principal intake period for the majority of the students at the halls will be at the beginning of the UK Higher Education academic year. The majority of new students arrive on the Friday – Sunday of the third weekend in September.

The intake process is planned and coordinated by the site management team. The moving-in arrangements will be communicated to neighbours and the local community prior to the start of each academic year.

In addition to the principal intake weekend, a proportion of students (particularly from overseas) will arrive on an ad hoc basis during weekdays. However we will ensure staff are on hand throughout the intake period to accept registrations which will minimise disruption to the neighbours.

UPP and the University have traffic management planned prior to the move in period, with an agreed strategy for management of vehicle movements, drop offs and parking for parents and supporters on the arrival day. The carefully managed approach has been successfully in recent years minimising, the disruption to the local area.

An Arrivals Guide will be sent to all students before the start of term to make their arrival as smooth as possible. Procedures will be confirmed for:

- Getting to St Patrick's Hall by public and private transport
- Parking on arrival (in designated car parks)
- Check in and collection of room key
- Unloading of belongings
- Moving vehicle to secondary car park to ease congestion on site

Within the Arrivals Guide students will be required to complete the online induction prior to arrival. The induction will require students to:

- Book slots so that arrivals are staggered to reduce traffic congestion
- Print their arrival information and parking permit if arriving by car

It is made clear to students the allocation of time slots is for their benefit to ensure an efficient arrival experience and to minimise disruption to our neighbours. In our experience, the vast majority of students comply with these scheduling requirements and arrive when requested.

In addition time slot allocations, intake will be balanced across the rooms to minimise pressure on lifts, stairwells and other circulation spaces.

To ensure a trouble-free arrivals process, additional staffing support will be provided during intake weekends. They are on hand to direct new students to the reception area where they can collect their keys and welcome packs and accompany students to their rooms for the first time.

The move-out is significantly less constrained than the move-in period as individual courses finish at different times. In our experience students move out over a period of weeks at the end of the academic year which will be monitored by our management team. Similar procedures to the move-in process will be put in place to minimise disruption if large number of students moving out are anticipated over a short period.

5.1 WELCOME TALK TO THE STUDENTS

When students arrive for the start of the new academic year they are invited to a Welcome Talk. This talk covers the essentials of living in halls including appropriate behaviour on and off campus.

The need to act as good neighbours both within and in the vicinity of the building is emphasised to students by the Wardens, Security and management teams at the Welcome Talks. In overall terms, the meeting delivers a strong message regarding acceptable behaviour and how students should live within the community. The messages will be re-inforced with timely reminders delivered via a range of media during the academic year.

The warden team also follow up these initial talks with smaller student group meetings, again emphasising the need to respect and consider the local community. Our community consultation, prior to the planning application for the St Patrick's Hall redevelopment identified specific areas where local residents might be concerned by the increase of students using the halls. Noise created by students travelling to and from the University on particular evenings was cited as a particular area of concern.

To mitigate potential disturbance to local residents, the new permanent 24hr onsite University Security Team will be located at the main entrance to the site in the evening at specific times at the commencement of each academic year. The security staff will reinforce the message to students to remind them of the need to keep noise to a minimum when entering and leaving the site. It is anticipated that in addition to the welcome talks this intervention will enforce the need to consider the wider community.

In addition the JCR will be asked to ensure that pick up and drop off of students is conducted within the site rather than Northcourt Avenue for organised events. This will reduce the noise and potential litter when returning to the accommodation.

It is also anticipated that the enhanced social and study space on site will reduce the need for students to travel to and from the campus during the evenings.

5.2 STUDENT TRAVEL ARRANGEMENTS

The University and UPP encourage the use of alternative travel methods other than vehicles. As part of the signed SRA students living in halls are forbidden from bringing a car or parking either on campus or within a one mile radius of the University.

In the Arrivals Guide and other University Welcome literature students are given a map and guide to the local area. Details are provided for the nearest buses to St Patrick's Hall running along Redlands Road, Shinfield Road and Christchurch Road. Specific instructions are given on how to get to the campus, rail station and town centre. The University and UPP work closely with Reading Buses to promote and encourage students to use the bus network.

Well managed and secure bike storage is proving more and more popular within student accommodation. Therefore there will be a large provision of bicycle storage at St Patrick's Hall with arrangements to enhance security and safety. In addition the Readibike scheme is promoted to students.

As part of the redevelopment proposals, we will be committed through the section 106 agreement to make a financial contribution for the upgrading of the road crossing on Shinfield Road. This will be to cater for the increased student population walking to the main University campus and improve safety for both pedestrians and road users.

5.3 PROCEDURES TO MAINTAIN OPERATING STANDARDS

The team will deliver the services all year round, not just during term time. The Service Level Agreement, which governs how UPP will perform, forms part of the contract between the University and UPP.

A standard set of policies and procedures are in place to ensure there is clarity and consistency in the way the UPP Facilities Management team operates. This ensures students have a positive and safe experience during their stay. Importantly for our neighbours it also ensures high standards in areas such as maintenance, cleaning and litter picking are adhered to.

Service delivery performance by both UPP and the University through their retained services is monitored using Service Level Agreements and Key Performance Indicators agreed between the University and UPP. This performance is regularly audited to ensure adherence with the contract and corrective action taken as appropriate.

5.4 MANAGEMENT OF VEHICLES DELIVERIES AND REFUSE COLLECTION

DELIVERIES

Surrounding roads will be kept free as delivery vans will park within the new development. Postal deliveries will be made directly to reception with parcels also being handled by reception staff.

REFUSE COLLECTION AND WASTE REDUCTION

The new bin stores are located within the development, adjacent to the new section of road. This location will ensure the refuse collections do not disturb neighbours or restrict traffic flow. It is also far enough away from neighbours to mitigate noise and odours.

The configuration of the roads within the development means refuse lorries do not need to reverse back onto Northcourt Avenue. This reduces traffic congestion and increases safety for road users and pedestrians. The bin stores and surrounding areas will be kept clear of debris by our dedicated staff and managed to minimise environmental issues such as vermin.

In terms of waste reduction and recycling, UPP will reduce the amount of waste going to landfill. The government currently sets a target of 40% for recycling which rises to 50% by 2032. We intend to achieve the 50% target at St Patrick's Hall, Reading.

6.0 MANAGING BEHAVIOUR

Students will occupy the halls under the terms of a Student Residency Agreement (SRA) with the University, which covers matters such as anti-social behaviour, disciplinary procedures, and aspects of health & safety. The SRA also represents the key terms of reference between the University codes of behaviour and the student resident.

STUDENT WELFARE

The welfare and pastoral care of the students is the responsibility of the University and delivered by an appropriately trained team, the Welfare and Pastoral Care Team (WePT). Collectively they provide the services required to support student welfare on site, encourage appropriate behaviour and initiate disciplinary procedures when required.

At St Patrick's Hall a key member of this team will be the Warden who is a full-time member of the University staff. The Warden is there to provide pastoral care for students and to enforce action for poor behaviour. The Warden will be supported by a number of senior students appointed as Hall Mentors to work alongside the Warden in providing support.

ACCEPTABLE BEHAVIOUR

The encouragement of acceptable behaviour is critical to the success and sustainability of the hall community and forms a key principle of managed student accommodation.

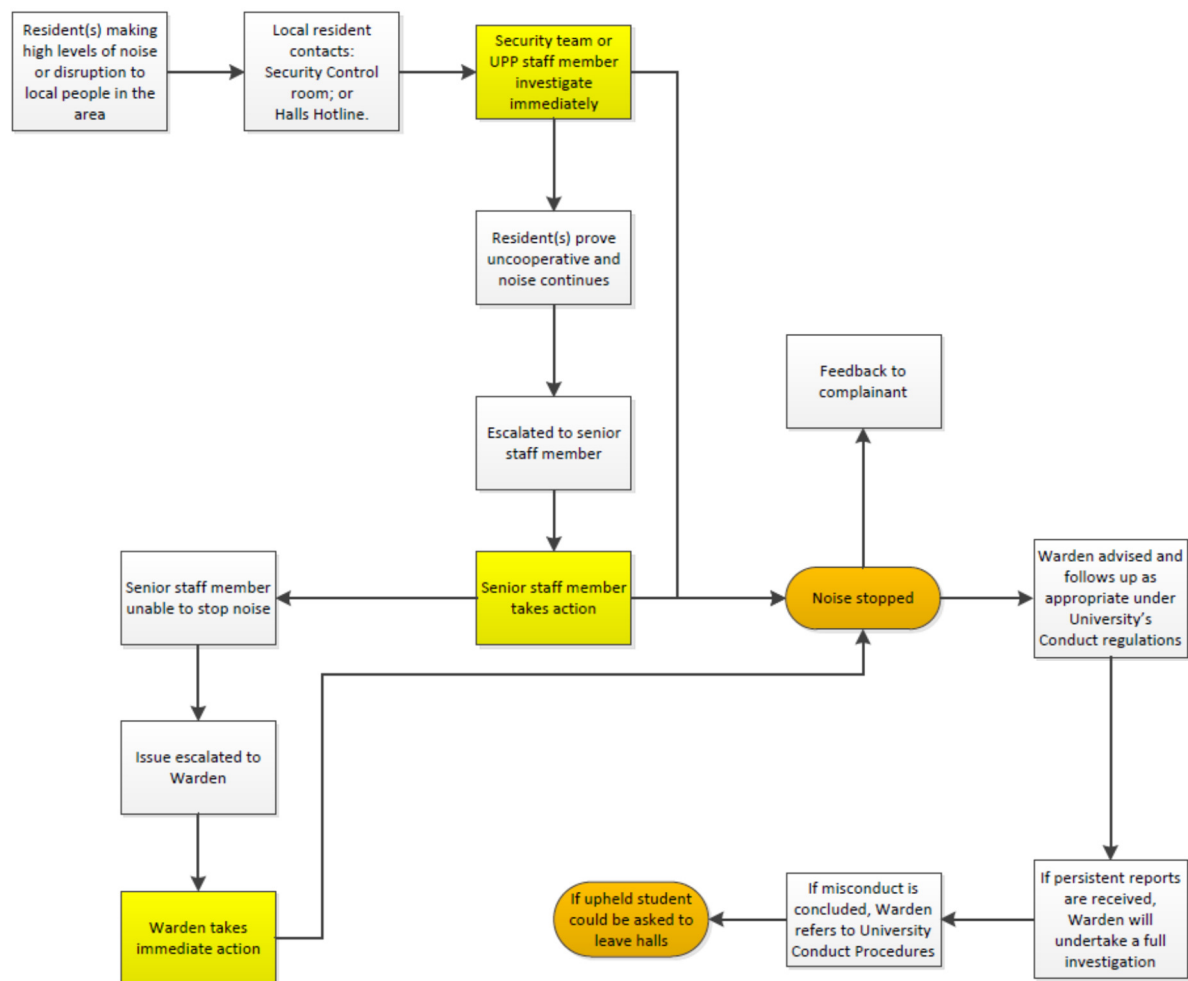
UPP and the University will work with students to create an environment where everyone can live and enjoy their university experience, considerate and respectful of others.

Each student is required to sign a Student Residency Agreement which includes mandatory rules and responsibilities to be followed. Any reported anti-social behaviour (including reports by neighbours) will be taken seriously by the Warden, security staff, and site management team. Students found to

be in breach of the SRA will be dealt with in line with procedures detailed within both the SRA and the relevant University policies and codes of behaviour.

The flowchart in Figure 2 shows the process for dealing with noise and other disturbances. **Appendix 2** also outlines the disciplinary procedure should behaviour not meet the agreed standards.

Figure 2 – flowchart process for dealing with noise and disturbance



SUMMARY AND CONCLUSIONS

We have listened to and anticipated the key concerns of the local community as part of the pre planning application consultation. The SMP outlines the key responsibilities of both the University and UPP and aims to address issues raised by the local community.

To conclude we are confident the design of the new accommodation and our approach to manage on site operations will minimise negative impact on local residents. Furthermore we expect the

implementation of regular community engagement meetings will increase communication between the University, UPP and local residents to discuss and address concerns as they arise.

We hope that student and community engagement will continue to be a positive and mutually rewarding experience for all in the Northcourt area.

APPENDIX 1 – STUDENT WELFARE

Role and responsibilities of the pastoral care team

Wardens

Wardens are resident members of staff responsible for welfare & pastoral care, discipline & conflict resolution, re-admissions, out-of-hours emergency cover, and community and social life. The Wardens are supported by a team of Warden Assistants.

Hall Mentors

Hall Mentors are experienced, usually postgraduate students, who live at the residence full time and work under the direction of the Wardens in connection with welfare & pastoral care, discipline & conflict resolution (including noise complaints), re-admissions, out-of-hours emergency cover, and community and social life. The Hall Mentors work as a team and there will always be people available at evenings and weekends.

The Wardens and Hall Mentors are here to offer support and guidance with problems such as academic difficulties, health or emotional issues, social concerns, and disputes between students. They endeavour to deal with any problems sensitively and confidentially and will never discriminate against anyone because of their age, race, religion, national origin, gender, disability, or sexual orientation.

Enforcement of rules and sanctions

The Wardens and the Hall Mentors are also responsible for enforcing rules on behaviour, which includes noise.