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1. Executive summary

The plan outlines how the University and its student accommodation service provider University Partnerships Programme (UPP) will work together to deliver the services, security arrangements, welfare provision and how local feedback will be gathered and used.

The long-term partnership between the University and UPP will provide numerous benefits for both students and the local community.

These will include;

- A University of London led pastoral care team supported by a full time UPP accommodation management team with clear lines of responsibility for student welfare and behaviour
- Increased levels of trained and experienced staff provided by UPP
- The delivery of a range of services including maintenance, security and cleaning by one of the most experienced providers in the Higher Education sector in the United Kingdom
- The establishment of a community liaison group, including members of the local community, which will meet quarterly, to review operations and address issues of common concern to local stakeholders
- Enhanced security arrangements both by design and operation, utilising the latest in technology
- A 24 hour helpline for reporting any issues, operated by specialist, trained staff, with target response times
- Main entrance access to the Halls from Cartwright Gardens

2. About this Student Accommodation Management: Community Relations Plan

To ensure that the building and its occupants integrate successfully into the local community we have drawn from our collective experience in managing large-scale student housing projects in residential areas.

This document sets out the key principles, methods and working practices that will be adopted by UPP and the University in the management of the Cartwright Gardens development.

Particular emphasis has been placed on how we will actively engage with local stakeholders to ensure that the building and its occupants integrate successfully into the local community on a long-term basis, whilst ensuring the best in student welfare and a positive student experience.

We are mindful that Cartwright Gardens is a predominantly residential area and have taken this into account when preparing our management plan.

2.1 Introduction to the University of London

The University of London is one of the most prestigious universities offering world class education to a community of over 120,000 students. Many of its constituent Colleges are consistently ranked as some of the best universities in the world. Founded 175 years ago it is also the largest university in the United Kingdom.

The University operates an intercollegiate hall of residence system for the benefit of the 18 self-governing Colleges and 10 specialist research institutes that make up the federation. Maintaining control of the student residential estate is an important part of ensuring that the University continues to enjoy good relationships with local stakeholders and that student welfare is fully catered for. The redevelopment of the Halls, which are ideally located for students wishing to study at the University, provides an opportunity to enhance these relationships and to implement a step change approach to the management of the accommodation.

Following a market tendering process the University of London selected UPP as its preferred partner for the delivery of high quality affordable and well-managed accommodation at the Halls. UPP are specialists in the UK higher education market, operating a total of 30,000 rooms nationally, and were selected on the basis of their excellent track record in the management of student halls of residence on behalf of Higher Education institutions.

While the primary relationship will remain between the University and the student, including entering into tenancy agreements and residential terms and conditions, UPP will provide full support to the University, its Wardens and Residential Assistants to ensure an integrated approach to student welfare, management and pastoral care.

2.2 Introduction to UPP

UPP is a leading provider of student accommodation and campus infrastructure. Bringing a wealth of knowledge and expertise, UPP's core business is the provision of student accommodation and asset management to the Higher Education sector.

Neighbours can rest assured that the halls of residence are in good hands as UPP prides itself on being a primary partner, engaging in long-term partnerships with world renowned University partners, always seeking to enhance the University's reputation and its own through well-managed, stakeholder friendly halls of residence.

UPP's wholly-owned, in-house facilities and asset management arm is responsible for ensuring the day-to-day delivery of high quality services to students across the UPP portfolio, ensuring a consistency in approach and implementation of best-practice.

UPP is to provide the University of London with a complete building infrastructure asset management service that includes hard and soft Facilities Management (FM) at the Halls development.

A local team will provide all onsite services, from building maintenance to security and cleaning and will be contracted to support the University in delivery of well-managed halls of residence in Bloomsbury for the long term.

3. Partnership approach to student accommodation management & community liaison

To ensure that the Cartwright Garden Halls make a positive impact on the local community, we will work proactively to develop beneficial relationships with neighbours, businesses and others in the local community.

The University and UPP consider this approach to be vital to the long term success and sustainability of the Halls. Our vision is to ensure that the broad range of local interest groups co-exist harmoniously.

The partners are committed to and will be resolute in the drive to mitigate the impact of day to day operations on the local residential and business neighbours.

Noise management will be a key theme and we will provide a manned 24 hour phone line for concerned neighbours to contact suitable staff. This phone number is to the site itself and not a call centre. There will also be a target time to resolve noise-related issues. The proposed response time for a noise complaint will be to respond within 30 minutes of a complaint being received.

The Halls will be fully staffed all year round. The improved level service provision will apply equally to all summer vacation activities.

UPP will work with the Community Liaison Group to identify ways in which the hall facilities might offer benefits to the community and to integrate the students resident in the hall with the wider local community.

3.1 Contact with the Facilities Management team

In addition to the 24 hour phone line (based on site), the site-based management team will be available to listen to and discuss any issues or concerns raised by the local community, providing points of contact with the site team for neighbours and businesses.

Concerns or specific problems will be dealt with quickly and effectively. Contact details for our on-site management team, the management office and other key

members of staff will be circulated to all neighbours and business occupiers prior to the opening of the Halls.

3.2 Community Liaison Group

A Community Liaison Group (CLG) has been established to facilitate consultation and closer community cohesion. Further details of the group can be found at the web site below.

<http://www.cartwrightgardens-clg.com/>

The primary purpose of the CLG will be to review the impact of the operations of the Halls on the local community and environment. It is a forum to discuss areas of common concern in connection with the management of the building and any potential impact that the activities and behaviour of students may from time to time have on the local environment.

The CLG will work to determine practicable solutions to problems identified, with UPP subsequently taking responsibility for ensuring that the agreed actions are implemented. The CLG will also be responsible, on an annual basis, for agreeing the level of use of facilities at the Halls e.g. meeting rooms, by the local community.

4. Operational management

4.1 Welfare & pastoral support staff

The welfare and pastoral care of the students will be the responsibility of the University of London delivered by an appropriately trained team. This team will be actively supported by the full complement of directly employed UPP staff and management. Collectively they will provide the leadership required to support student welfare on site, encourage appropriate behaviour and initiate disciplinary procedures when required.

The Halls pastoral and management needs will be delivered through the roles and responsibilities assigned to the Warden, Residential Assistant and Facilities Management team. The structure will be reviewed by the University of London annually, with the most appropriate mix and number in each role being determined to

ensure the highest standards of welfare, pastoral care and management of the students.

A key responsibility of the team will be to monitor and deal with issues relating to inappropriate behaviour, 24 hours a day. An example of how disruption caused by poor behavior will be handled is illustrated by the flowchart included under section 5.4.

4.2 On site management and staff

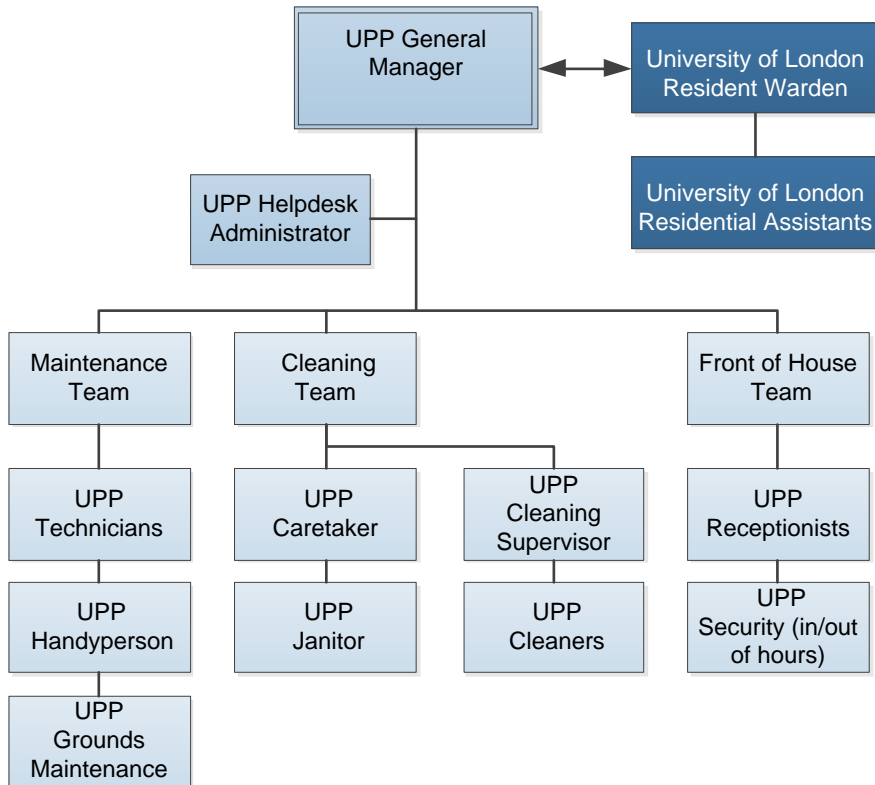
The structure of the new team will draw upon best practice in the Higher Education sector. Overall responsibility for the management of the Halls will be with the UPP Management Team comprising a full-time dedicated General Manager, supported by a team of administrative, engineering and cleaning staff all of whom will be 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 and members of the public in relation to the day to day operation of the Halls.

The site will have a 24 hour front of house service staffed by a receptionist during the day and by two members of the security team during the night and at weekends. This enables one person to patrol the building or respond to call outs while the other will maintain a presence at reception and vigilance on CCTV feeds. All FM staff will be directly employed by UPP.

UPP has recently been awarded Investors in People Silver accreditation and offers staff the training and support needed to carry out their functions on-site, safely and effectively.

As previously mentioned, the Halls will be fully staffed throughout the year. There is usually an increased presence outside of term time as periodic work and deep cleaning takes place at this time. The local community will therefore see no lessening of service, presence or communication outside of term time.

The Site Team



4.3 Building access arrangements

The layout of the building will allow staff to monitor access, with a visible staff presence and a clear point of contact for students and visitors.

The Halls have been designed with two dedicated lobby areas, accessed by a row of card-operated security barriers in view of the reception desk. There is one for Hughes Parry tower and one for the main reception located in the Halls, which will be staffed 24 hours a day. This will allow staff to monitor student and visitor access to the building and will provide a visible staff presence and point of contact.

The management suite will be located adjacent to the main reception desk allowing a quick and effective response to any issues that cannot be dealt with directly by the reception staff.

Townhouses

Auto-locking doors will be installed to the townhouses along **Sandwich Street**. These centrally controlled doors will be useable in the event of evacuation. Outside of this they will not normally be available for student use, with students accessing their accommodation from the courtyard, meaning they will have to enter the building via the main entrance on Cartwright Gardens.

A comprehensive internal and full external CCTV installation will be provided with night vision capability. Live feeds will be monitored from the main reception desk by the security team.

4.4 Day-to-day monitoring

A discreet but effective security and behaviour monitoring role, encouraging appropriate behaviour, will be provided by all staff moving around the buildings during the day.

To maintain a good quality living and working environment for all students, communal areas of the building including lifts, common rooms, lounges, townhouse kitchens, laundry, courtyard gardens, amenity space and all entry and exit points, will be inspected and cleaned regularly by a team of directly employed cleaning staff. This provides a further effective method for monitoring the welfare and behaviour of the students. Student access to the re-landscaped courtyard external to the hall on the corner of Hastings and Sandwich streets will be restricted to 9am to 7pm.

As part of their role the General Manager and their service management team will perform daily inspections to ensure that;

- Operational staff are performing in accordance with applicable service level agreements
- Students are benefiting from a good living and learning environment free from the inconveniences caused by poor service delivery and disruptive behaviour
- Student, University staff and neighbour issues are dealt with appropriately

This will help guarantee service delivery is meeting both the University's and students' satisfaction. A focus on high quality service delivery, reducing response times and promoting a beneficial living environment for students will have a positive impact on the local environment.

4.5 Building design

UPP's experience across a student accommodation portfolio comprising over 30,000 rooms has informed the design and fit out of the Halls.

Examples of design intended to mitigate the impact on our neighbours include:

- Auto-locking doors installed to all of the townhouses along Sandwich Street.

- Windows with restricted opening position so as to control noise transmission and provide a high level of security. In student lounges and kitchens ventilation will be controlled through the use of acoustically treated vents.
- Extraction systems from the kitchens will filter the output from the kitchen to the extent that it will be odourless. The outlet will be at a high level which will also dissipate extracted air most effectively. The system will incorporate sound attenuation in order to meet the required acoustic limits.
- Enclosed central courtyard – a main hub of activity within the Halls – thereby providing an all-weather amenity within the building for students and at the same time attenuating the sound within the structure of the building.

5. During the tenancy

5.1 Terms of occupation

Students will occupy the Halls under the terms of a Licence Agreement with the University, which covers matters such as anti-social behaviour, disciplinary procedures and aspects of health & safety. A copy of this Licence Agreement can be found in **Appendix 2**. The Licence Agreement also represents the key terms of reference between the Wardens or Residential Assistants and the student.

5.2 Student welfare

Managing noise levels and safeguarding an environment conducive to study will be achieved by ensuring that the number and location of Wardens and Residential Assistants will be appropriate so that all areas are adequately covered.

In addition to the pastoral care and support provided to the students by their individual Colleges, the University will provide Wardens and Residential Assistants. Their role will be to foster a student-focused, study-centered environment, by providing welfare assistance, maintaining discipline and enforcing the terms of the Licence Agreement throughout the Halls.

The roles and responsibilities of the pastoral care team can be found in more detail in **Appendix 1**.

5.3 Maintenance issues

Where room repairs and/or maintenance is required, the UPP helpdesk will log the requirement and schedule a repair by the on-site maintenance staff, according to urgency. Information relating to all Service Level Agreements and response times for maintenance repairs will be communicated to students via their welcome packs.

Once a maintenance issue has been reported, information relating to progress and the outcome is updated by the helpdesk administrator, enabling those logging calls to be advised of progress.

5.4 Acceptable Behaviour

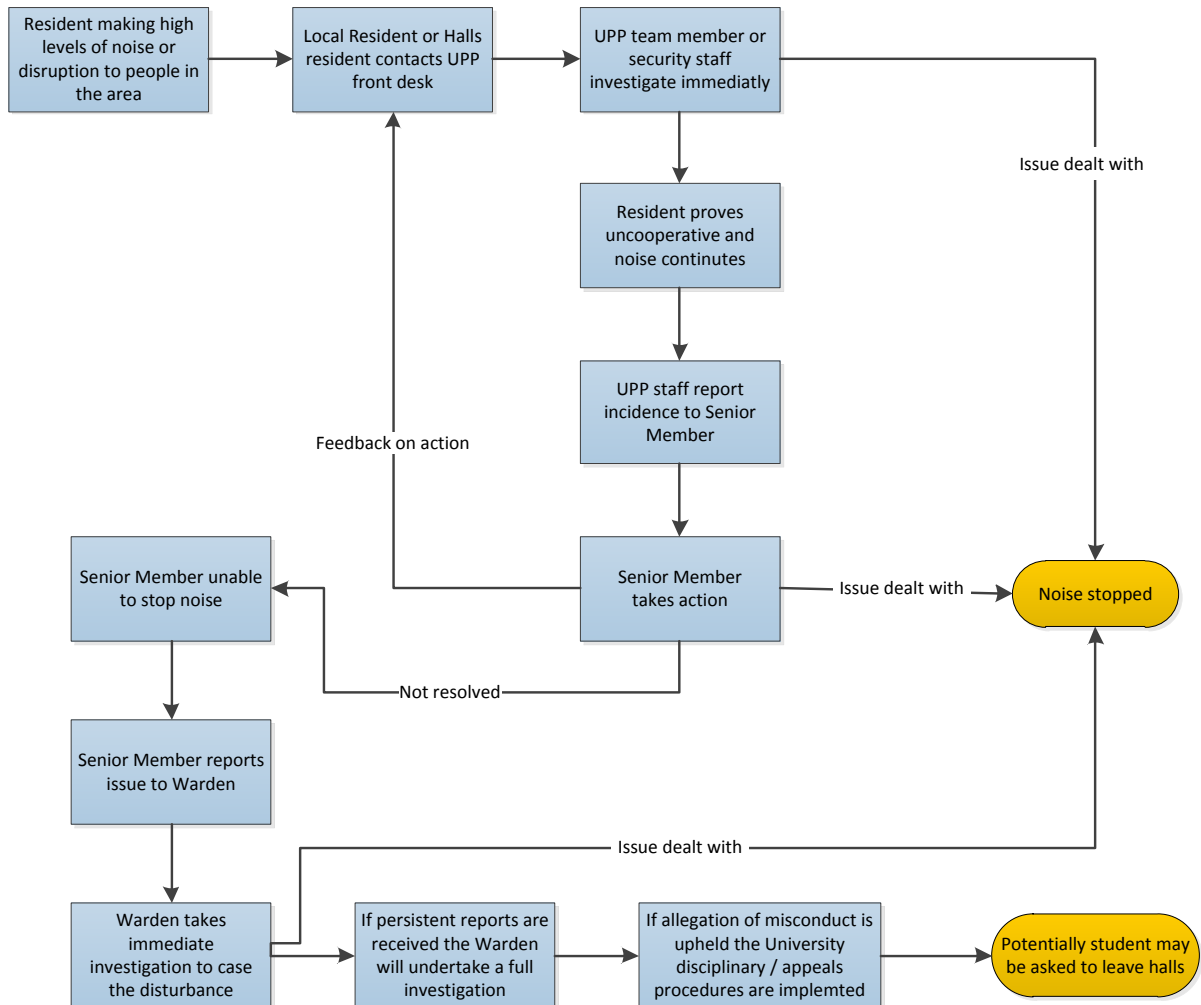
The encouragement of acceptable behaviour is critical to the success of the Management Team.

UPP and the University will work with students to create a living environment where all can live and enjoy their university experience, considering and respecting others. For example students will be requested to bring headphones with them to halls to listen to music.

The students are required to sign a Licence Agreement which includes details of rules and responsibilities. Any anti-social behaviour – including excessive noise – caused by students which is either observed by the Management Team, reported to them by other students or the occupiers of neighbouring buildings, will be taken seriously by the General Manager, security staff, Residential Assistants and Wardens in line with procedures detailed within the Licence Agreement.

Regular patrols of the premises will take place to check that all is well and to prevent the occurrence of anti-social behaviour. In addition the Residential Assistants and Wardens will be appropriately trained to take responsibility for what is happening in their area of the building, taking action where necessary.

The flowchart below shows the process for dealing with any noise and disturbances. A detailed summary of all legally binding obligations relating to standards of behaviour in and around the building is contained in the current University of London Licence Agreement which is set out in **Appendix 2**.



6. Enhanced security

In addition to the 24 hour on-site security presence at the property, the following security measures will be put in place to enhance the safety of students at all times.

6.1 Electronic access control

The building will feature an electronic access control system. This centrally managed system will allow areas for individual students to be restricted to particular rooms or areas and can be time-sensitive.

Entry to and from the building, all common areas and individual flats, townhouses and study bedrooms will be controlled. Students will be issued with personal fobs when they first arrive at the building, which are all individually registered to the student and strictly controlled.

Access to areas not in use during the evening, such as the conference facilities, will be prevented.

In the event of a key being lost or stolen, the system will cancel the original key and a new one will be issued to the student.

6.2 CCTV & external lighting

A comprehensive perimeter 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.

The development will have a comprehensive internal and external perimeter CCTV installation with full night-vision capability. Experience shows this to be a major deterrent. Live feeds will be monitored on-site and can also be viewed remotely if required. Recorded video data of all activity in and around the building will be stored for 1 month. This will support the on-site security presence.

6.3 Emergency contact

The reception desk will be manned 24 hours per day, with contact details provided to neighbours, should they need to contact our site security team in an emergency.

Please refer to the flowchart at section 4.4 Acceptable Behaviour, showing the process for dealing with noise and other disturbances. **Appendix 2** also outlines the disciplinary procedure should behaviour not meet the agreed standards.

7. Operational processes

7.1 Operational procedures

The team will deliver the services all year round, not just during term time. The Service Level Agreement, which UPP will adhere to, forms part of the contract between the parties.

A set of standard policies and procedures will be utilised to ensure there is clarity and consistency in the way the FM team operates. This will ensure students have a positive and safe experience during their stay.

The policies and procedures cover all aspects of the management of residential accommodation, from managing student intake to planning building maintenance, cleaning procedures and all non-term time activities.

Service delivery will be in line with agreed Service Level Agreements and Key Performance Indicators. Actual performance will be regularly audited as part of the performance monitoring system, per the contract documents.

7.2 Intake strategy

Careful planning and staggering of the student intake will ensure a smooth and well-coordinated arrivals process.

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 in September. Term start dates are usually during the two middle weeks in September.

The precise length of the intake period will be dictated by the varying academic course and University of London Colleges start dates for students in any given year.

The intake process will be carefully planned and coordinated by the management team and whenever possible staggered over this period of two weekends. On an annual basis the arrangements will be presented to the CLG and communicated to neighbours and local stakeholders.

In addition to the principal intake weekends, a proportion of students - particularly those travelling to the UK from overseas – will arrive on an ad hoc basis during weekdays, however at all times during the intake period site staff will be fully briefed and prepared to accept registrations with minimum hassle and disruption.

UPP will liaise with local community police, traffic management and the local resident and business associations prior to the move in period, to brief them on the planned intake weekends and, where necessary, agree a strategy for management of vehicle movements.

To ensure a trouble-free arrivals process, additional staffing support will be provided during intake weekends. These staff will be 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.

Having reserved rooms and signed formal licence agreements, each resident will be notified well in advance of an appropriately allocated intake weekend day allowing the team to manage arrivals in phased timeslots throughout the day.

As students will have previously received information on how the moving in process operates, UPP will be able to welcome students individually and direct them to their room 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 arrival experience and to minimise any localised disruption in terms of vehicular movements. In our experience, the vast majority of students comply with these scheduling requirements and arrive when requested. The Halls site benefits from excellent links to public transport and students will be strongly encouraged to make use of the major transport hubs, London Underground and bus services on arrival day.

In addition time slot allocations for intake are spread well across rooms throughout the building to minimise pressure on lifts, stairwells and other circulation spaces.

7.3 Induction evening

The need to act as good neighbours both within and in the vicinity of the building will be emphasised to students by the Management Team at the induction evenings.

At the end of the final September annual intake weekend a 'meet and greet' induction evening event for new students and the Management Team will be held. Students starting term earlier than the final weekend would all be 2nd, 3rd, 4th or 5th year students, so the induction meet and greet would be primarily aimed at Freshers.

This meeting wherever possible, will also be attended by members of the local Police and community support officers and is designed to introduce students to the practical realities of life in a student residence and issues of personal safety, security and

good neighbourliness. In overall terms, the meeting delivers a strong message regarding acceptable behaviour and how students should live within the community.

Representatives of the CLG may also be invited to the session to give students the opportunity to learn something about the community in which they will be living and learning. UPP will also provide students with site-specific safety information as part of their induction packs.

7.4 Catering services

A University of London catering service tailored to the needs of the students will be provided for seven days per week in the lower ground floor dining hall in the Halls.

Payment for all food and drink would be via either a cashless system linked to the security access passes or cash and credit cards.

7.5 Waste management

Waste generated at the site will be contained in a storage area located on the lower ground floor. Site management will ensure that waste collections will be at times that do not disturb neighbours unnecessarily early in the mornings. The new vehicle access and service area arrangements will ensure a forward gear only drive through approach to vehicle management.

A full preventative pest control regime will also be in place at the site. An extract from the Waste Management Plan for the site is attached as **Appendix 3**.

7.6 Vehicle management

Roads will be kept free as delivery vans will be able to park off street by entering the service area in the development.

Postal deliveries will be made directly to the reception post-boxes in the two buildings with parcels being handled by reception staff.

8. Health & safety

UPP are extremely vigilant in the approach to all Health & Safety issues and legislation and have recently been awarded Occupational Health and Safety Assessment System (OHSAS) 18001.

An external Health & Safety consultancy will undertake risk assessments of the completed development in the following areas:

- Fire Risk Assessment (Fire Safety Regulatory Reform Order 2005)
- Health and Safety Risk Assessment including Control of Substances Hazardous to Health (COSHH), Portable Appliance Testing (PAT) testing and Gas safety certification
- Legionellosis(water) Risk Assessment

Comprehensive reports will be commissioned annually 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.

UPP will deal with 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 & Safety Executive.

To safeguard staff safety and compliance, all on-site staff at the building will undertake training in general Health & Safety issues as appropriate for their area of responsibility. All employees required to work during the night will be eligible for night working health assessments as required under the Health & Safety at work Act 1974.

UPP site Health & Safety procedures are regularly audited both externally and internally to ensure compliance with legislation and best practice.

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 (including noise complaints), re-admissions, out-of-hours emergency cover, and community and social life. The Wardens are supported by a team of Residential Assistants.

Residential Assistants

Residential Assistants 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 Residential Assistants work as a team and there will always be people available at evenings and weekends.

The Wardens and Residential Assistants 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 Residential Assistants are also responsible for enforcing rules on behaviour, which includes noise.

The following section on the rules on noise is taken from the Student Handbook: [<http://www.halls.london.ac.uk/documents/Licence%20Agreement%202012-SSB.pdf>]

“Rules on noise

9.3 You must behave in a responsible and proper manner at all times with consideration for all other students, staff, local residents, and members of the public generally.

Behaving in an aggressive, violent, abusive, insulting or threatening manner towards anyone in the Hall is not acceptable and is a disciplinary offence, which may lead to expulsion. It is expected that every student should be able to study or rest without disturbance from others at any time, and particularly from 11.00 pm. to 7.00 am.”

“You must be quiet from 11.00 pm to 7.00 am: no noise at all should be audible from outside your room between these times.”

The following section on disciplinary offences is taken from the Student Handbook:

“Disciplinary offences

11.1 Breach of the terms of this Licence Agreement may be treated as a disciplinary offence under the Intercollegiate Halls of Residence Student Disciplinary Procedures and dealt with accordingly by a Warden.

11.2 You have the right to appeal against any disciplinary sanction including termination of your Licence Agreement and exclusion by following the procedure set out in the Intercollegiate Halls of Residence Student Disciplinary Procedures. This includes appeals against deductions from deposits or other charges for damages or fines.

11.3 In addition to the above provisions, all students in the Hall may also be subject to the University’s Code of Student Discipline and to their College’s own disciplinary procedures in respect of their behaviour within Halls.”

<http://www.halls.london.ac.uk/documents/Licence%20Agreement%202012-SSB.pdf>

The Intercollegiate Halls of Residence Student Disciplinary Procedure

“GENERAL

Students should understand that while studying at the College or University, or residing in Hall, they are part of a community of other students, staff and members of the University and their College. Students are expected to act as responsible and considerate members of that community. Within Halls, students are required to observe the reasonable rules and procedures of the Hall and to comply with the terms of their Licence Agreement.

The Warden within a student's Hall has power to take disciplinary action for misconduct committed in Halls. If misconduct is found proven it may result in one of a number of consequences for the student including a warning, a fine or in serious cases termination of the student's Licence Agreement and expulsion from the Hall. In addition, the Warden may refer serious allegations of misconduct to be dealt with under the disciplinary procedures of the University or the Student's College, where questions arise to whether the student should continue to be registered as a student of the University or the College.

The emphasis of this procedure is on informality, with the object of solving problems quickly, simply and fairly. It is hoped that the great majority of issues can be settled amicably at an early stage.

MISCONDUCT

Misconduct is improper interference in its broadest sense with the proper functioning or work of the University, or activity which damages the University. "The University" in this sense includes all the members of the University community as noted above.

Examples of misconduct are given in the University's Code of Student Discipline (Ordinance 26)

http://www.london.ac.uk/fileadmin/documents/about/governance/ordinances/New_Ordinances/Statutes__Ordinances_and_Regulations.pdf

Within Halls a breach of the student's Licence Agreement or non-compliance with other reasonable rules or procedures of Hall will be considered to be misconduct. Serious misconduct is that which could lead to termination of the Licence Agreement. While it is not possible to identify every action that might constitute misconduct within Halls, some common examples are given below:

- Damage to property belonging to the Hall or another resident;*
- Injury or harassment of another resident or member of Hall staff;*
- Behaviour which puts the health or safety of other persons at risk;*
- Use of illegal substances;*
- Anti-social, abusive or offensive behaviour or language including serious or persistent levels of noise and disruption to other persons including within the local neighbourhood;*
- Smoking;*
- Failure to comply with fire regulations;*
- Breach of the e-mail and internet rules of internet use.*

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INVESTIGATION

If an allegation of misconduct arises the Warden will appoint a member of his or her staff to undertake an investigation. The purpose of the investigation will be to ascertain all relevant facts relating to the allegation and to ascertain whether there is sufficient evidence to require a student within the Hall to answer to an allegation of

misconduct. The investigating officer may interview the student concerned, other residents and staff within the Hall and may also wish to contact the student's College for more information. The investigating officer shall conclude their investigation and report their findings to the Warden as soon as possible.

MINOR MISCONDUCT

If having reviewed the investigating officer's findings the Warden decides that there is an allegation of minor misconduct for the student to answer he or she shall notify the student accordingly.

If the student does not dispute the allegation or the material facts surrounding it the Warden may impose a penalty summarily on the student. Otherwise the Warden shall call the student to a meeting on 3 days' notice to consider the alleged misconduct.

The student shall be entitled to bring a friend or representative and shall have the opportunity to state their case to the Warden before the Warden determines whether or not on the balance of probabilities the misconduct is found proven, and if so, what penalty should apply.

SERIOUS MISCONDUCT

If having reviewed the investigating officer's findings the Warden decides there is an allegation of serious misconduct to answer he/she will give the student reasonable notice to appear before a disciplinary panel. The disciplinary panel will usually comprise the Warden (who shall act as Chair) and a warden from another Hall.

The student shall be entitled to bring a friend or representative and shall have the opportunity to state their case to the panel. The student shall have the right to see any written evidence in advance of the hearing and to put questions judged relevant by the Chair to any witness called to give evidence. The panel shall consider on the balance of probabilities whether the allegation is found proven. If the panel finds the allegation proven it shall determine what the appropriate penalty shall be. The panel shall reach its conclusions in private and shall confirm its decision to the student in writing within 7 days.

In exceptional cases where the Warden reasonably believes that the student presents a serious and immediate risk to the health and safety of other residents the Warden has power to terminate the student's occupation and require that he or she be excluded from the Hall immediately. In such cases the student shall still have a right of appeal against his or her exclusion as outlined below.

At the University's absolute discretion it may be possible to arrange alternative accommodation for the excluded student pending the outcome of an appeal but each case will be considered on its own merits.

PENALTIES

The range of potential penalties where misconduct is found proven include:

- *A warning, to stay on the student's accommodation file for a maximum of two years.*
- *A fine proportionate to the misconduct, to a maximum of £250. All fines are donated to local charities.*

A deduction from a student's deposit, or otherwise to make a charge for, the cost of making good any damage for which the student has been held responsible.

- *Exclusion of a student from the Hall. A resident shall normally be given notice to leave the Hall unless the Warden reasonably believes that immediate expulsion is essential, where for example the student presents a serious and immediate risk to the health and safety of other residents.*
- *Any other disciplinary action as the Warden sees appropriate in order to maintain harmonious relations within the Hall.*

At the Warden's discretion the student's College and/or the University may be informed of any disciplinary action taken.”

Appendix 2 – License Agreement (Extract)

Section 9 – Your general obligations

Your general obligations under this Agreement include the following:

9.1 You must comply with the terms of this Agreement, its Schedules, the Supplementary Regulations and all reasonable instructions of the Hall staff and University representatives.

9.2 You are entitled to occupy the Accommodation provided only so long as you are a registered full-time student of the University of London pursuing a course of study at the University. If you cease to be a full-time student of the University then this agreement will immediately come to an end in accordance with clause 5.2. You are required to notify the Intercollegiate Halls Accommodation Bureau in writing immediately if you cease to be a full-time student of the University.

9.3 You must behave in a responsible and proper manner at all times with consideration for all other students, staff, local residents, and members of the public generally.

Behaving in an aggressive, violent, abusive, insulting or threatening manner towards anyone in the Hall is not acceptable and is a disciplinary offence, which may lead to expulsion. It is expected that every student should be able to study or rest without disturbance from others at any time, and particularly from 11.00 pm. to 7.00 am.

9.4 You must not do anything which will or may result in the insurance of the University's buildings being void or voidable or in the premium for it being increased nor allow anyone else to do so.

9.5 You must not take part in any illegal activities.

9.6 You must not use illegal drugs.

9.7 You must not smoke anywhere inside the Intercollegiate Halls including bedrooms.

(UPP will provide a smoking area outside the building but off street where residents may smoke, this area will be cleaned regularly by UPP's cleaning team).

9.8 We strongly recommend that you register with a doctor who is in the call out area of the Hall and who will agree to visit in an emergency. The name, address, and telephone number of the doctor should be entered on the appropriate form and returned to the Hall Office within twenty-one days of arrival.

9.9 You must not use nails, screws, adhesive tack, or any method of fixing pictures or posters to the walls other than on the pin boards provided.

9.10 You must not damage the Accommodation you occupy, the communal facilities, nor the decorations, furniture, or furnishings in any part of the Hall. You must be

considerate in the use of communal facilities. Any damage including damage to furniture and equipment must be reported to the Bursar. Any damage, antisocial cleaning or defacement in your Accommodation other than that caused through normal wear and tear will be charged to you. Damage to other parts of the Hall including communal facilities will be charged to those involved or, if no person can reasonably be identified, may be charged against the Deposits of all residents as appropriate, subject to your right of appeal under the appeals procedure set out in Schedule 4.

*9.11 You must know and observe the safety regulations and participate in fire drills and may not tamper with fire alarms and fire-fighting equipment. **The use of portable heating and cooking equipment in your room is strictly forbidden. Candles, shisha pipes, oil lamps of any kind or combustible materials must not be brought into or used anywhere within the Hall.** This list is not exhaustive and the University reserves the right to add or remove any item. Tampering with fire detection or fire fighting equipment or jeopardising the health and safety of the Hall or its residents in any way are serious disciplinary offences which may lead to immediate expulsion from the Hall. In addition, your College may be informed of the reason for your expulsion and the matter may be referred to the police.*

9.12 You may not bring hazardous substances into your room even from University laboratories and other University premises.

9.13 You are not permitted to keep or bring any animals into Hall. Disabled assistance dogs may be permitted with the express prior consent of the Bursar.

9.14 You must not cook in bedrooms. Hot plates, kettles, toasters, rice cookers, microwave ovens, and other cooking appliances may not be used in nor brought into study bedrooms. This list is not exhaustive and the University reserves the right to add or remove any item. Any food stored in rooms must be kept in suitable sealed containers.

9.15 You must not bring any weaponry, replica or otherwise into the Intercollegiate Halls, such as swords, knives or firearms. This list is not exhaustive and the University reserves the right to add or remove any item

9.16 You are not permitted to bring additional furniture into the accommodation without the permission of the Bursar's Office. Freestanding furniture should not be moved without the permission of the Bursar's Office and if agreed must be returned to its original position upon departure.

9.17 You are not permitted to engage in the running of any business activity using the Hall accommodation or its address.

9.18 No offensive material is permitted to be displayed either inside or outside of rooms.

The Warden will be the arbiter of such matters and his/her decision is final.

Appendix 3 – Waste Management Plan (Extract)

Introduction

UPP manages in excess of 28,000 student bedrooms across England and is able to use this experience in the development of effective and bespoke waste management plans for each of its sites.

Site management will work very closely with the University of London, and the University's caterers to ensure that the impact to the environment from FM activities on site are managed, measured and controlled. This will include holding regular waste awareness campaigns and competitions.

As environmentally responsible organisations, UPP and the University promote the principle of maximising recycling. Our site specific solutions for waste management take this into consideration:

- legislative compliance
- reductions in waste to landfill
- staff and student expectations

It is a stated aim of UPP's Sustainability and Environmental Strategy to systematically reduce resource consumption through best practice environmental management and cultural change.

Experience

UPP has achieved high levels of recycled waste at many of its student accommodation projects.

Using experience from our existing operations, UPP will work with the University to review the current Waste Management Strategy, and identify where improvements can be made and the benefits the changes would bring.

This Waste Management Strategy will inform the evolution of the on-going waste and recycling provisions at the site.

Separation of waste and recycling

The separation of general waste from recyclable material will be undertaken by students at source. Kitchens and central collection points will be provided with

containers for general waste and three compartment recycling bins which allow separation of materials.

The provisions will allow for recycling of paper, card, plastic containers and bottles, foil containers, newspapers, magazines, drinks cans and food tins. Waste and recycling is collected in colour coded bins. Glass is collected separately with a dedicated collection point.

The waste contractors can collect 'difficult' waste such as waste electrical and electronic equipment, by arrangement with UPP management using specialist licenced waste transporters.

UPP arrange collections by local hospices and the British Heart Foundation for items left over by students at the end of the year, including bedding, pots and pans and non-perishable foodstuffs.

Refuse and recycling will be taken to the central collection points by the students.

The refuse and recycling will be delivered to the bin store and deposited in 1100 litre Eurobins in a secure area. The Eurobins will be colour-coded to indicate refuse or recyclable material. Waste contractors will collect waste and recycling from the centralised bin store managed by UPP's janitorial staff. There will be regular litter picking in and around the site to ensure that walkways and other areas remain free from debris.

Information about the recycling strategy and waste collection plan is included in the welcome pack that students receive when moving into the residences. The message to recycle is reinforced using information posters displayed in the communal kitchens, including details of which type of waste goes in each recycling bin. At the end of the year, additional provisions will be made for the collection of waste and recycling, in the form of additional pickups from site to accommodate the increase in waste streams.

Waste volume calculations

The provision of central bin storage is calculated on the basis of a maximum of 75 litres of waste and recycling generated by each student per week.

Initially the proportion of waste to recycling bins will be split approximately 50 / 50 on installation with further refinement of these proportions based on monitoring the levels of waste and adjusting the provision to suit the volumes produced.

Through arrangement with the waste contractor the number of lifts per type of recycled material can be varied to suit production on site.

Waste collections

UPP have designed the position and capacity of the bin stores to enable us to ensure that waste collections are of sufficient frequency and at times of day that avoid disturbance to neighbours and avoid the risk of odours from food waste. Bins will be stored in an enclosed compound that is accessible for the refuse vehicles. Collections will take place off road in a designated service area. The service area has an in/out configuration which means there will be no need to vehicles to reverse; in fact this will be prohibited.

Bin stores and the surrounding areas will be kept clear of debris by our dedicated janitor/caretakers and treated to minimise the risk from environmental issues such as vermin infestation.

UPP has consistently demonstrated its commitment to protecting the environment and reducing the amount of waste output going to landfill and will continue to do so at the Halls.

At the residential accommodation managed by UPP at Plymouth University, UPP has achieved recycling rates in excess of 60%. This level of recycling is considerably in excess of the targets set by the Government, which currently sets a target of 40% for recycling which rises to 50% by 2032 and we would hope to work towards achieving the same high recycle rate at Cartwright Gardens.