



**UNIVERSITY  
OF LONDON**

**GARDEN HALLS, UNIVERSITY OF LONDON**

**Summer Use Management Plan**

**February 2016**

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## 1. Executive summary

This Summer Use Management Plan has been prepared to inform the Section 106 requirements for the redevelopment of the Garden Halls in Bloomsbury by the University of London.

The plan outlines how the University and its 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 residents and the local community during the summer period, the months outside of academic term time.

These will include;

- A University of London led hospitality team supported by a full time UPP accommodation management team with clear lines of responsibility for welfare and behavior of guests staying at Cartwright Gardens
- The fully staffed management structure to the term time arrangements supplemented with additional staff to cater with higher turnover of residents
- Pre-booked occupancy of rooms only with no 'walk in' trade allowed
- As part of the check in process, all guests to agree to a code of conduct included within terms and conditions
- Increased levels of trained and experienced staff provided by UPP
- The delivery of a range of services including maintenance, security and cleaning by an experienced provider
- 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 for guests and visitors to Garden Halls and separate access for Hughes Parry. If the Townhouses on Sandwich Street are utilised during the summer their access will be restricted to only being through the main reception area.

## 2. About this summer use management plan

**To ensure that the building and the out of term time occupants integrate successfully into the wider community we have drawn from our collective experience in managing buildings of a similar kind in residential areas.**

This document sets out the key principles, methods and working practices that will be adopted by UPP to enhance the University's management of the Cartwright Gardens development outside of term time.

This plan supports and is integrated with the term time Student Accommodation Management Plan which has been submitted. Particular emphasis has been placed on how we will continue to manage the accommodation and engage with local stakeholders to ensure that the building and its guests respectfully enjoy the local area and contribute to the local economy on an on-going basis.

We are mindful that Cartwright Gardens is a predominantly residential area and have taken this into account when preparing this 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. The University views the accommodation as an essential benefit to students.

The University only charge students for the 40 or so term time weeks that the students are in session. As is the case for all of the University of London Halls and the vast majority of Universities accommodation across the UK, during periods of the year when the accommodation is not required by the students the University lets this commercially this ensures that the financial burden on the students of living in central London is mitigated by releasing them from the need to pay rent at these times. The associated benefit to the local economy is that the building is in beneficial use all year round.

The current makeup of bookings taken during the summer period includes;

- 8% Students on extended stays
- 39% Group bookings including students enrolled on education courses
- 46% Group bookings for non-students generally as part of corporate events
- 7% Private individual bookings

## 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.**

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 new Garden Halls. UPP are specialists in the UK higher education market, operating a total of 28,000 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.

UPP has an extensive knowledge and experience of managing university accommodation to enable its use during the summer period. During summer 2012 UPP operationally managed in excess of 140,000 bed spaces for its partner universities. 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.

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 throughout the year.

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 Garden Halls development.

### **3. Partnership approach to summer use management & community liaison**

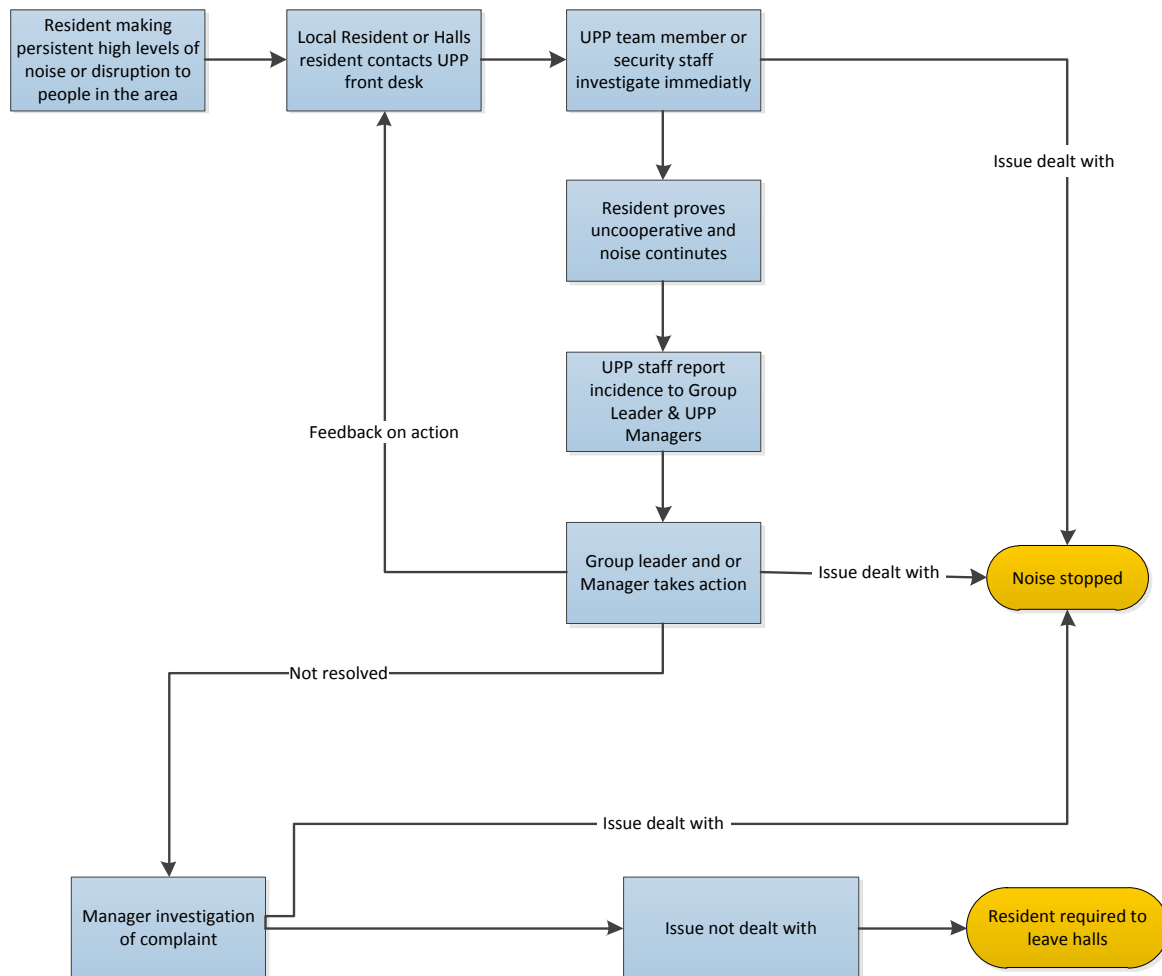
**To ensure that the Garden Halls make a positive impact out of term time on the local community, we will continue the dialogue and beneficial relationships established with neighbours, businesses and others in the local community during term time.**

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

The Garden Halls will be fully staffed all year round. During the commercial lettings additional staff will be employed due to the higher turnover of residents. As with all the jobs at Cartwright Gardens these jobs will be advertised locally in the first instance.

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. There will also be a target time to resolve noise-related issues. The access control system will operate throughout the building and can effectively be used at part of the target time noise management.



### 3.1 Contact with the Facilities Management team

**In addition to the 24 hour phone line, 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

**UPP and the University of London will continue to involve the Community Liaison Group (CLG) established at the start of the autumn term during the summer period – a positive commitment to strengthening relationships between the Garden Halls, its neighbours and local stakeholders.**

The Summer Use Management plan has been reviewed by the CLG and discussed at a series of meetings. The plan has been amended based on the groups feedback.

The primary purpose of the CLG will be to review the impact of the operations of the Garden Halls on the local community. It will be 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 and guests 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 Garden Halls e.g. meeting rooms, by the local community.

CLG meetings will be held in line with the student academic year cycle at the management suite, with the first taking place no later than two months prior to first occupation by students of the new Garden Halls. The meetings will be administered and chaired by UPP, who will be responsible for producing and circulating appropriate agendas and subsequent minutes to all members. During every fourth quarterly meeting, the agenda shall include an annual review process where members can discuss how effective the CLG is and propose adjustments to its terms of reference and working practices where appropriate. The timing and frequency of meetings will be reviewed at each session.

## 4. Operational management

### 5.

**The welfare and pastoral care team from the University of London will also have responsibility for guests and visitors hospitality during the summer period. There will be a member of the team on duty every day to assist the UPP staff and management to engender a pleasant environment as well as dealing with any incident of negative behaviour.**



**Collectively they will provide the leadership required to support guest welfare on site, encourage appropriate behaviour and initiate termination of stay procedures when required.**

#### **4.1 On site management and staff**

The structure of the summer use team will be identical to the term time arrangements. Overall responsibility for the management of the Garden Halls will be with the UPP Management Team comprising a full-time dedicated Residence Manager, supported by a team of administrative, engineering and cleaning staff all of whom will be based at the Garden Halls. Every member of UPP staff, regardless of role or position, will be trained to be a first line of support guests in relation to the day to day operation of the Garden Halls.

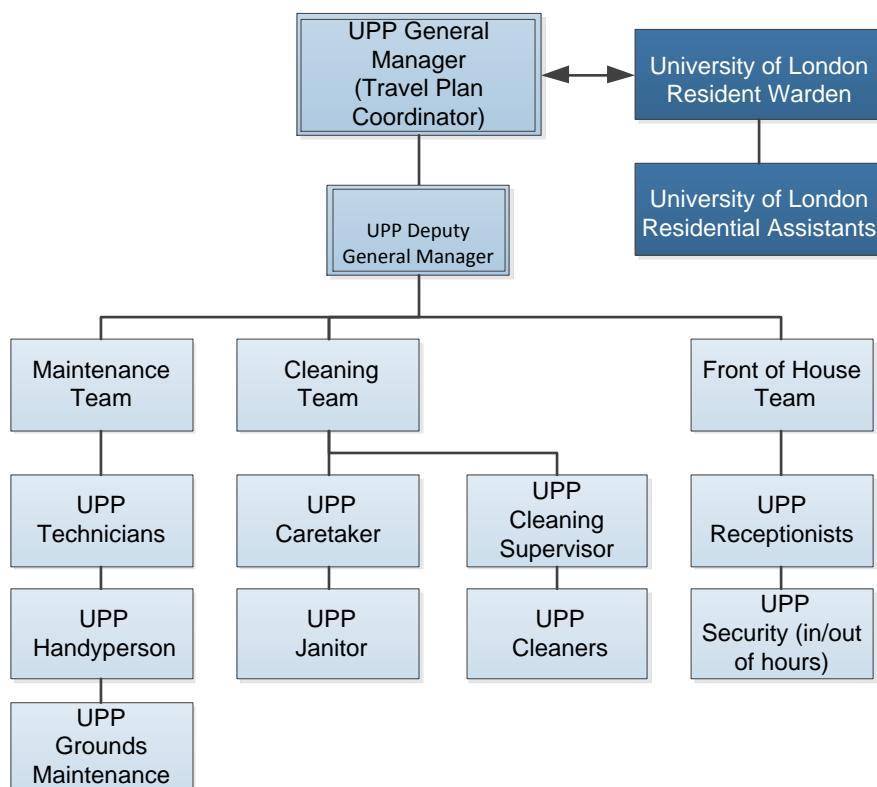
The Garden Halls will be fully staffed throughout the year. There is usually an increased staffing outside of the core academic period to support the needs of the summer business, periodic work and the deep cleaning that takes place at this time. The local community will therefore see no lessening of service, presence or communication outside of term time. All employment opportunities at Cartwright Gardens will be advertised locally in the first instance.

All staff both permanent and temporary summer staff will be regularly briefed on the services, facilities and local business that may be of interest to guests and will promote local business and services throughout this period.

The site will have a 24 hour front of house service staffed by receptionists 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 is accredited with Investors in People and offers staff the training and support needed to carry out their functions on-site, safely and effectively.

## The Site Team



The Garden Halls hospitality needs during the summer will be delivered through the roles and responsibilities assigned to the Warden, Residential Assistant and Facilities Management team. The structure will be reviewed annually, with the most appropriate mix and number in each role being determined to ensure the highest standards of welfare, hospitality and management of guests.

A key responsibility of the team will be to monitor and deal with issues relating to uncontrolled 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 5.2.

### 4.2 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 guests.**

The Garden Halls have been designed with two dedicated lobby areas, accessed by a row of card-operated security barriers in view of the reception desk. Each guest will hold an

access card for the building. There is one for Hughes Parry tower and one for the main reception located in the new Garden Halls, which will be staffed 24 hours a day. This will allow staff to monitor guests and visitor access to the building and will provide a visible staff presence and point of contact. If the Townhouses on Sandwich Street are utilised during the summer their access will be restricted to only being through the main reception area.

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.

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.

### **4.3 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 guests, bedrooms and 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 and guests.

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
- Guests are benefiting from a good living and working environment free from the inconveniences caused by poor service delivery and disruptive behaviour
- Guests and neighbour issues are dealt with promptly and appropriately

This will help guarantee that service delivery is to the University and guests satisfaction. A focus on high quality service delivery, reducing response times and promoting a beneficial living environment for guests will have a positive impact on the local environment.

## 4.4 Building design

**UPP's experience across a student accommodation portfolio comprising over 28,000 rooms has informed the design and fit out of the Garden Halls.**

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

- Windows with restricted opening position so as to control noise transmission and provide a high level of security. In 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 Garden Halls – thereby providing an all-weather amenity within the building for guests and at the same time attenuating the sound within the structure of the building.
- Dedicated music practice rooms so that guests do not need to practice in their rooms which could cause nuisance to others.

## 5. During occupation

### 5.1 Terms of occupation

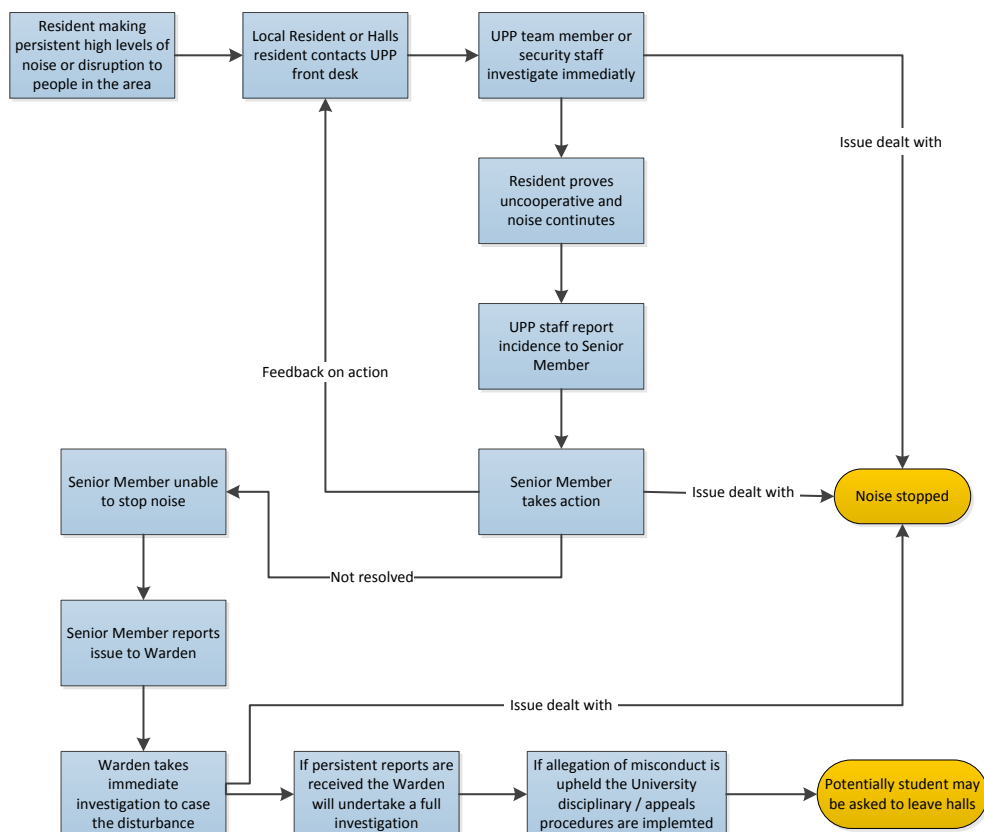
All out of term business will be pre booked and no 'walk in' business will be allowed. The guests staying during the summer will, as part of the check in process, agree to a code of conduct included within the terms and conditions of the booking both group and individual.

### 5.2 Acceptable Behaviour

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

UPP and the University will promote a living environment where all guests can enjoy their stay, considering and respecting others. For example guests will be encouraged to bring headphones with them to listen to music.

The flowchart below shows the process for dealing with any noise and disturbances. A target time is shown on the left.



The site management team will have complete discretion to decide immediately if the disturbance caused warrants further action such as formal warning, additional charges or termination of stay. Should a local resident have raised an issue with the site team and after their action remain dissatisfied with the decision of the site management team they will have the opportunity to appeal directly to the Regional Director South East Region. The Regional Director or if on leave a nominee will investigate the issue and respond within no more than a week.

### **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.

## 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 guests 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 guests 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 bedrooms will be controlled. All guests will be issued with personal fobs, individually registered to the person and strictly controlled, at check in.

Access to areas not in use during the evening, 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 guest.

### 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. The CCTV system does not cover the garden area of the site.

### 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.

## **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 guests have a positive and safe experience during their stay.

The policies and procedures cover all aspects of the management of the accommodation, from managing individual/group booking arrivals and departures to planning building maintenance and cleaning procedures.

Deliveries will be managed in line with the Service Delivery Management Plan submitted as part of the planning application as well as in accordance with the Service Level Agreements and Key Performance Indicators required by the University. Actual performance will be regularly audited as part of the performance monitoring system, per the contract documents.

### **7.2 Catering services**

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

The kitchen service will operate on a 7 day per week basis catering for breakfast and dinner every day. At the weekends breakfast will be replaced by a brunch service. Our opening times will be from 7.30am – 9.30am for breakfast, 11am until 12.30pm for brunch and 5.30pm until 7.30pm for dinner.

It is proposed that vending machines selling hot and cold drinks and crisps and snacks are introduced on the ground floor for an out of hours service provision.

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



### **7.3 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.

### **7.4 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.

No parking will be provided at the halls and guests will be reminded of the excellent transport links in the area. All coaches bringing guests to the halls will be dealt with in a similar manner as during intake at the beginning of the academic year with clear instructions on where the set-down area is on Cartwright gardens. All coaches will be met and guests arriving will be directed by a member of staff. Departure of guests will also be managed in a similar manner.

## 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 operational commencement.

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 – Guest welfare roles and responsibilities**

### **Wardens**

Wardens are resident members of staff responsible for welfare & pastoral care during term time will continue in this role throughout the year including the summer period. Apart from responsibility for discipline & conflict resolution (including noise complaints), re-admissions, out-of-hours emergency cover, community and social life at the halls, out of term time the team will continue to deliver welfare services to the University's guests as part of the hospitality team. The Wardens will also continue to support by a full team of Residential Assistants.

### **Residential Assistants**

Residential Assistants are experienced, usually postgraduate students, who live at the halls throughout the year 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 during term time and out of term time as part of the hospitality team. The Residential Assistants work as a team and there will always be people available at evenings and weekends.

The full team of Wardens and Residential Assistants will be available during the summer period to ensure guests enjoy their stay respectful of others and the community within which the accommodation is situated. Together with the site management team they will action warning, charging and termination procedures as a result a guest's breach of the occupancy terms and conditions.

## Occupancy Terms and Conditions

### Definitions/Interpretation

'**The University**' means University of London Senate House Services Limited, which is a wholly owned subsidiary company of University of London, trading as 'UoL Accommodates'

'**The Client**' means the organisation, company, person or persons hiring facilities and or services at any of University of London's Halls of Residences.

### General Terms and Conditions of Group Accommodation Bookings

These Terms and Conditions form the basis of the Booking between the Booking Organiser and the University of London.

The University will not enter into, accept or sign any third party's terms & conditions

### Making a Booking

Any booking request for 7 or more bedrooms is considered as a Group Booking.

All bookings remain provisional - and can be cancelled without penalty - until the booking contract / terms and conditions and quote has been signed by the client, returned to the University and deposit payment has been received. Once received, your booking will be confirmed. We will hold a provisional booking for 14 days and during this time we will not allocate the facilities that you have provisionally booked to other customers unless you agree. All deposits are non-refundable.

Your quote will outline the accommodation, meals and other facilities which you have booked and the rates applicable.

By confirming your booking you agree to pay all charges set out in the quote or any other future quotes which will then outline any amendments made to the booking.

The prices of all rooms, facilities and services at the University will be in accordance with the current quoted tariffs.

All rates are inclusive of VAT at the current rate, unless otherwise stated. If your company is exempt from VAT, proof of this must be provided at the time of making a booking so the quote can reflect the correct charges.

The University reserves the right to decline any booking or part thereof.

### Advance Bookings

We may need to increase our charges if you book more than a year ahead. When you book, you agree to pay our charges for the accommodation, meals and other facilities set out on the current rates. VAT rates charged are subject to the current rate as at the date of service. We reserve the right to increase our charges from the rates we quote to you at the time of booking and will inform you in writing. However, we will not increase our charges in the 6 months before the event.

### Payment Terms

All bookings are subject to a deposit payment as outlined below. All deposits are non-refundable.

- 50% of agreed total Quote value of bookings made more than 30 days in advance

- 100% of agreed total Quote value of bookings made less than 30 days in advance  
A final invoice for all facilities and services hired (less the deposit payment amount) will be raised after the event and is payable within 30 days in accordance with the University's standard payment terms. All payments must be made in British Pound Sterling to Senate House Services Limited, with payment details outlined on the invoice.

### Amendments and Cancellation

Amendments (e.g; increasing room numbers or releasing rooms, changes to catering arrangement) to room hire requirements or services must be confirmed to the University in writing or via email at least 14 days prior to the start of the event.

If you ask us for any extra accommodation, meals or other services / facilities in addition to your signed quote, we will make the best effort to accommodate your request but we cannot guarantee that we will be able to do so. If you alter the booking and we are able to accommodate the changes, we will send you a written confirmation from us and an updated quote which will then specify the new booking details and charges and confirm that the changes are accepted. Your amendments are only confirmed once you have received the new quote from us.

### Cancellation of the Booking by the Client

All cancellations must be made in writing or via email. Cancellation charges as quoted below shall apply if the booking is cancelled by the client:

- 60 – 30 days prior to start of event – 50% deposit will not be returned
- Less than 30 days prior to the start of event – 100% of the booking charges will apply

### Cancellation by the University

The University reserves the right to cancel the booking:

- If the client becomes bankrupt or insolvent or enters into liquidation or receivership.
- If the client is more than 30 days in arrears in respect of payments due to the University in respect of previous and/or current Bookings or part(s) thereof
- If the booking might, in the University's reasonable opinion, prejudice the reputation of University of London
- If the behaviour of individual guests/delegates or a group as a whole or in part is deemed by the University to be unacceptable. Partial termination could result in a number of guests/delegates being asked to leave University premises.
- If there is any breach of these Terms and Conditions of booking

### **Liability & Insurance/Indemnity/Damages**

The University shall not be liable for:

- Any direct loss or damage to goods or property of the Client, guests/delegates
- the death or injury to any guest/delegate attending an event organised by the Client, or for any indirect or consequential losses or claims, demands, actions, proceedings, damages, costs or other liability incurred by the Client in connection with the hiring of the University's facilities, except where such
- death, injury or loss is due to the negligence of the University
- any inconvenience or loss caused to any party as a result of cancellation or termination

The Client shall indemnify the University and hold the University harmless from and against all losses or claims, demands, actions, proceedings, damages, costs or other liabilities without limitation and legal and other fees arising out of and in connection with the Client's hiring of/use of the University's facilities hired under these terms and conditions.

You agree to pay us for any loss or liability of any kind to any person that results from you, any member of your party or person visiting you at the accommodation failing to obey any University ordinance regulation or rule.

### **Under 18s**

If any of your guests are under the age of 18 then you agree that you will provide supervision for them at all time with the ratio of 1 supervisor to 10 guests.

### **Behaviour on the premises**

Organisers of events held on the University's premises must ensure that their activities and those of their participants conform with Health & Safety practices and regulations.

The University operates a strict No Smoking policy throughout its buildings in accordance with Health Act 2006.

Users of the premises must not do anything that may cause or pose a risk of loss, damage or significant

expense to the University or harm the reputation of the University.

Care must be taken to ensure that any private statement made is not described as University policy, nor is in any way attributable to the University.

Also all statements, especially those made in 'public' messages, should not be defamatory.

### **Data Protection Act**

We are registered under the Data Protection Act 1998 and will only use your and your guests' personal details for our business and will not sell them to a third party.

### **Copyright**

You cannot hold any press conferences nor make any television or radio recordings at our venues without prior written agreement.

**Jurisdiction**

This agreement is subject to English Law.

**I have read and understood the Terms and Conditions**

**Signed on Client`s behalf**

**Signed on the University`s behalf**

Signature		Signature	
Printed Name		Printed Name	
Date		Date	
Position Held		Position Held	
Company Name		Company Name	University of London Senate House Services Limited