The background is an abstract composition of curved, overlapping bands in shades of brown, tan, and black, creating a sense of depth and movement. A light blue rectangular shape is positioned in the lower right quadrant, partially overlapping the darker bands.

New Henry Street, Bristol

Student Management Plan



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Executive Summary.

This document outlines Dominus' management strategy for the proposed student accommodation at New Henry Street, Bristol.

The document focuses on several areas, all of which are fundamental to the scheme's management and operation. Where relevant, examples from other similar schemes have been cited in order to demonstrate the specific needs of the student audience.

This document covers:

1. The National Code of Standards – ANUK:

Dominus will adhere to this Code which provides a stringent outline of how the scheme should be run offering peace of mind to the owners, the local community and the student residents.

2. The approach to managing the scheme including:

- a) How student management principles have significantly contributed to the design of the scheme.
- b) How managing a student scheme presents different challenges to those of a residential scheme, where security and the local neighbours play a significant part.
- c) Dominus' proposed outline of the staffing provision for the scheme.

3. The approach to travel and deliveries:

- a) How the students can take individual responsibility for their travel choices and how the scheme can positively contribute.
- b) How through careful management any disruption on move-in weekends can be minimised.

- c) How the move-out process is different to the move-in.

4. The safety and security of the students.

- a) Dominus' approach to out-of-hours emergencies and 24/7 coverage of the scheme.
- b) Dominus' recommendations for New Henry Street and how the design can significantly contribute to the students' security and safety in areas such as:
 - i. The design
 - ii. The landscaping
 - iii. Operations
- c) How Dominus will manage the Health and Safety processes at New Henry Street.

5. The processes for the day-to-day management of the scheme.

- a) How Dominus will deal with the students during their tenancy.
- b) Full-time students.
- c) Marketing to disabled students.
- d) How the pastoral care of the students will be managed.
- e) Communal facilities.
- f) Refuse and waste management.
- g) Maintenance of the scheme.



Dominus.

We are Dominus. Forged by a track record of honesty, integrity and delivery that spans real estate across the UK, we specialise in student accommodation, as well as hospitality, residential development and beyond, as dynamic enablers and catalysts for positive change.

Working in collaboration nationwide, we make a daily difference to the quality of student life, with landmark developments, innovative partnerships and a progressive, long-term view of the future.

For decades, we've been driven by our ethos of creating and investing in strong, vibrant, sustainable communities. And today, we're fundamentally committed to improving the student life at their heart.

As a trusted team player forging links across the public and private sectors, we work in close collaboration with leading academic institutions and student services brands to bring valuable new partnerships and projects to life, building social value as we go.

Dedicated to enhancing the world around us, we take meaningful, tangible action in our communities. Creating new student destinations. Enhancing living and learning facilities. And improving opportunity for generations.





Introduction.

This Student Accommodation Management Plan accompanies the planning application and provides a comprehensive overview of the management strategy and the accompanying principles. An updated and detailed version will be submitted to Bristol City Council for approval in advance of occupation, pursuant to an obligation in the Section 106 Agreement.

Dominus will own and operate the proposed student accommodation at New Henry Street and will adhere to the principles established in this management plan to deliver high-quality, professionally managed accommodation with a strong emphasis on pastoral care.



Seven Key Commitments.

Dominus has seven key commitments for its student accommodation developments, as follows:



1. Professional Management – the building will be managed with a single point of entry, staffed 24 hours a day



2. Community Liaison Pack – to be distributed across the local area providing information about the arrangements and operation of the accommodation, prior to each academic year



3. Community Liaison Officer ('CLO') – a named 'CLO' will be in place at all times as the principal liaison contact



4. Community Liaison Group ('CLG') – the CLO will coordinate a CLG to enable discussions with the community on operational and management matters



5. Student Wellbeing – we will work closely with the University to provide pastoral support for students



6. Tenancy agreement and welcome pack – these will be signed by students and a pack issues summarising key information including access to healthcare services



7. Student behaviour – a Code of Conduct will set out the expectations of students



National Code of Standards.

The proposed accommodation will adhere to the Code of Standards for privately owned/managed student accommodation blocks.

The Accreditation Network UK (ANUK) has been established with the full backing of the Department for Communities and Local Government (DCLG) to ensure standards within privately run schemes are maintained at the highest level. Full details of the Code are available on www.anuk.org.uk. The Managers of the Code and its enforcement is reported to Government as required by statute on an annual basis.

Compliance with the code ensures that both tenants and site managers enjoy the benefits of good practice. Protocols and procedures are part of the Code and are normally put in place to identify and resolve issues as quickly as possible; ANUK accreditation is displayed within the communal areas of registered scheme and within all our literature.

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

Complaints

For whatever reason people may want to make complaints. As such, we will ensure a structure is in place which allows complaints to be escalated as required.

1. All customer complaints (from clients, tenants, suppliers or other third party) are acknowledged on day of receipt and followed up within five working days. The process is managed by the Accommodation Manager.

2. All complaints are logged within the complaint log. Details to include, dates, responsibilities, follow up action taken and resulting outcome.
3. All complaints received, either verbally or in writing, are to be acknowledged in writing by the Accommodation Manager on the day of receipt, wherever practicable.
4. Accommodation Manager to respond to complainant in writing within a maximum of 5 working days from the date of receipt of the original complaint. Where appropriate, we will respond immediately. Copies of the response, report and correspondence to be forwarded to all parties involved.





Site Management for New Henry Street.

General Management

The site will benefit from a 24/7 management strategy, which would include the dedicated management via a dedicated team. Management via the on-site team would vary depending on the needs of service; for example across the move-in period, these times would need to be extended (see below).

At this stage, given the room numbers and extent of the scheme, we anticipate that at least 5 full time employees would be required to form a management team at New Henry Street, and that it is estimated that 10 full time equivalent employees will be employed in this field. This will include security staff, a site manager, maintenance staff, and receptionists.

Our recruitment philosophy is to seek to employ the site staff from the local community or within reasonable travel distance. Whilst this provides an economic benefit locally, the site team also then has a greater understanding and empathy with the local community, as they often live locally.

We would also have contracted staff for cleaning and out of hours security/ concierge services, employed from the local area.

The site will benefit from a 24/7 management strategy, which will reflect the needs of:

The Student

A key driver for choosing purpose built accommodation is the visibility and accessibility of management and maintenance staff.

The Local Residents

With visibility of the site and its staff, residents will be comforted in knowing whom they can contact should there be any antisocial behaviour relating to the scheme.

Dominus will appoint and name a Community Liaison Officer who will be contactable for local residents. Dominus will also commit to quarterly meetings with the local community along with a quarterly leaflet drop.



Site Management for New Henry Street.

The Institutions

A strong management team ensures that pastoral and other associated issues are dealt with earlier and more successfully. Staff will periodically, and whilst undertaking other tasks such as random room inspections, move around the building to provide a discreet but effective behaviour monitoring role that enables inappropriate behaviour to be proactively managed.

The behaviour of residents and their enjoyment of their stay at New Henry Street will be influenced by the quality and standard of their living environment; a clean, good quality, well maintained and safe environment engenders a real sense of respect and appropriate behaviour.

It is recommended that to maintain a good quality living environment, all communal areas of the building including the common rooms and laundry will be cleaned regularly and monitored via CCTV. The residents are, as part of their away from home experience, responsible for maintaining the cleanliness of their rooms and shared kitchens and this is ensured through a program of flat inspections and advice from site staff.

The development will be fully compliant with local and other HMO requirements for Fire and H&S.

As an element of Dominus' contribution to reducing the environmental impact of new buildings we will actively encourage the use of alternative travel methods than the car. We have worked with a number of local authorities throughout the UK on developing Travel Plans and ensuring their compliance.

The nature of the student accommodation is such that the academic year is typically spread over 9 rather than 12 months and there is an annual turnover of student residents. It is therefore considered difficult to influence and establish a change in travel habits over a long period of time. As such, specifically for residents of the student accommodation, the Travel Plan has a strong focus on presenting informative material which can be made available prior to, and again upon first arrival, of a student resident's stay and educating residents on their impact.

During our management of other schemes, we have provided students with details of local public transport services, timetables, how to purchase tickets, discount cards etc.





Site Management for New Henry Street.

Management of Bicycles

There will be a large provision of secure bicycle storage spaces for the student accommodation. This storage will have secure access arrangements and CCTV coverage to enhance levels of security and safety. This CCTV, in addition to security lighting, will be monitored and recorded from the main management office.

Well-managed and secure bike storage is proving more and more popular within student accommodation and we are currently developing relationships with bike hire and sales companies to enhance this offering.

We will produce a Student Travel Pack which is sent to all tenants (usually electronically) prior to moving in, which highlights the opportunities to reduce the environmental impact, both on a global scale, as well as locally, from their daily commute. This can include items such as; bike storage, a car share scheme, discounted travel cards, as well as clearly indicating that it is breach of their tenancy agreement to bring a private car with them.

The student accommodation building will provide covered long stay cycle parking at ground floor. A total of 354 internal secure spaces are proposed. Please refer to page 21 of the Transport Statement for a more detailed overview and Figure 1 (right).

Where parking is not provided, and the bringing of cars is discouraged, we are highly conscious of the tenants' behaviour. We often work with the relevant Council department to ensure that permits are not issued to any residents and if necessary terminate their tenancy should that be required.

Our site manager will be our nominated travel coordinator who will produce biennial reports on the site's impact on traffic.

In terms of the provision of accessible parking spaces, the most efficient method of management is through effective communication. During the booking process, prospective tenants inform us of any issue which may affect their room allocation or any other aspect of their tenancy.



Figure 1: Cycle Storage at Ground Floor Level



Traffic Management.

Deliveries

The exponential growth in online sales, there has been a similar increase in deliveries. Given that the student demographic are incredibly online, we see a large number of deliveries to our student accommodation.

We will work with major carriers to provide a single delivery rather than a number of repeat visits throughout the day. Unless impractical, we try and avoid having weekend deliveries. The travel plan for the scheme clearly identifies a safe delivery route via the service route on site whereby deliveries can be made to reception. Delivery vehicles will be encouraged to park on site, and to not leave their vehicles parked on the public highway or adjacent to.

Deliveries that serve the student accommodation will generally be personal packages and it is anticipated that the average duration of each delivery will be less than five minutes. Therefore, it is considered that the drop-off bay on Sussex Street is appropriate to accommodate delivery and service vehicles associated with the student accommodation.

Move-in Process

Unlike university owned accommodation there is no specific date when all applications for privately owned / managed accommodation need to be received. Typically, the private hall market is a very gradual market, with a steady stream of bookings typically from November through to a peak period in August, following the publication of A-level results and postgraduate acceptances.

Prior to move in, we will issue Welcome Packs, (including travel advice) which are distributed electronically to all students. These packs include details of the site and how it is run, advice on living with us and local information; if required a hard copy is also provided at check in. The preparation of this information enables a swift and largely trouble free process enabling Dominus to welcome students and direct them to their rooms quickly and efficiently. The Welcome Pack will also provide residents with their first opportunity to book an arrival slot for the welcome weekends, whereby they can book a drop off parking slot and arrange their check in with the site team.

The moving in strategy is summarised as follows:

- i.** Students will be allocated time slots of 20-minutes prior to moving in;
- ii.** Students will be directed to arrive at the car parking spaces or loading bay along the Alfred Street site frontage and/or the drop-off bay on Sussex Street at the beginning of their time slot, which will be for student use only over the specified weekends. Traffic marshals will be on hand to assist;
- iii.** Students will be directed to enter the building via the pedestrian accesses, then to the student accommodation reception area to register;
- iv.** The entrance will be clearly signed on moving in days and staff will be on hand to guide student arrivals. This will discourage congestion in the area;



Traffic Management.

- v. Students will then return to their vehicle and take their luggage to the allocated storage area within social area/common room;
- vi. After 20-minutes, students will be instructed to move their vehicle to nearby public car parks, such as Gardiner Haskins; and
- vii. Students will then return and move their belongings from the temporary storage area to their bedroom and settle in.

Move-Out Process

Move out days are expected to be spread out over May and June as courses end at different times.

Around three weeks before the end of tenancies, students will be asked for their leaving date so that the site management are able to control vehicles as necessary and they may apply the same strategy as moving in if there is a particularly busy weekend forecast.

Should large numbers of students move out on the same day (for example Saturdays, or particular dates tying in with rental periods across the city), moving day procedures as set out above will be followed, with departure slots for vehicles given to residents

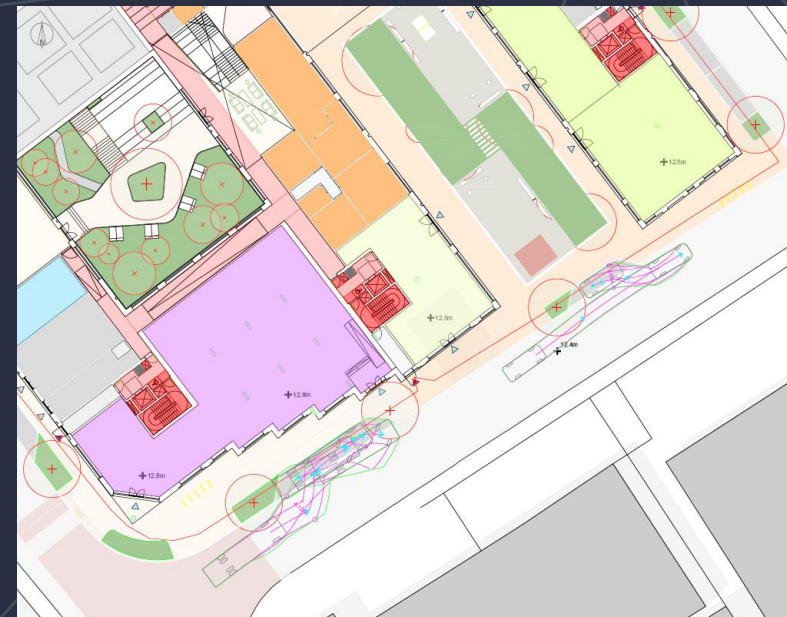
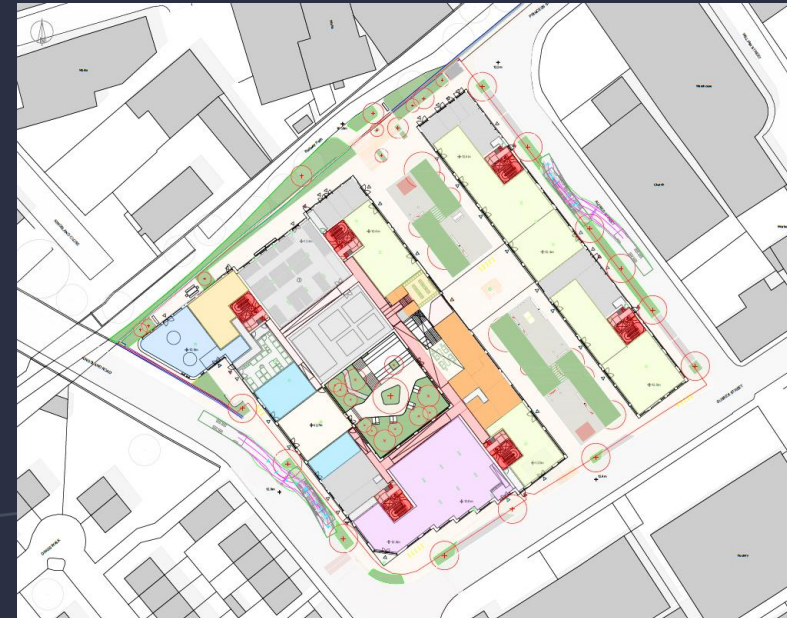


Figure 2: Patterns of Movement for Moving in/out



Out of Hours Emergency Management.

Student housing schemes that we manage will be supported by access to a 24/7/365 national call centre and New Henry Street will benefit from the same support, as well as a 24 hour a day staffing presence as previously detailed.

Dominus will appoint and name a retained local contractor who can provide a 24/7 emergency response to request for maintenance that requires an immediate response.

The emergency contact telephone numbers for our 24 hours support service and our on-site team will be displayed throughout the building and available to all students in their welcome pack and in other documentation. These details will also be confirmed and named prior to occupation.

In case of major incidents, the call centre also has senior management telephone numbers. A major incident plan for the scheme would be drawn up in advance of operation detailing the following:

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

Dominus work closely with local authority emergency planning officers to ensure full support in the event of a major incident. Liaison with local emergency planners will begin during the construction of New Henry Street to develop and implement the major incident plan.



Security.

Security is an important requirement when considering development proposals and is especially relevant in this instance given the close proximity of the site to residential units.

A fundamental requirement of the scheme is therefore a visibly secure site for the use of occupiers.

It is also relevant that in some instances this will be the first time that a student has been away from parental care and as such they will not necessarily be aware of the potential dangers posed by living in a metropolitan area.

In the first instance, Dominus will seek to educate students on security matters. This starts with our Welcome Packs and “Meet & Greet” meetings mentioned above. If possible, we would want to work in partnership with the Community Support Team from the local police force.

Secondly, we have considered the active measures that we can apply at New Henry Street. As mentioned above, the scheme will have a comprehensive CCTV installation enabling on-site staff to monitor the CCTV images and to store images to disc for permanent record should they be required. This will supplement the on-site staff and is not considered to be a replacement for the essential personal presence of responsible staff and a security presence on site.

Thirdly, the site itself must be made secure. We have considered this when inputting into the design of the building and its layout, as well as provide advice on the landscaping and operational aspects of security. A notable principle is the single point of access on New Henry Street, which allows for greater pastoral and security management, as shown in Figure 3 below.

The security principles of the development will be tested with Avon and Somerset Police.

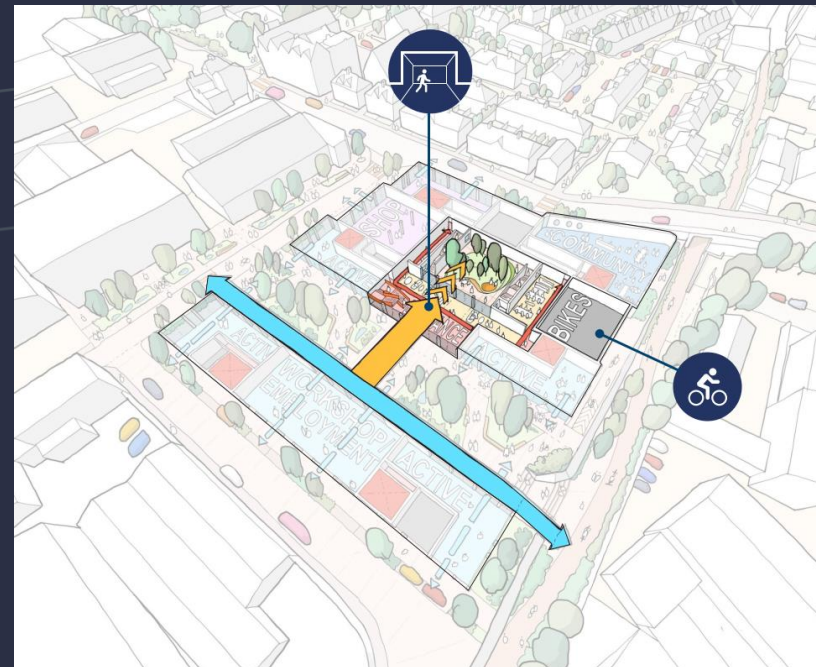


Figure 3: Ground Floor Entrance Diagram



Working with our Neighbours.

Dominus will proactively work with and develop a constructive relationship with our nearest residents, businesses and representatives of the local community. We view this approach as critical to ensuring that as far as possible, the numerous local interest groups co-exist harmoniously.

Dominus will commit to:

- The appointment of a Community Liaison Officer, with named contact details confirmed prior to occupation of the development
- A quarterly meeting with members of the community and a leaflet drop to surrounding residents informing them of news and relevant updates

This point of contact will be appointed so that any concerns or issues can be raised for the local management to address.

Local Recruitment

We understand the local employment benefits the scheme is able to offer.

Residents living locally will be targeted for employment for the various roles and opportunities on site. These will be advertised through specific channels for advertising jobs and local resource centres.

Emphasis will be placed on local recruitment, with local listings posted in advance of broader listings.

It is envisaged that the Proposed Development could support 500 local jobs during the construction of the development and around 100 (directly and indirectly) during the operational stage (please refer to the Economic Benefits Statement, prepared by Ekosgen).





Code of Behaviour and Conduct.

A student's behaviour is managed and closely monitored through their compliance with the tenancy agreement which they have signed and agreed to prior to moving in to New Henry Street

Within the tenancy agreement there are specific clauses regarding what is and what isn't acceptable behaviour for a tenant who is living with us.

Furthermore, a handbook is produced for each and every student that we house. This handbook adds further instruction on the behaviour expected and is provided in a more digestible format.

Breach of Acceptable Behaviour

Should a student breach what is acceptable then we have a set process:

- 1). Ascertain the severity of the breach
- 2). Depending on the severity, we have 3 options:
 - a). Speak directly with the student or students regarding their behaviour; explain how it has affected others and how their behaviour can be improved.
 - b). Issue a written notice indicating that any further breach would result in a termination of their tenancy. The written notice is also issued to a student's guarantor (where available).
 - c). End the tenancy and commence the legally required steps

3). These three steps are clear, concise and allow the students to be treated correctly and as adults. In the first two cases we would often also mention the behaviour to the student's University pastoral team, as their behaviour may be having other effects.



During the Tenancy.

Pastoral Care

Dominus also place great emphasis on pastoral care especially for first year students who may never have lived away from home and site management do make regular visits to flats for informal chats. Later in the year, surgeries are established to encourage students with concerns to discuss any issues they may have.

The management team, wherever possible, will build relationships with the University's student support teams.

This enables a proactive approach to pastoral and other behavioural issues which can affect the enjoyment of students and their peers while at University.

By utilising the out of hours staffing team, early indications of any pastoral issues can be raised quickly and confidentially and dealt with equally swiftly before the issue becomes a major concern.

At Dominus we want all our schemes to be enjoyed by all our guests, able-bodied or otherwise. At New Henry Street, all communal spaces and student rooms can be accessed and enjoyed by wheelchair users.

Furthermore, we will actively market the accessible rooms at various University events by utilising specific materials, namely leaflets, as well as having a specific area of the scheme's entry on a dedicated website dedicated to promoting the accessible rooms.



Accessibility.

Accessibility Principles

The following measures will be incorporated to ensure that suitable access is provided within the building, having been developed in line with national legislation, avoiding discrimination regardless of disability, age or gender. For a more detailed overview, please see 9.5 of the Design and Access Statement.

Access at Site Boundary

It is ensured that all primary entrances can be accessed from flat and level approaches.

Circulation and Access to Primary Entrances

The widths of all access routes from the pavement to main entrances are at least 1500mm wide and at the very least comply with statutory guidance.

Access routes will be finished in textured surfaces to thresholds as required.

Communal Stairs and Lifts Including Lobbies

Communal stairs will comply with all appropriate Building Regulations, with a dedicated Fire Fighting lift. Wheelchair refuges will be provided to the amenity floors.

Width of Internal Circulation Routes

All primary circulation corridors will be a minimum of 1500mm wide.

Internal Layout of Apartments

Switches, sockets and controls will be fitted at a height usable to all (between 450mm and 1200mm). Full height glazing will provide clear, unobstructed views. All accommodation will be suitable for persons with visual impairments (guidance to follow BS 8300).

Evacuation

Evacuation of disabled people will be a liaison between building managers and occupants; driven by a combination of physical fire safety measures and management procedures. This will be developed in conjunction with the fire strategy and management policies with reference to statutory guidance.



Management of Health and Safety.

Dominus will be vigilant in our approach to health and safety. We will have a dedicated H&S Risk Manager and utilise the services of an external specialist Health and Safety company to undertake risk assessments of student schemes in the following areas:

- Fire Risk Assessment (Fire Safety Regulatory Reform Order 2005)
- Health and Safety Risk Assessments including COSHH, PAT testing and Gas Safety certification
- Legionellosis (water) Risk Assessment

Comprehensive reports will be commissioned annually if required by law and all site safety issues will be managed in-house via the specialist companies interactive web based system which will be accessible by the owner in addition to relevant safety personnel. The initial assessments will be undertaken towards the end of the construction phase, and will enable all required safety measures to be put in place prior to student move-in dates.

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

With regards to issues of staff safety and compliance, staff will undertake training in general health & safety issues as appropriate for their area of responsibility. In the highly unlikely event that employees will be required to work during the night, then they will be eligible for night worker health assessments as required under the Health & Safety at Work Act 1974.

For a detailed overview of Fire Safety matters, please refer to the Fire Strategy prepared by Jensen Hughes.



Communal Areas.

A major draw of New Henry Street will be its outstanding provision of communal facilities. These improve the quality of the scheme but will also require management by the on-site management team.

The communal areas will comprise the circulation spaces within the building, along with dedicated communal amenity space areas at ground and first floor, including the bridge over new Henry Street (Figure 6 right). Please refer to Section 4.3 of the Design and Access Statement for a more detailed overview.

We will employ a number of methods which can control these spaces; methods which are both passive and active:

- Controlled electronic entry to individual blocks and communal areas, managed by a single point of entry
- Controlled "opening hours" of certain areas
- As mentioned previously, these areas would be subject to 24 hour monitoring and recording of CCTV
- Areas which are sensitive in terms of sound, or disturbance to other student residents, would be closed and sealed utilising the door-entry system.

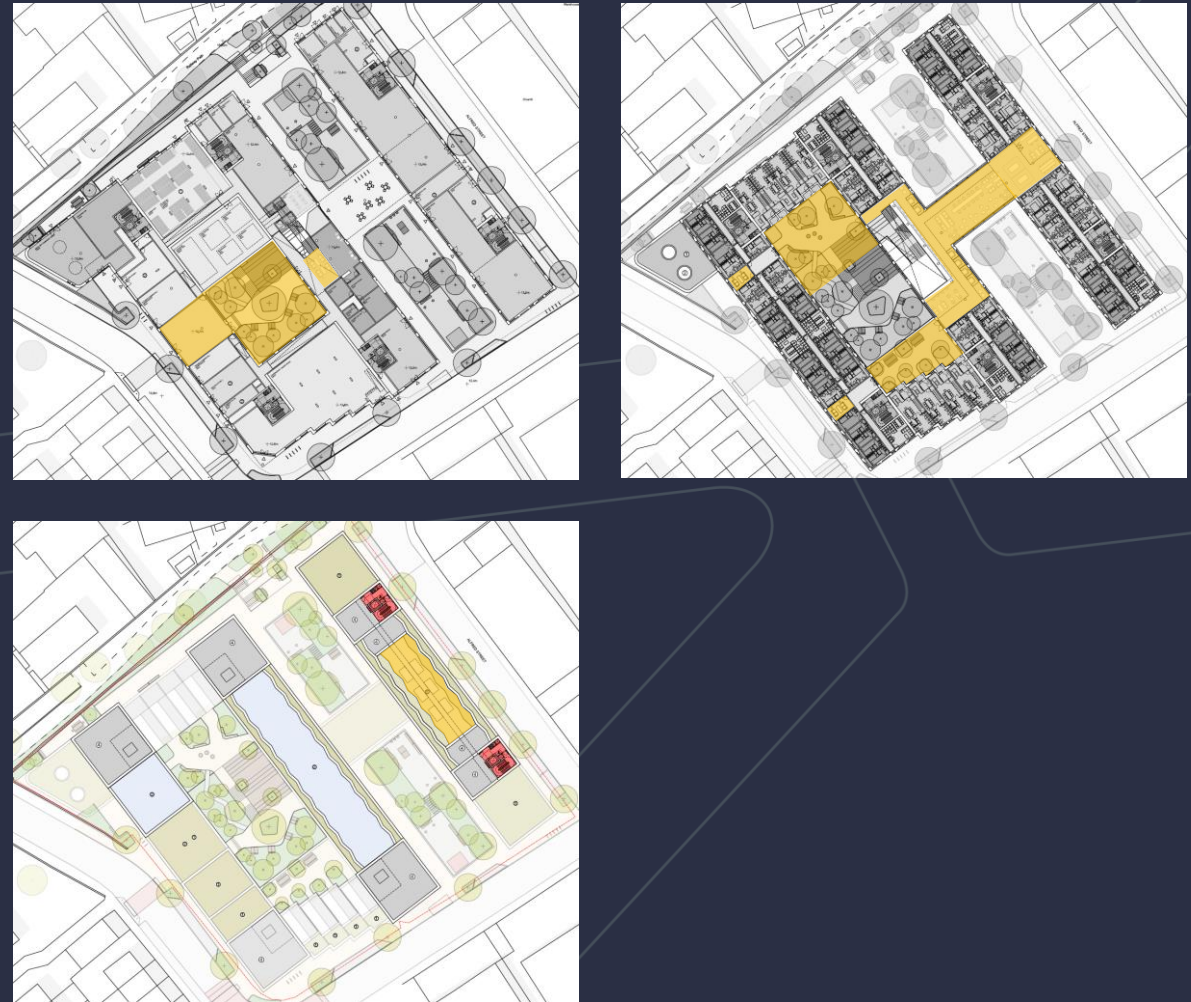


Figure 4: Communal Amenity Space at ground, first and roof level (clockwise from top-left)



Public Realm Areas.

The development will be complemented by a high-quality scheme of public realm, for residents, visitors and passers by to enjoy, particularly the reinstated New Henry Street. This will require management by the on-site management team, in co-ordination with the office building.

Dominus will employ a number of methods which can control these spaces; methods which are both passive and active:

- Regular routine of maintenance and cleaning
- 24 hour monitoring and recording of CCTV



Figure 5: Public Realm Areas



Refuse and Waste Management.

Good management of the scheme's waste and recycling has many benefits, both the residents and local neighbours, but also to the wider community.

Environmental issues are high on the student agenda. By providing resources and proper support, we ensure that students engage fully with a common goal of reducing waste and ensuring the scheme has minimal impact upon the environment.

The required number of bins will be provided and located at ground floor level. This is commensurate with the proposed weekly collection service operated by Bristol Waste (once every two weeks for dry recyclables such as paper, glass, plastic and cans. Please refer to Chapter 3 of the Transport Assessment prepared by Highgate for further details.

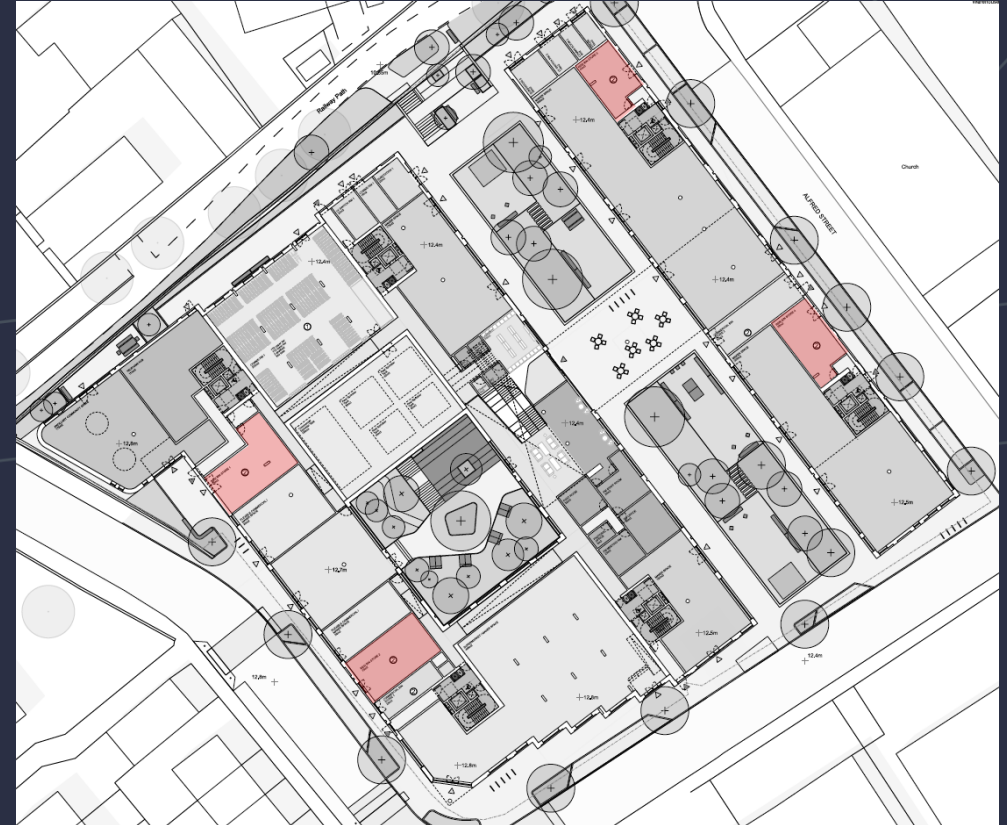


Figure 6: Location of Waste Storage



Summary and Conclusions.

New Henry Street in the configuration and design proposed in the planning application which this report supports, represents an outstanding scheme for Bristol's students. With a wide range of accommodation types and high quality and large communal areas, New Henry Street will offer a wide range of students an excellent location in which to spend their time studying in Bristol.

New Henry Street offers a wide range of accommodation including studios, townhouses and shared cluster flats for 4-8 students catering for different sized groups and demographics. This combined with the excellent communal facilities and inclusive management services makes the scheme very attractive for groups of returning students.

Our goal will be to ensure a complete integration of the scheme with local businesses and residents and this can be well and safely managed by carefully considered, and on the whole, passive security measures. By careful design, strong communications with local stakeholders and sympathetic student management, the scheme can be made a safe environment in which to make a home and an extremely safe environment.



