

**DRAFT STUDENT MANAGEMENT PLAN
NEW ROTTERDAM WHARF, GLASGOW**

Prepared February 2024

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Introduction

This Operation Management Plan is produced by Scottish Opera Limited for the proposed mixed-use development at 40 Edington Street, Glasgow G4 9RD. This includes high quality, purpose-built student accommodation. This plan will be implemented in association with this proposed development.

This document sets out the key principles by which the building(s) are managed, especially the proposed student accommodation to ensure all residents, staff and visitors have the highest quality experience and the interests of the wider community and local environment are protected.

The current student scheme will deliver 700 beds. It is operated and managed by an experienced Student Operator. An Operator will be appointed prior to completion of the development.

The Approach

The customer-facing services are delivered locally by directly employed site-based staff. The Residents' Team is led by professional and experienced Accommodation Managers. They are responsible for the day-to-day running of each site; marketing to potential new residents; health and safety compliance; and working and liaising with universities, the local community, and other stakeholders.

It is anticipated that support is provided to site-based staff by an experienced specialist central services department whose areas of expertise provide the Residents' Team with a detailed delivery framework, ensuring consistency of service delivery in line with recognised industry best practices.

The Operator is required to commit to working in tandem with universities and colleges to provide a positive student experience and ensure seamless access to shared services by integrating into universities' pastoral care regimes and ancillary services.

The on-site teams must play a vital part in supporting residents and providing a link between academic and 'home' life.

Size

The PBSA Operator is expected to successfully manage many units across multiple sites across the UK including shared cluster flats and studio accommodation for students, as well as apartments/studios including build to rent.

Accreditation

The Operator will be a member of ANUK and ARLA, to maintain professional standards, and fully compliant with the Code while working with the council. In addition, they must have their own Quality Assurance Framework that ensures a broad range of service levels are achieved.

Core Management Principles

The overall objective is to deliver a well-designed, professionally managed building alongside the owner and to provide a safe, secure home for residents in an environment conducive to study that integrates into the local community, contributing positively to the local housing provision for residents in Glasgow. This provides reassurance to all stakeholders that:

- Residents have a safe and well-maintained place to live. Tenancy Agreements are correctly executed and enforced. Student deposits are registered and secure.
- There is an on-site team for face-to-face contact with residents, neighbours, and other stakeholders.
- Physical aspects of the estate are maintained to a high standard and to meet legislative compliance.

General Management Plan

Site Details

The property, New Rotterdam Wharf, is located off Sawmillfield Street to the north and Corn Street to the south of the site in the Cowcaddens area of Glasgow. There are a total of 700 beds.

There will also be a Reception and Management Suite with parcel storage, a large bike store, and a variety of internal and external amenities for the residents including two roof terraces with covered seating.

There will potentially be outdoor table tennis, a gym, study/work areas, and games spaces.

The property will be operational from Autumn 2027.

Resident Profile

The property is attractive to a wide range of universities based in Glasgow. The following institutions are within an acceptable 40-minute walk commute time.

- Glasgow School of Art
- University of Glasgow
- Glasgow Caledonian University
- City of Glasgow College
- University of Strathclyde
- Glasgow International College
- Glasgow Leadership College

The studio flats are an ideal option for students at all levels and from all countries looking for a secure but social environment in which to live. They are especially attractive for mature second, third, and fourth years; postgraduates; and international students who are looking for an independent but well-managed environment to complete their studies.

Service Delivery

Staffing

The customer-facing services and day-to-day running of the site is expected to be delivered by the on-site Residents' Team. They are responsible for marketing, tenancy management, rent collection, health and safety, stakeholder relationships, and building maintenance.

It is anticipated that the on-site staff are supported by the Central Services Team who are specialists in Marketing, Finance, Maintenance, Health and Safety, and Customer Service.

All staff have annual key performance targets that cover hard KPI areas (such as lettings and arrears) and softer KPI areas (including customer satisfaction).

Reception Services

The reception will generally be open Monday to Friday from 9am till 5pm, providing a point of contact for:

- Reporting repairs.
- Delivery and collection of parcels.
- Resident disputes and complaints.
- Organising social events.
- Provision of general local information and signposting to specialist services.
- Marketing enquiries.
- General customer support and guidance.

At key marketing and check in times, Reception opening hours are extended to provide weekend and evening cover.

Wellbeing Programme

The creation of a thriving, strong, healthy, and vibrant community in this building is important for customer satisfaction and retention. Regular events are organised for residents to help to create a sense of community. The following represents a non-exhaustive list of the types of events organised by the Residents' Team:

- Book clubs
- Bake off events
- Movie nights
- Quiz nights
- Cultural celebrations such as Halloween / Christmas / Eid etc.

All events are communicated by the on-site team who are available at the reception desk or contactable via telephone / email / WhatsApp / WeChat.

As well as creating a positive community inside the property, it is expected that the residents' team will also look for opportunities for residents to engage with and seek employment and volunteering opportunities at local businesses, charities, and community groups. The residents' team will signpost local opportunities to residents through social media posts and organised events.

Tenancy Management System

The operator is required to use an online integrated Resident Portal and Tenancy Management System, in this case Yardi. Yardi provides the interactive resident portal and back-office tenancy management operating system used to manage the property. The system provides an online service for residents through which they book their room, manage their booking, pay their rent, report repairs and complete and view the condition and inventory for their accommodation. This is accessible 24 hours a day. It highly automates key admin processes ensuring that on-site staff can focus on customer-facing services, whilst still enabling central monitoring of activity.

Tenancy Agreement and Resident Handbook

In Scotland the residents sign a Student Let Agreement within the meaning of Paragraph 5 of Schedule 1 to the Private Housing (Tenancies) Scotland Act 2016. This agreement is governed by Scots Law. Both landlord and tenant agree that only the Scottish courts can settle any disputes. All the deposits taken for damages are registered with MyDeposits Scotland.

The Tenancy Agreement clearly sets out the responsibilities of the residents and managing agent

In addition to the Tenancy Agreement, each resident is provided with an online residents' handbook. The handbook will provide guidance and a range of useful information on things such as:

- Security.
- What to do in an emergency.
- House rules.
- Room inspections.
- Repairs and maintenance.

Residents are required to provide a guarantor who agrees to ensure that the resident complies with all conditions required of them as set out in their Tenancy Agreement.

Security

Security provisions are tailored around the site nature, size, and location through a combination of CCTV provision, access control, and security personnel.

Security at New Rotterdam Wharf includes:

- Secure entrances which require a fob or card to gain access to the building, ensuring only authorised persons are on site.
- An entry system which will not allow access to be granted to the building from individual flats but will require residents to meet their visitors at the main door.
- Full colour, high definition, IP based CCTV will cover a range of areas, including as a minimum: the entrances, fire exits, external areas, lifts, office, reception, bin store, amenity spaces,

laundry, and resident foyer. The CCTV links back to monitoring screens in the office, with the ability for remote internet log-in and storage capacity for a 28-day period.

The operator is expected to work closely with the local police and community support officers. They will encourage active participation in any local initiatives (e.g., Neighbourhood Watch) to reduce crime and improved security for residents. All staff including Security Personnel will undertake an induction to ensure they are fully aware of procedures on site.

Out-of-Hours

It is anticipated that the-out of-hours service is provided by SIA-accredited security personnel. There are a maximum of 2-3 dedicated Security Staff that become part of the Residents' Team and are familiar to the residents, rather than having a different person on each shift.

Security personnel are required to provide on-call response services and be the first response for any emergencies. They will carry out regular patrols of the interior and exterior of the building, ensuring no instances of anti-social behaviour.

If a significant incident occurs, there is an escalation procedure to enable on-site staff to contact senior staff out of hours. Contact details are also provided in a prominent place both within and on the exterior of the properties, to ensure residents and neighbours can promptly contact a response service to mitigate any anti-social behaviour.

Health and Safety

Health and safety of the residents is paramount. There is external and independent professional Health and Safety advice including a 24/7/365 telephone helpline, allowing staff to access Health and Safety professionals any time required.

The Fire Alarm system is monitored by a remote monitoring centre with an investigation delay programmed in, where permitted, assisting on-site staff to minimise false alarms. The cause-and-effect logic will balance the need for fire safety whilst avoiding unwanted fire signals.

Residents are required to complete an online induction using the Resident Portal prior to arrival. The induction contains a section on Fire Safety requiring residents to confirm that they will 1) make themselves aware of the evacuation point and the evacuation route upon their arrival, 2) immediately leave the building to the agreed evacuation point when the fire alarm sounds, 3) call the fire brigade (999) and activate a fire alarm call point (if available) should they discover a fire, 4) not tamper with the smoke detectors or fire safety equipment, and 5) not cause any obstructions in the shared flat corridors or the communal stairwells and corridors.

In addition, the local fire service will be invited to attend the resident induction meetings where residents are provided with information and guidance of the potential home hazards that could cause a fire. The Fire Service and on-site management team will also explain the consequences of raising false alarms.

The fire alarm system hardware will support the fire management plan. All necessary testing will be carried out and recorded to comply with legislation. The on-site staff are responsible for carrying out and recording a range of routine tests, these include the following:

- Weekly Fire Alarm.
- Weekly Call point/firefighting equipment inspection.
- Monthly Emergency Light.
- Monthly Water temperature.
- Weekly Fire door inspections.
- Routine Health and Safety inspection and audit of the building.

Specialist contractors to carry out the following tests:

- Lift inspection
 - Annual full system test for fire alarms,
 - Annual full duration tests for emergency lighting
 - Water sampling for legionella, including an annual tank inspection and clean if required.
 - CCTV/Security alarm maintenance.
- Automated gates/doors.

A record of all statutory testing and actions completed are stored within Yardi Elevate system and within the onsite Health and Safety filing system, ensuring an audit trail.

External consultants are expected to carry out a range of Risk Assessments following industry regulations to ensure legal compliance and resident safety. The guidance is reviewed regularly to ensure best practices are followed.

Risk Assessments include the following:

- Fire
- Legionella
- General health and safety

The Tenancy Agreement and handbook prohibits the use of candles, and any equipment or device that has a flame, generates heat or smoke. Smoking is not permitted anywhere within the building including resident bedrooms, kitchens and communal areas.

Termly evacuation tests are undertaken to ensure residents are aware of procedures and assembly points. The on-site team will undertake formal room inspections three times per year to check that all equipment is being used as designed and that there are no health and safety breaches.

Maintenance

Maintenance is a key area of resident dissatisfaction if not properly managed. There is a tiered approach to maintenance to ensure a value for money response.

Residents can report repairs via an online portal, Rent Cafe, or direct to the Residents' Team. The repairs can then be assessed and graded as Emergency, Urgent, or Routine. The operator is expected to work in accordance with the table of response times, which are fully compliant with the ANUK code.

Urgency	Timescale	Includes
Emergency Repairs	Within 24 hours of being reported.	An emergency repair is any repair required to avoid danger to the health and safety of residents. E.g. No power supply, overflow of sewage.
Urgent Repairs	Within 5 working days of being reported	An urgent repair is any repair which materially affects the comfort or convenience of the residents. E.g. Broken handrails, faulty electrical fittings such as the microwave.
Non Urgent Repairs	Within 28 days of being reported	A non-urgent repair is any repair not falling into the two above categories. E.g. Single electric light or power point failure within room, sticking doors or windows.

Cleaning

Residents are responsible for cleaning their own flat, including bedrooms and shared kitchen areas. All common areas listed below are cleaned by the operator on a scheduled basis published to the residents.

Deep cleans	Annual
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Deep cleaning and window cleaning is carried out by specialist contractors and tendered annually.

All hazardous substances are used and stored in compliance with COSH regulations . A register is provided for the site and is reviewed during Health & Safety audits.

Post and Deliveries

The operator will implement a Post and Delivery policy that includes the regular post-person having fob access to the site to make regular deliveries to each letterbox.

For all other deliveries, the courier/postman will use the intercom call button for the address of the delivery. If the resident is at home, they will meet the courier/post person at the entrance to receive the delivery.

If the resident is not home the Residents Team takes in and signs for deliveries. All parcels received on behalf of the resident are recorded on Google Sheets, which is shared with the residents online. The resident is notified of the delivery and asked to come to reception with ID to collect it. The resident will sign the post book to confirm they have received the delivery.

Noise Management

The operator is required to have a Noise Management Plan in place.

Residents will be made aware of the behaviours expected of them in the Terms and Conditions of the Tenancy Agreement, as well as in the Resident Handbook, the online induction, and at the welcome meeting with the Residents Team.

Specific references are made in the Tenancy Agreement to reducing noise and disturbance to neighbours within and beyond the scheme, including public paths/lighting.

The Terms and Conditions of the Tenancy Agreement specifies under Building Clause A19 & A21:

A19 (e) play any radio, music player, television or musical instrument or sing in a way that may be a nuisance or disturb or annoy neighbours within or beyond the building or be heard outside the Room between 11pm and 9.00am

A21 obtain the Landlord/Agent's prior written approval for any party or meeting of more than 10 people [...] ensure that all gatherings arranged or taking place in the building respect the terms of the Tenancy Agreement and the House Rules as set out in the Residents' Handbook.

Management of Anti-Social Behaviour

The operator is expected to operate a 4-tier escalation process to deal with anti-social behaviour. They are required to work closely with the universities and their disciplinary procedures.

Complaints Procedure

The operator is expected to provide a high-quality service to all customers. Residents and neighbours are therefore encouraged to raise complaints / grievances in person to a member of the onsite Residents' Team, either by telephone on the number provided at the main entrance or at Reception. They will try their best to resolve any complaints at this initial point of contact. If this is not possible then complaints should be submitted in writing and dealt with in accordance with the stages below. Any complaints sent to Central Services are re-directed to the relevant Residents' Team for their investigation in the first instance.

Many operators have a three-stage approach to dealing with complaints:

Stage 1

All new complaints are dealt with at Stage 1. If they cannot resolve the complaint immediately, they may need to investigate further and then endeavour to respond within 10 working days. If the resident feels that their complaint has been treated unfairly and incorrectly, they can escalate their complaint to Stage 2.

Stage 2

At Stage 2 the complaint is investigated by an Operations Manager. The Operations Manager will review and respond with their findings within 10 working days.

Stage 3

Stage 3 is the final stage of the complaint's procedure. At Stage 3 the complaint is heard by a complaints panel. The Panel will notify the resident of their decision in writing, normally within 10 working days of receiving the request to escalate the complaint.

Third Party Services

Laundry

On-site laundries are provided at New Rotterdam Wharf, by a third-party provider such as Circuit on a lease basis. The laundries are open to residents 24 hours a day, 7 days a week. The machines are operated using a card which can be topped up online using a debit/credit card or via a smartphone app. Residents can also view how busy the laundry room is online to ensure there is an empty machine before taking their washing down.

Machines are provided on a minimum ratio of 1:75 residents and be fully DDA Compliant.

Information Technology

Residents will receive a high-speed broadband and Wi-Fi service to ensure there is excellent internet connectivity for residents to complete their studies. The service also offers unlimited upload/download, data backup storage, Freeview TV, a dedicated resident portal and a free 24/7 helpdesk.

Travel Plan

The operator will develop a Travel Plan for residents living at New Rotterdam Wharf.

The Travel Plan is prepared mainly for the residents living at the development and most of the measures proposed are intended to encourage residents to reduce their reliance on private car travel. Much of what is proposed in the Travel Plan will also apply to the small number of staff employed at the site.

The implementation and the management of the Travel Plan is the responsibility of the General Manager and monitored by the Operations Manager.

Key Benefits of the Travel Plan

Benefits to the individual

To involve residents and successfully promote the Travel Plan it is important to outline the benefits to the individual. The use of non-car modes of transportation can bring several benefits, including:

- **Improved Health** – Walking and cycling can bring about several health benefits. According to the British Heart Foundation, half an hour of cycling or walking a day can reduce the risk of heart disease by 50%.
- **Cost Benefits** – Promotion of the savings that can be achieved by using other forms of transport other than owning and running a car should appeal to residents who have increased pressures on their finances.

- **Time Savings and Convenience –**

- For the key journeys the residents undertake, it is often quicker to walk, cycle, or use public transport than use a car. It is often more convenient to use a range of transport modes depending on the purpose or destination of the travel, e.g. travel to university, city centre or to enjoy the night life, it is easier using a range of transportation other than the driving of a private car.
- **Environmental Awareness –** Build awareness that the travel choice has an impact on the local and global environment and enable the individual to appreciate their surroundings and contribute to its protection.

Benefits to the Universities

The benefits to the University of the Travel Plan include:

- **Increased Attendance –** Residents who either walk or cycle more have improved health and wellbeing and therefore reduce absenteeism.
- **Reduced Congestion and Pressure on Parking near or on Campus –** Fewer trips by car and reduction of single occupancy trips travelling to and from campus and the site lessens traffic levels and lessen the need for parking on or near the campus.

Benefits to the Community

The Travel Plan would be aimed at bringing benefits to the community as a whole including :

- **Improved Air Quality –** Fewer vehicles result in less pollution and improved air quality. Cars are a major generator of pollutants according to the Department of Transport, emissions from road transport now constitute over 70% of all emissions of carbon monoxide and CO2 emissions. A reduction in car use therefore leads to improvements in both local and global air quality.
- **Reduced Traffic Levels –** Reduced traffic levels provide the community with an environment that is less congested and improves the overall quality of environment. The site has been designed without car parking spaces, to discourage residents relying on this form of transport.

On Site Resident Parking

New Rotterdam Wharf will not allow resident parking on or near the premises. There is limited provision for drop-off bays. There is no provision for car parking within the property. The tenancy agreement and resident handbook specify that the location is car-free, and residents are not to bring their own cars. There are secure cycle racks within the cycle store for residents.

Start and End of Term

The operator is required to implement the following procedure employed for the arrival and departure of 700 residents at the beginning and end of the academic year.

Prior to arrival, all residents are contacted by email to confirm arrival arrangements and move-in procedure. These communications provide details of travel from key airports and mainline train stations, and the cost of taxis from these arrival hubs. They also provide the location and cost of public paid car parking facilities close to the site.

Residents are required to book their arrival online through the resident portal. Time slots are built into the system to avoid congested arrival periods. Residents are encouraged to spread out their arrival to the accommodation by offering arrival up to three days prior to tenancy start dates at no additional charge.

Residents who arrive by car with family and friends are given information about local car parks before they arrive. They are advised to park away from the site before checking in. This avoids congestion of luggage and people in the reception area

The residents are met at reception and in a couple of minutes are checked in and shown to their room. Once the resident has been given an induction of the building, they are advised of the nearest place they can park and unload their luggage.

To ensure the move-in process is efficient, additional staffing resources are employed to manage road congestion and direct residents. There are liaisons with the local police and traffic management bodies and an agreed strategy to avoid blocked roads and parking problems.

The residents move-out period is managed similarly. Residents are expected to confirm proposed move-out times and dates with the Residents' Team. However, congested move-out periods are unlikely as residents tend to move out over an extended period.

Unlike traditional halls of residence, New Rotterdam Wharf residents do not need to remove all their belongings at Christmas and Easter, therefore reducing traffic as residents usually head home by train or coach as opposed to a car.

Waste and Recycling Plan

This section should be read in conjunction with the agreed site Waste Management strategy.

Overview

The management of waste is expensive if not undertaken correctly, so the operator is expected to take a structured approach to minimise costs and environmental impact.

All waste and recycling are stored in a secure purpose-built bin storage accessible from the ground floors. Waste generated by residents are stored within each studio or flat in refuse and recycling bins. It is the resident's responsibility to take their own refuse to the ground floor main bin store using the lifts or staircase as and when required, and to place refuse in the wheeled Eurobins provided.

Waste and recycling levels are monitored to identify trends and take corrective action when required. Cycling and the use of specialist banks for clothing and other recyclables to avoid as much pollution and landfill refuse as possible are actively promoted.

Capacity

The bin stores are designed to accommodate numerous wheeled Eurobins for mixed recyclable and general waste.

Recycling

To assist in maximising the recycling and recovery of waste and thus minimise waste disposed to landfill, storage is provided for mixed/recyclable waste including paper, cardboard, cans, plastics, and bottles within each studio and flat and within a proportion of the main bin store at ground floor level. These are clearly labelled to advise residents about what materials can be recycled in these bins.

Fire Safety Management

STATEMENT OF INTENT

The operator will ensure the health and safety of staff, residents, visitors and all relevant people is essential to their success. They are committed to:

1. Preventing accidents and work-related ill health.
2. Compliance with statutory requirements as a minimum.
3. Assessing and controlling the risks that arise from work activities.
4. Providing a safe and healthy environment.
5. Ensuring safe working and management methods
6. Providing effective information, instruction and training.
7. Consulting with employees, residents and visitors on health and safety matters.
8. Monitoring and reviewing systems and prevention measures to ensure their effectiveness.
9. Setting targets and objectives to develop a culture of continuous improvement.
10. Ensuring adequate resources are made available for health and safety issues, so far as is reasonably practicable.

A Fire Safety Management System will be created to ensure the above commitments can be met. Employees throughout the company must play their part in the creation of a safe and healthy working environment for all.