

# LOUGHBOROUGH OFF-CAMPUS COMMUNITY SERVICE DELIVERY STRATEGY

Revised March 2011

Charnwood Borough Council  
Loughborough College  
Loughborough Students Union  
Loughborough University  
Leicestershire Police  
Residents Groups  
Leicestershire County Council

## Foreword

The presence of Loughborough University, Loughborough College and their students makes a huge contribution to the economic, social and cultural life of Loughborough, Chamwood and the sub-Region. The University is world-renowned for excellence in a number of fields. Loughborough College is a highly rated FE College and has strong links with local employers and community groups. The Partners to this Strategy recognise this and are proud of the strong relationships which have developed between the town, the University and the College on a number of levels. Loughborough University, Loughborough College, Loughborough Students Union Leicestershire County Council and Leicestershire Police are key members, along with the Borough Council, of the Local Strategic Partnership "Chamwood Together". Local residents groups are also represented with the other partners on the Loughborough Campus and Community Liaison Group.

The Partners also recognise that the presence of a large number of students in a relatively small town raises particular practical issues in managing the delivery of services to student residents and to permanent residents. This job is made all the more challenging by the geographical relationship between the campus, the town centre and the residential areas in between, by the different needs of term time and vacation, and by the annual turnover in students with the arrival of freshers each year and the movement of many second and third year students into privately rented accommodation. A number of overseas students are also resident in the town. The majority of students at Loughborough College come from the Chamwood area.

This strategy aims to define, coordinate and manage the delivery of services to students and permanent residents in those areas of the town with the highest proportion of student residents and elsewhere in the town where the presence or movement of students at different times requires a similarly coordinated response.

The Strategy deals with practical matters and service delivery standards. Inevitably, many of the services involved are delivered by the Borough Council such as refuse collection and parking enforcement. However, the County Council, the University, the College, the Students Union and the Police also provide direct services to student and permanent residents, and the Strategy aims to ensure that these are delivered in a jointly coordinated way, in the right place and at the right time.

## The Need for a Strategy

Loughborough University has a full time student population of approximately 13,500. In a Town with a total population of about 60,000 this represents a significant proportion – nearly 23%. Loughborough College has a relatively small number of full-time resident students. The University and College Campus is located in the west of the Town and is surrounded on three sides by residential areas (Plan 1). Only about 5,500 students are currently accommodated in University Halls of Residence.

This means that approximately 8,000 students currently make their homes in privately rented or purchased accommodation within the Town. Although students live throughout the Town there are large concentrations in those wards close to the Campus and between the Campus and the Town Centre (Plan 2). In addition to the on-campus accommodation, new privately managed residential blocks have been completed in and around the town centre totalling approximately 1000 bed spaces.

Despite this, partners expect the concentration of privately-rented accommodation in certain areas to continue to be a feature of Loughborough life even though the new managed provision will redress the balance to a certain extent.

This concentration, and the geographical relationship between the campus and the Town Centre, has a significant impact on community balance, local services and infrastructure as well as house prices and the operation of the housing market. It also raises particular issues in relation to property management, parking, cleansing, crime and anti social behaviour.

These issues are of considerable concern to those local communities with high numbers of student residents (shown on Plan 2) and to the Town as a whole. The Borough Council works very closely with the University, the Students Union, Loughborough College, the Police, the County Council, Landlords and local residents to try to address the issues. There is well developed partnership working, with a recently reconstituted Loughborough Campus and Community Liaison Group and a high-level initiative to improve community cohesion between the town and the University by Charnwood Together through its Stronger and Safer Communities sub-Group.

In order to address the land use aspects, the Council has approved a Supplementary Planning Document (SPD) restricting the provision of new student housing in particular areas of the town, where this requires planning permission. The SPD was developed as a consequence of feedback from the community regarding some of the issues surrounding high concentrations of students in residential areas. The partnership has campaigned for and welcomed an amendment to the Classes Order to recognise HMOs as a discrete Use Class. Consideration is to be given to the declaration of an Article 4 Direction to bring changes of use to small HMOs within local planning control.

However, the Council and its Partners recognise that whilst much can be achieved through Partnership working and the Planning process, there also needs to be practical action on the ground to ensure the smooth running of local service delivery and response across all Council departments and across partner agencies. A large student population will continue to be a feature of the Town and residential areas close to the campus will continue to be popular locations for students. The Strategy aims to manage the impact of this situation for the benefit of permanent residents and students alike.

## The Commitment of the Partners

### (a) Chamwood Together

Chamwood Together is the Local Strategic Partnership. The Borough Council, Loughborough University, Loughborough College, Loughborough Students Union and Leicestershire Police are all members of the Partnership Board. The adopted Community Strategy "Chamwood Together" produced by the Partnership recognises a number of key themes including "People Matter" which aims to nurture healthy and strong communities, "Places Matter" which aims to create safe and liveable communities and "Partnership Matters" which aims to support and develop joined up thinking and action.

**The Strategy specifically recognises the importance of engaging with the University and integrating the student community.** All of these themes are of direct relevance to this Strategy.

**There is a long standing history of partnership working in Loughborough. A number of Liaison and monitoring groups have been established including the Loughborough Campus and Community Liaison Group which is a wide ranging and representative group comprising both Councils, the University, the Students Union, Loughborough College, the Police, local Residents Groups, local Councillors and Landlords representatives and the Loughborough Off-Campus Community Service Delivery Team, responsible for the co-ordination and delivery of this strategy.**

### (b) The Borough Council

The Borough Council's Corporate Plan identifies themes, which are relevant to the delivery of this strategy: These include a commitment to work with the University and Residents Groups to develop a Strategy that enhances the cleanliness and environment for all and integrates students into the community including specific arrangements for waste management and recycling.

Focus is also given to reducing acquisitive crime, anti-social behaviour and the council's Housing Strategy to protect tenants and secure cooperation from private landlords There are many relevant and related projects including:

- Cleaner Greener Chamwood
- Community Cohesion
- Civil Parking Enforcement
- Enforcement Protocol
- Improve Recycling Take-up
- Licensing Regime
- ECCTV coverage in Town Centre and elsewhere
- Town Centre Master Plan
- Student Housing

### (c) The University

Loughborough University's "University Strategy 2006-2016" sets out a clear commitment to working in partnership to develop relationships with the local community and to address practical issues. In particular it sets out:

- The University's desire to work closely and effectively with local partners including residents in Loughborough, Charnwood Borough Council and locally based commerce and industry to maximise the benefit of the university to the locality.
- A Vision of a relationship with the residents and Charnwood Borough Council that is held as an example of how to manage the impact of large student numbers on a local population and plan growth in conjunction with local residents and commercial partners.
- Partnership working with local organisations to deliver the optimal social and economic benefits to Loughborough and Charnwood.

The University recognises that it has a corporate social responsibility and its explicit goal is to work with the town of Loughborough, and the local authorities, to deliver an environment in which the inter-related communities of the university and the locality can both thrive.

### (d) The Students Union

Loughborough Students Union's mission statement is "Better Student Life" and this represents a clear commitment to enhancing the experience of students living in the community and part of this commitment includes developing relations with the local community. The Students Union works closely with the council on encouraging recycling, and has an "End of Year Sweep" where volunteers collect food left over in student accommodation and give it to the local homeless shelter, as part of Project 5000. LSU is dedicated to providing the development opportunities for a wide base of student volunteers through its Community Action Group and this is rewarded through the promotion and advancement of community cohesion. The SU also raises over a million pounds for charity each year and these go to a wide range of international but also local charities. The Union is devoted to raising awareness within the community, through its continuation and active participation of campaign initiatives such as the "SSHH" (Silent Students Happy Homes) campaign designed to deal with anti-social behaviour, and strives to enhance community relations. There is also the "Better Decisions" Campaign, which encourages students to be smarter with their welfare, particularly drinking, and annually publish a Community Student Handbook which details recycling, how to be a good neighbour, as well as basic house maintenance.

### (e) Loughborough College

Loughborough College has, as one of its key strategic values, a commitment to its learners and the community. It demonstrates this through participation in local community activities and partnerships with local schools, community colleges and community agencies, through its partnerships with local employers and its preparation

of students to develop and work within the local community, through its commitment to sustainability and through its education of young people to live in a diverse society. The majority of its students are local residents and are part of the local community, and it sees a partnership with local families as being important. Equally, it hosts students from the world-wide community and recognises the need for partnerships to integrate these young people into the local community.

**(f) Leicestershire Police**

Loughborough Local Policing Unit has a strong and well established relationship with key partners including the Council, the university and student bodies, with the key aims of reducing crime and disorder and promoting student safety.

- a. Continued commitment to multi-agency working toward tackling and reducing crime and disorder.
- b. Continued commitment to work with student union and welfare bodies to promote student safety , especially overseas students
- c. Work with residents groups utilising local contacts to enhance “town and gown” relations to deal with anti-social behaviour and quality of life issues
- d. Continue to develop links with student landlord body to promote responsible letting with an emphasis on safety and responsibility for the security of property.

The overriding commitment is to promoting Loughborough as a prosperous and safe town that offers positive experiences for students and the local population.

**(g) Leicestershire County Council**

**(h) Local Residents Group**

Storer Road Action Group (SARG) represents residents in two of the areas most affected by the proliferation of Student Housing within Loughborough, has developed strong links over the last 11 years with the University, the Students Union, Charnwood Borough Council and the Police. SARG also contributes to the Liaison Committee. Our interest lies in the protection/improvement of quality of life of local residents and by engaging with members of the Service Delivery Team to bring to their attention those things which continue to have a negative effect on the community.

SARG undertakes to:

Attend all meetings of the team

Have input into the agenda of meetings

Acknowledge improvements brought about by the members of the team

Draw to the attention of the team those issues which need ongoing strategies and others which crop up from time to time

Be vigilant within the area we cover so as to report breaches of those strategies put in place by the team for the protection and improvement of the environment and those breaches of legislation which might be committed.

## The Issues in Loughborough

The National HMO Lobby Group identified 15 issues which most directly affect local residents as a result of the presence of a large number of student residents in the community. The Storer and Ashby Area Residents Group (SARG) has endorsed these as being relevant to the Loughborough situation, with the addition of issue 9, cycling on pavements.

1. Anti-Social Behaviour: noise, vandalism, evacuation.
2. Crime: especially burglary.
3. Squalor: litter, rubbish, fly-tipping.
4. Dereliction: houses, gardens.
5. Absenteeism: absent owners, disengaged occupiers.
6. Street Blight: letting boards, fly-posting, grilles.
7. Car parking: obstructs pavements, emergencies, cleansing, buses and residents.
8. Services Overwhelmed: policing, cleansing and planning.
9. Cycling on pavements
10. Exodus: emigration encouraged, immigration prevented.
11. Unsustainability: fewer children/working adults/elders.
12. Services "Underwhelmed": school closures (ironically, reducing education).
13. Distorted Retail: pubs, take-aways, letting agencies.
14. Fluctuating Market: high demand (term)/low demand (vacation).
15. Employment: seasonal, part-time.
16. Insurance: top premiums for house, contents, vehicles.

Issues 1-9 can be addressed directly by the actions proposed in this Strategy. Issues 10 - 15 are more difficult to influence. Some contribution to addressing them has been achieved by the planned provision of additional new managed student accommodation both on campus and in the town centre. However, these issues will continue to pose particular challenges.

## Best Practice

The strategy recognises the Universities UK document "Studentification: a guide to opportunities, challenges and practice" which provides a range of examples and practice upon which stakeholders can draw

Local Residents Groups have been active in the National HMO Lobby and also in networking with other residents' groups across the country. Local stakeholders continue to participate in best practice and information events and research into "Studentification" and its effects continues at Loughborough University and elsewhere. Where appropriate, the lessons learned from these sources will be applied to the situation in Loughborough.

## The Purpose of the Strategy

The Strategy covers all those issues arising from the presence of a large student population which are subject to influence or control by the Council and its partners. It aims to complement and support the Supplementary Planning Document on Student

Housing which seeks to control those aspects of new student housing provision which are subject to planning control. It covers the following topics:

- Mandatory licensing and regulation of privately rented accommodation
- On street parking control and enforcement
- Traffic management and traffic regulation orders
- Crime reduction and Community Safety
- Anti social behaviour
- Refuse collection and street cleansing services
- Housing Strategy – including housing market assessment, homelessness strategy, empty homes strategy, private sector housing strategy
- Planning and environmental health powers to control nuisance and environmental damage

The objectives of the Strategy are:

1. To provide a strategic framework for the management of the social and environmental impacts of Loughborough's student population which is agreed by the Council's main partners
2. To identify a prioritised and programmed set of actions with clear responsibilities for their implementation
3. To encourage the highest standard of management of privately rented accommodation for the benefit of all tenants and the wider residential area
4. To reduce crime and anti social behaviour in student areas and throughout the town
5. To improve the cleanliness and public realm management of student areas
6. To ensure the coordination of public sector and partner action in the management of these matters.
7. To promote community cohesion and community pride in areas with a large student population
8. To assist in changing public perceptions and image problems through good management of student areas
9. To monitor and review progress by reference to agreed targets and measures

The approach of the Strategy will be:

- To build on the joint working already being undertaken by a number of bodies including:
  - The Loughborough Campus and Community Liaison Group
  - All Crime Group
  - The Community Safety Partnership
  - Anti-Social Behaviour Steering Group
  - Pubwatch
  - Night time Economy Group
  - The Loughborough Town Centre Partnership
- To complement work already undertaken in relation to the development of the Supplementary Planning Document prepared to guide planning decisions for student housing



- To focus on the following main strands of activity:
  - Using powers available under the Housing Act 2004, and Anti Social behaviour legislation, to control undesirable behaviour and to encourage safe and appropriate management standards in privately rented accommodation
  - Developing liaison with landlords of student accommodation and assisting with tenancy management wherever possible. This includes promoting accreditation through the EMLAS scheme (East Midlands Landlord Accreditation Scheme)
  - Liaising with the University Authorities to review ways in which their rules and regulations (Ordinances) can be used to impact on student behaviour
  - Working closely with the Students' Union to develop their work with students on providing information and support, developing community involvement and dealing with behaviour issues e.g. successful campaigns on noise and responsible drinking
  - Working closely with permanent local residents to identify those elements of student residence which cause greatest concern in a local neighbourhood with a view to prioritising action and to develop their role in providing information and support for student residents and developing community initiatives
  - Working closely with the University appointed Community Wardens to promote good behaviour and deal with local problems
  - Coordinating Council enforcement and monitoring arrangements across planning, licensing and environmental activity including the deployment of Street Wardens under the new arrangements for Civil Parking Enforcement
  - Working with local residents, Student representatives and landlords to address the particular issues associated with large student populations in terms of street cleansing, refuse collection and recycling

## Area of Operation

The Partners recognise that there are particular parts of the Town where a coordinated service response is most necessary because of the high proportion of student residents compared to permanent residents. These are:

1. Storer Area
2. Burleigh Area
3. Kingfisher Estate Area
4. Herrick Road Area
5. Ashby Road Estates

## Proposals

The Partners will:

1. Continue to work together and with the local community through the Loughborough Campus and Community Liaison Group to promote community cohesion and to improve service delivery and coordination
2. Update the Off-Campus Community Service Delivery Strategy
3. Commit to continued joint working to ensure the delivery of the Strategy and the Annual Action Plan
4. Monitor trends in “studentification” in Loughborough
5. Continue to develop arrangements to ensure continuing joint action year on year

## Annual Delivery Plan

The Annual Delivery Plan for the Academic Year identifies actions which are ongoing and which will need to be delivered and monitored on that basis. It also identifies actions which are specific to particular events in the term or academic year. **Appendix 2** shows the Key activities

## Monitoring and Review

1. The Partners will continue to review the Strategy and Action Plan every year
2. The Campus and Community Service Delivery Action Team will plan and coordinate its delivery. The Team will meet before the start of the University term to plan action for the forthcoming term and to review successes and failures from the previous term, with an annual review meeting at the end of the academic year.
3. The Loughborough Campus and Community Liaison Group will be responsible for monitoring the effectiveness of the Strategy and Action Plan and making recommendations to the Partners. It will receive regular monitoring reports and updates.

## Risk Management

The risks that have been identified for this project and the proposed countermeasures to minimise each risk are listed below.

Risk	Probability	Impact	Countermeasures
1. That the strategy will duplicate or cut across existing activities and initiatives	Medium	Medium	<ul style="list-style-type: none"> <li>Carry out a full audit of all existing partner activity and review as part of Strategy development</li> </ul>
2. The strategy fails to secure the cooperation of key partners	Medium	Medium	<ul style="list-style-type: none"> <li>Ensure the continuing support and commitment of existing partnership forums – LSP, Campus and Community Liaison Group</li> </ul>
3. That the strategy will raise expectations of improved conditions which cannot be achieved	High	Medium	<ul style="list-style-type: none"> <li>Keep local residents and media informed of progress with clear messages of what the strategy can and can't do</li> </ul>
4. That the strategy may run out of steam after the first year	High	High	<ul style="list-style-type: none"> <li>Regular reports to the Campus Liaison Group</li> </ul>
5. That the impact of the strategy will be diminished by lack of resources	High	Medium	<ul style="list-style-type: none"> <li>Ensure continuing commitment of Partners</li> </ul>
6. That there will be a failure to embed the actions within the Partners' broad corporate activities	Medium	Medium	<ul style="list-style-type: none"> <li>Regular Review of Strategy</li> </ul>

## Appendix I

### UNIVERSITIES UK – “STUDENTIFICATION” CHECKLIST FOR STAKEHOLDERS

Checklist Item
<b>All Stakeholders</b>
1. Do stakeholders have firm evidence on which they can base their understanding of the impacts of “studentification” within their locality?
2. Do stakeholders share a common understanding of whether the impact of “studentification” is/is not being felt in the locality?
3. Do stakeholders share a common understanding of the wider benefits and challenges of high concentrations of students in the locality?
4. Is there agreement and common ground about the causes and effects of “studentification” amongst stakeholders?
5. Has a partnership framework been established for stakeholders to ensure there can be a coordinated approach to tackling issues of “studentification”?
6. Have a shared vision and general principles been agreed between stakeholders?
7. Is there evidence of respect and trust between stakeholders?
8. Have stakeholders agreed some objectives and exit strategies, and established mechanisms to review and monitor social, economic, cultural and physical changes within locations?
<b>The University</b>
1. Has the University considered and agreed its responsibilities to students and established residential communities?
2. Has the University developed a student accommodation strategy? If so, is it effective?
3. Is the student accommodation strategy consistent with those of other local stakeholders?
4. Have the University and other stakeholders explored the scope for the dispersal of students from areas of high concentration where this may be desirable?
5. Have the University and other stakeholders considered the promotion of alternative residential locations to encourage the dispersal of students?
6. Have the University and other stakeholders considered the adoption of an accreditation scheme for private student accommodation? If

so, are mechanisms in place to monitor and review compliance?
7. Have the University and other stakeholders encouraged students to move into accredited property?
8. Has the University listed only accredited property, or has it been separately identified, on their housing lists?
9. Has the University considered the development of a central accommodation bureau to advise students when searching for private accommodation? Have the University and other stakeholders considered the production of a student housing guide?
10. Have the University and other stakeholders provided effective house-hunting talks on a regular basis? If so, do these events reach the target student groups?
11. Has the University encouraged students to think carefully about their choice of co-residents, in order to reduce the turnover of student households?
12. Has the University sought to promote and raise students' expectations of the quality, affordability and suitability of accommodation?
13. Has the University informed students of their responsibilities as tenants?
14. Has the University sought to heighten students' awareness of the legal responsibilities of landlords?
15. Has the University sought to inform students of their responsibilities through a written code of behaviour?
16. Has the University encouraged students to introduce themselves to their neighbours and to foster other forms of neighbourliness?
17. Has the University raised awareness of the need for reasonable noise levels?
18. Have the University and other stakeholders considered preparing and issuing information directories detailing contact numbers and addresses of key services?
19. Have the University and other stakeholders considered the appointment of community liaison officers to foster cohesive relations between students and established residential communities? If so, are there mechanisms in place for community liaison officers to respond effectively to issues as they arise?
20. Has the University considered the development of neighbourhood help-lines? If so, is effectiveness monitored?
21. Has the University considered the appointment of off-campus wardens to regulate student behaviour?
22. Has the University explored its powers to control and reprimand students who undertake anti-social behaviour?
<b>The Council</b>
1. Has the Council established appropriate mechanisms and communications channels for stakeholders to discuss issues of "studentification"? If so, are these mechanisms open to all stakeholders?
2. Has the Council explored opportunities to share innovative and good practice with other local authorities through local authority networks?

3. Are the initiatives to regulate processes of “studentification” included in wider Council strategies?
4. Are the activities of different departments within the Council mutually supportive and integrated?
5. Has the Council fully considered student accommodation issues in preparing the Local Development Framework?
6. Has the Council considered the appointment of a student strategy manager to manage initiatives to regulate “studentification”?
7. Has the Council fully reviewed and assessed whether it is making effective use of all its available planning, housing management and environmental health-related powers to regulate “studentification”?
8. Has the Council considered the implications of the powers introduced by the Housing Act 2004, and in particular the mandatory licensing of HMOs?
9. Has the Council considered strategies to minimise visual pollution associated with to-let signs and fly-posting?
10. Has the Council considered implementing appropriate methods to inform residents of the services (e.g. cleaning, refuse, recycling, burglary reduction advice) which are available in neighbourhoods with high residential turnover and population change?
<b>The University and the Council</b>
1. Have the University, the Council and other stakeholders actively promoted crime prevention strategies to students?
2. Have the University and the Council considered strategies to minimise problems of refuse collection and litter?
3. Have the University and the Council encouraged student volunteering and engagement within established residential communities?
4. Have the University and the Council implemented schemes/annual surveys to encourage students and landlords to maintain gardens and to keep them free of litter and refuse?
5. Have the University and the Council considered strategies to reduce private vehicle use by students?
6. Have the University and the Council as appropriate considered the use of parking permit schemes to encourage more considerate parking of private vehicles?
7. Have the University and the Council considered strategies for limiting local traffic congestion?



## LOUGHBOROUGH CAMPUS AND COMMUNITY SERVICE DELIVERY STRATEGY

### Annual Delivery Plan

The annual delivery plan has been developed to be address key issues and events during the year with specific focus on the Academic Year activity. The plan involves set actions that address specific issues and provide a structure to the plan. Additional activity is planned prior to each term in response to proposed events and activities.

#### Actions:

- Police Operation Umbel
  - This operation is a Police led, multi agency response to look at the continued reduction of core crime and anti-social behaviour committed against and by University students. Leicestershire Constabulary will work in partnership with Charnwood Borough Council, the Community Safety Partnership, University and Students Union.
  - The Operation runs throughout the year with each Phase focusing on statistical crime evidence from previous years in conjunction with specific academic events and activity. As well as specific confidential operations other activities include:
    - Hall talks by Beat Officer and University Security
    - Attendance and information giving at the Returners Bazaar
    - ASB Patrols
    - ANPR Operations
    - Facebook Alerts through Beat Officer
- Door Knocking Campaign
  - This is a Council led operation that co-ordinates delivery of key messages to students living off-campus. The campaign focuses on the areas of Loughborough that have the highest student populations. Approximately 900 homes are visited, by officers who provide the students with the following information
    - Student Handbook containing information and guidance to students living off campus
    - Property marking advice and household and property security including bike tagging
    - Personal safety advice
    - Alcohol Free Zone
    - Waste and Recycling advice
    - Neighbour and community cohesion advice
- Co-ordinated Waste Management Campaign
  - The Rubbish Group (Residents and Council Waste Management Team) have developed a plan of activity which includes an end of term amnesty for students when they leave their accommodation at the end of the year.