

Kampus Residential Management Strategy

November 2021

Executive Summary

This Residential Management Strategy addresses Planning Condition 17 of application number 115570/FO/2017 Minshull House and Minto and Turner Building, Former Manchester Metropolitan University Aytoun Campus, Chorlton Street, Manchester otherwise referred to in this document as “Kampus”.

Planning Condition 17

Prior to the first use of the development hereby approved, a detailed Residential Management Strategy including:

Details of how 24-hour management of the site in particular in relation to servicing and refuse (storage and removal) and noise management of communal areas shall be submitted to and agreed in writing by the City Council as Local Planning Authority.

The approved management plan shall be implemented from the first occupation of the residential element and be retained in place for as long as the development remains in use.

Reason - In the interests of residential amenity, to safeguard the character of the area and to maintain the sustainability of the local community through provision of accommodation that is suitable for people living as families pursuant to policies DM1 and H11 of the Core Strategy for Manchester and the guidance contained within the National Planning Policy Framework.

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Kampus Overview

Kampus will deliver high-quality PRS apartments and a mix of commercial uses in the heart of Manchester. The development comprises the grade-2 listed Minshull House and Minto & Turner, together with two new and one refurbished tower (the latter three buildings being subject to a separate consent) that are arranged around landscaped gardens, adjacent to the Rochdale canal. The scheme will contain all the ingredients for an urban living experience in Manchester, encompassing high quality apartments, resident amenity spaces as well as independent cafes, bars, restaurants, and shops as part of the commercial units surrounding the square.

Management Overview

Native is appointed as the manager of Kampus, to provide a 24 hour per day, 365-day on-site service. As operator, Native are responsible for the full scope of property management including lettings, resident services and tenant management, reactive and planned maintenance, estates management, regulatory and statutory compliance, and holistic health and safety.

Native provides similar services to a range of clients across an existing Build to Rent portfolio. For Kampus, a site-based workforce will provide the day-to-day management and maintenance, supported by 3rd party contractors for specialist tasks such as complex M&E and plant maintenance.

Kampus will operate with a multi-disciplined on-site staffing structure. The team will be Director led, responsible for delivering all aspects of day-to-day operations and the safe working of the development.

The Native is based in Block E (known as “Stack”) in the purpose-built management suite.

Residential Lettings Overview

Many of the rental apartments in Manchester are in apartment blocks that were designed for owner occupation and small-scale buy-to-let. These buildings have become part of the rental market without any particular provision for management other than the appointment of a Managing Agent who will assume responsibility for budgeting for, staffing, cleaning, and maintenance of the building, which would typically be funded through the collection of service charges. In addition, multiple Letting Agents are appointed by the various owners to conduct leasing of their individual assets.

In contrast, Kampus is in single ownership and there Native is responsible for both letting and building management services which will be delivered by site-based staff team specifically employed to address the higher standards of management and customer experience demanded by purpose-built investment grade private residential developments.

In order to differentiate PRS from the current private rental stock, it is essential that the letting process avoids the negative aspects of the current private rental market and instead provides a far superior customer experience, which will contribute to maintaining high occupancy rates and low rates of turnover among the residents. Unlike apartment buildings created for owner occupation and ad hoc buy-to-let use, there will be no service charges levied on the residents, as the costs of operating the building, are the responsibility of the landlord and will be met through the Operating Budgets set by Native.

Discretionary services such as hire of the amenity areas, car hire, cleaning individual dwellings will be charged separately to residents on per use basis. The Residents will be able to pay for such services either alongside their usual rental payment, or through the “Residents App” at the point of booking.

Tenancies are based on the established Assured Shorthold Tenancy model, albeit a wider range of tenancy periods will be offered, typically ranging from 6 months to 2 or more years.

The Kampus team based on site will not just be involved in marketing and initial letting of the individual units, they will also be available to tenants as part of the overall management service for the building. This is intended to achieve high levels of customer satisfaction, which should ensure low void levels in the building and high rates of tenancy renewal.

Purpose built PRS treats the operation of the building as a fundamental part of the service being provided to its residents, aiming for a hospitality type service which responds to the needs of residents quickly and adapts to changing patterns of demand and use to maintain operational efficiency, joining up the property letting and building management roles to provide one seamless service and a far superior overall experience to that resulting from the disjointed service typically received by most private tenants.

In practice, this is easier to achieve in larger schemes as it means more staff based on site, which in the case of Kampus will be provided with dedicated management areas including:

- Concierge / front of house desk to co-ordinate services for residents, manage visitors and deliveries
- Management Suite to market the scheme as a whole, lease individual units, manage tenancies and deal with the billing of utilities and discretionary services
- Building management office to co-ordinate cleaning, maintenance, and inward / outward removals
- Staff room with kitchenette, lockers, changing area, showers, and WCs
- Dispersed cleaners' stores around the building and waste management areas

The majority of apartments at Kampus will be furnished, although there is flexibility for residents to bring their own furniture if desired. The management staff will co-ordinate access to the dedicated off-road basement loading bay for removal vehicles when residents are moving in or out, as well as arranging delivery, installation, and maintenance of furniture where this is part of the rental.

Amenity Overview

The design of Kampus includes improvements to the public realm and new street level commercial uses with public access from the surrounding streets and access to the central garden square. Shared amenity space is incorporated into its design, will be managed by the on-site team, and includes:

- Main reception in Stack (former 19060's tower) with concierge desk / reception
- Podium terrace with barbecue facilities for residents
- Central garden with outdoor seating areas for the street level commercial uses, hard and soft landscaped amenity areas
- Management suite including staff areas and private meeting rooms
- Residents' dining room with kitchen, WC, cinema room and terraces
- Fitness Studio with lockers and toilet
- Parcel room
- Secure internal parking for cars, motorcycles, and cycles, with electric vehicle charging points
- Car club based on site

- Wi-fi access in shared amenity areas

Management of the Site

On Site Management

Native will provide 24-hour on-site staffing, 365 days a year. At any one time, there will be two members of staff manning the ground floor concierge reception area. During office hours (07:00 to 19:00), staff will be on site covering a variety of duties, including but not limited to:

- Communal area maintenance and cleaning
- Apartment maintenance
- Facilities & estate management
- Leasing
- Operational & resident services

Outside of working hours (19:00 to 07:00) a team of Resident Service Associates will be responsible for:

- Operational & resident services
- Security patrols of all blocks, common areas and shared spaces

Native will install a patrol monitoring system with varying routes and patrols will be completed a minimum of 4 times per night, at no more than 3 hourly intervals. Given the footprint of Kampus, external and internal CCTV systems have been installed. Encrypted CCTV feeds back to the Concierge area within Block E (known as “Stack”) where it can be actively monitored in accordance with the UK Data Protection Act 2018 and SIA licensing and Public Space Surveillance license requirements.

The concierge team will be fully trained in front of house management, general building & estate awareness and Health and Safety to ensure the provision of a comprehensive well managed service.

Facilities Management

An in-house Facilities Management team are responsible for the day-to-day maintenance of Kampus. This team will report into an experience Facilities Manager and , as a minimum, will be comprised of: x1 Maintenance Supervisor, x2 Maintenance Technicians and x3 Cleaners.

The facilities management team will be responsible for, but not exclusively limited to:

- Undertaking minor estate repairs
- Maintenance of the apartments, communal and amenity areas
- Ensuring the development is maintained to a high standard
- Cleaning of the estate and residential common areas
- Basic landscape maintenance of the communal gardens, including but not limited to; grass cutting, tending to flowers, borders and shrubs, litter picking, sweeping of parking areas, walkways, bin, and cycle stores
- Basic maintenance of un-adopted roadways and associated lighting and surface water drainage, replacement of bulb, management of surface lighting and clear water drainage
- Movement of bins to designated collection points

- Health and safety statutory compliance of the Estate, Commercial and Residential apartments, and communal areas
- Scheduling of planned preventative maintenance for all plant equipment
- Flushing of vacant apartments whilst unoccupied

Postal Deliveries

Post boxes are situated within the secure entrance lobbies of each block. Residents are able to collect their post from their individual post boxes using the post box keys provided.

If deemed necessary, an entry fob will be provided to Royal Mail which will be restricted to allow access into the foyer areas only. Royal Mail will not be permitted to enter the Residential areas of the building.

Native will retain a schedule of the post box key numbers in the event a key is lost a replacement can be easily procured. All postal areas within the building are covered by CCTV.

Parcel Deliveries & Storage

A designated parcel area is located within the Reception of Block E, signage at the entrance of each block will give instructions directing delivery drivers to the Concierge. Residents are able to collect parcels from the Concierge point, or arrange for delivery to their apartment by the Resident Services team.

Loading & Unloading

There are 3 loading and unloading bays on the public highway which service Kampus, these are located on: Aytoun Street, Minshull Street and Chorlton Street. The use of loading and unloading bays will, wherever practicable, be managed by the on-site team.

- The onsite management team will monitor these bays to minimise congestion.
- All deliveries are to be confirmed with the management team 48 hours in advance.
- Where the bays are required for use on a reoccurring basis i.e. for waste collection or deliveries to commercial premises, these times will be restricted to prevent alternative use.

Heavy Goods Vehicles

Heavy good vehicles will not be permitted access into the Development. Such vehicles will be directed to the nearest loading bay on the public highway.

Maintenance Vehicles Parking

Maintenance vehicles will be directed to the car park within Kampus and provided with a visitor permit. Contractors are required to check in with the concierge at Kampus upon arrival to site. In order to check in with site, contractors will be directed to the loading bay on Aytoun Street on the works order.

Car Parking & cycle storage

There are 69 car parking spaces on site. Access to the car park will be gained through a battery-operated remote control. Secure cycle stores are provide across the estate in accordance with the planning consent.

A separate car parking management strategy will be submitted under separate cover.

Landscaping

A specialist landscaping contractor will be appointed to deliver landscaping maintenance in accordance with the specification provided separately by Exterior Architecture ([reference CDN/18/0485](#)).

The Facilities Manager will be responsible for ensuring the maintenance is completed to the required standard. Minor estate landscaping such as sweeping, litter picking, and minor shrub maintenance will be completed by the onsite team in order to maintain a high standard of presentation at all times.

Cleaning

As part of the onsite staffing structure within the Facilities Management team, Kampus employs 3 experienced cleaners who are responsible for maintaining cleanliness standards both internally and externally of the development. This includes the emptying of any waste containers within the public realm of Kampus.

Designated storerooms for the cleaners will enable all chemicals to be stored within secured lockable cabinets with appropriate COSHH sheets displayed. An annual risk assessment and method statement will be updated by the Facilities Manager.

Façade Cleaning

A contractor will be appointed to clean the building facades at low levels. Where high level cleaning of the façade is required, this will be completed by a specialist contractor working to a safe-access strategy as part of the window cleaning schedule.

Window Cleaning

A specialist window cleaning contractor will be appointed to abseil the building to clean all windows in accordance with the window cleaning strategy. Ground floor level window cleaning will intermittently be completed by the onsite management team where required.

Noise Management

Native is responsible for ensuring that the Kampus estate is managed for the benefit all residential and commercial occupiers, together with neighbours and visitors. As previously noted, Native will provide a 24 hour per day, 365-day on-site service. In addition, Native staff will perform regular security patrols of the buildings and the estate. The concierge will be responsible for responding to any noise complaints raised either within the communal areas of Kampus, or an individual apartment. Operational controls are as follows:

Apartments and resident amenity areas

The residential tenancy agreements stipulate that residents must “...not to do or permit to be done on the Property any act or things which may become a nuisance, damage, annoyance, or inconvenience to the Landlord, his agents or servants, the occupiers of any neighbouring land or any other occupier of the Building”.

Resident amenity areas will be covered by ongoing security patrols, have secure (programmable) access controls and their use will be restricted outside of social hours (typically 11pm to 7am) to avoid disturbing nearby residents. Native will deal with any noise complaints in a sensitive manner, but will ultimately enforce the terms of the lease if problems persist.

Commercial occupiers and the wider estate

Commercial occupiers are bound by the terms of their lease and to comply with neighbourhood rules, for example:

- Tenants must not “...do anything on the Property which is illegal or immoral or which would cause a nuisance or inconvenience or any damage or disturbance to the Landlord or any of the other occupiers of the Building or any owner or occupier of any other property adjoining or near the Property...”
- Tenants must comply with the stipulated acoustic ratings for their unit.
- Tenants must comply with any estate rules which are put in place and may be updated from time to time in accordance with the principles of good estate management.

Native will regularly patrol the estate throughout the day and will address any issues that arise as necessary.

Waste Management

Each building contains a dedicated residential waste store, sized in accordance with the relevant guidance. The tall buildings – blocks C, E and F – include waste chutes. There are no waste chutes in Minto & Turner and Minshull House: instead, residents are required to deposit their rubbish themselves in the dedicated bin store, which includes general and separate waste bins, at ground floor.

All refuse stores are either naturally or mechanically ventilated.

Residential waste will be collected by the local authority, supplemented with private collections where necessary and all managed by Native.

Refuse storage has been located, sized, and coordinated to enable efficient access by collection crews and vehicles – the stores in both listed buildings have close access to loading bays on the public highway, opening and closing of the stores will be managed by the onsite management team and any private refuse collection company managed by Native.

Telecoms, Fibre & Infrastructure

Mains distribution services for all blocks feed into a centralised comms centre within Block E. Each block contains its own dedicated comms room which distributes connectivity to each apartment via tray distribution through a riser cupboard on each floor level.

All apartments will have access to fibre optic speeds up to 1gbps. As part of the rental offer, all apartments will receive a standard 250mbps included in their tenancy. Apartments are Sky Q enabled and SKY TV packages can be purchased through the broadband provider. Routers are located within each individual apartment, inside the utility cupboard.

Fire Risk Assessments

Native will complete annual risk assessments to ensure maximum compliance.

Prior to handover Native carried out a comprehensive fire risk assessment for each building using an independent third-party surveyor. This risk assessment will be reassessed annually to ensure compliance is maintained.

The Facilities Management team will be responsible for maintaining all records of inspections which occur weekly, monthly or at any other frequency as determined by the Risk Assessor. Records will be stored locally and on an electronic database.

General Risk Assessments

Native will carry out comprehensive general risk assessments for each building and ensure these are reassessed at suitable intervals to maintain compliance. Risk assessments will cover all communal and amenity spaces, as well as the car parks and garden areas.

As part of the estate management strategy, a quarterly review of the estate specific general risk assessment will be undertaken by the in-house facilities management team.

The Facilities Management team will be responsible for maintaining all records of inspections which occur weekly, monthly or at any other frequency as determined by the Risk Assessor. Records will be stored locally and on an electronic database.

Major Incident Management

Upon completion of the fire risk assessment and the general risk assessments, Native will complete a risk register and finalise a major incident management plan for Kampus. The major incident management plan will be reviewed annually.

Vacant Apartment Management

Where an apartment is vacant, Native will follow an internally specified voids process. This process includes weekly apartment flushing to prevent bacteria build up within the water systems.

CCTV Systems

All CCTV systems are configured to form as site wide system that can be remotely monitored from within Concierge area in Block E. The CCTV system will be maintained annually and in accordance with the recommended maintenance regimen from the installers.

All staff who will be required to monitor the live CCTV feed will be SIA compliant.

Metering Arrangements

Each apartment has smart meter connectivity for electricity, cold water and heat and hot water. These smart meters are connected to a block specific Mbus system which relays the apartment consumption data back to the Building Management System within Block E, where usage for each apartment can be used to generate the required energy bill. Native have appointed an independent third-party billing provider to generate, and issues bills according to the individual apartment consumption.

Planned Preventative Maintenance

There are a number of specialist systems across the estate, examples are set out below and will be maintained by specialist contractors engaged and managed by Native:

Energy Centre

The development is serviced via a central Energy Centre that comprises of a CHP, boilers, and pumps. This energy centre supplies heating and hot water services throughout the development to each building, including the listed buildings via a secondary plant room.

Through the life of the development there will be a need for continued maintenance and servicing of the equipment within the energy centre and secondary plant rooms which will be undertaken by a specialist contractor appointed by Native.

Heat Interface Units

Each apartment is serviced through a Heat Interface Unit (HIU). These HIUs have been installed and commissioned as per the system requirements. Interim servicing will be completed by Native on an annual basis by a qualified technician.

Fire Prevention Equipment

Native are responsible for providing Fire Prevention Equipment within the shared communal areas as specified by the Fire Risk Assessment.

Life Safety Systems

The Development life safety systems, such as fire alarms, ventilation systems and sprinklers (both inside the apartments, and within common areas) will be maintained under a fixed servicing contract as per the manufacturer and installation recommendations. Native will appoint a qualified contractor to undertake this servicing programme.

Lift Maintenance

Native are responsible for ensuring the lift contracts are in place for all blocks and will ensure the maintenance is completed in line with the agreed maintenance schedule.

Lift curtains are to be provided by the developer for all lifts within the development at practical completion to prevent any damage at the point of move in.

Native will ensure lift landing barriers are available at all times to ensure safe working practices when the lifts are being serviced.

Native will ensure appropriate lift engineering insurance is in place for the lifts and the supporting M&E equipment.

