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Report: **Management Strategy**

Applicant Name: **Forshaw**

Project Name: **Cornbrook Residential**

Overview

The purpose of this report is to detail the arrangements for the ongoing management and maintenance of the mixed use development. The report will detail how various services will be operated and how amenity and accommodation quality will be maintained throughout the life of the buildings.

The effective management and operation of mixed-use developments is crucial to the long-term success of any scheme. The importance of well thought out design cannot be overstated, as all too often consideration for the management process is inadequate, this in turn leads to an unsatisfactory result for all parties.

The importance of placemaking and stewardship must not be underestimated when assessing the suitability of a development and its strategy. Residents who feel engaged and part of a community will have a far more positive experience in their homes.

This design has been reviewed, and the report prepared, based on the experience and knowledge of schemes of a similar nature in the Manchester and Salford area as well accepted industry best practice.

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1.0 Introduction

This report is prepared by Forshaw Group in support of a planning application for the development of a residential-led, mixed use development at Land at Cornbrook Road.

The site is circa 3,000m2 and is bound by Cornbrook Road and Dinton Street. The land is a currently unoccupied Brownfield site.



The adjacent land uses are predominantly residential to the north east, east and south east of the site, with industrial to the south and the Cornbrook tram station to the north west.

In summary, the proposals include the following elements for which full planning permission is sought:

- Erection of a 25-storey mixed use building incorporating 237 residential apartments (Use Class C3), 88 apart-hotel studios (Use Class C1), amenity space, and café (Use Class E(b)), together with infrastructure, landscaping, and other associated works

2.0 Staffing Levels and Concierge

2.1 Management Suite and Concierge Team

A Management Suite / Office has been designed into the scheme, located on the ground floor lobby immediately behind the residential Foyer.

The Management Suite / Office offers ample space for a fulltime Concierge team with full access all administrative 'Back of House' facilities. Access to the CCTV monitoring via the hotel comms room to the rear of the building.

The size and positioning of the Management Suite is such that constant resident and visitor engagement is achieved. In addition, a 24/7 presence offers a high security level and visual deterrent to any unauthorised persons seeking access.

The team will form an active part of the scheme and duties will include regular resident liaison, safety and building inspections, security monitoring and package handling.

2.2 Cleaning and Maintenance Operatives

The scheme will necessitate the appointment of fulltime cleaning and maintenance operatives who will be responsible for ensuring that the residential common parts and all outdoor areas remain in a clean and safe condition for residents, visitors and members of the public.

2.3 Staffing Level

The building has been designed with ample space and facilities to accommodate a site team capable of delivering a first-class service with residents benefiting from the provision of 24/7 staff. The permanent presence of a site team will provide a strong connection between the residents and the management team and help engender a sense of community.

3.0 Refuse Strategy

3.1 Refuse Strategy Overview

The scheme has been designed such that each tenant will be required to transport their refuse to the residential refuse room on the Ground Floor. Refuse from the hotel rooms will be transported to the separate hotel refuse room, also located on the ground floor.

The strategy proposed will enable residents and hotel cleaning staff to segregate and then dispose of waste within the refuse room in a reasonable and sustainable way in order to minimize environmental impact.

3.2 Refuse Management

Refuse will be empties into private collection containers within the Refuse rooms located on the Ground Floor. The residential and hotel refuse rooms will be managed by the site-based team. Containers will be monitored and transferred on the allocated days to their designated collection point.

The Refuse Rooms will be sited on an impermeable surface to aid cleaning and general good housekeeping and the site team will have responsibility for ensuring cleaning is carried out routinely.

Notices will be installed prominently in the Refuse Rooms communicating to residents and hotel cleaning staff the refuse/recycling policy and clearly promoting the proposed system. Advice on how to dispose of larger items such as mattresses/washing machines etc. in line with the requirements of Manchester City Council will also be communicated.

3.3 Refuse Collection

The site team will ensure that the residential and hotel waste containers are placed in the designated collection point on the appointed days for collection by the Local Authority. Once emptied by the Local Authority the units will be returned to their respective Refuse Rooms for re-use.

3.3.1 Additional Private Refuse Collection

Should the management team feel additional collections would be beneficial then this will be undertaken via an approved private collector that can be used to supplement Local Authority collections.

3.3.2 Refuse Collection – Commercial Units

Commercial will be responsible for ensuring that they have a separate and adequate collection arrangements in place.

3.4 Recycling

Recycling is an integral element of effective Waste Management and is increasingly important to residents of high-rise developments who have historically found inadequate provisions to be in place. It is important that at design stage this concern is addressed in any new development to allow residents to engage in a meaningful and responsible recycling regime.

At the development residents will be provided with the correct infrastructure to recycle all streams of waste in accordance with Manchester City Council guidance. The Refuse Room will allow waste to be segregated into general, mixed recycling and food waste streams.

4.0 Car Parking & Cycle Parking

4.1 Car Parking

Parking provision comprises of on-site car parking consisting of 9 regular spaces and 4 accessible spaces.

The car parks will be well lit, maintained and monitored (including CCTV coverage relayed back to the Management Suite) to deter any anti-social behaviour.

4.3 Cycle Parking

Cycling is becoming increasingly recognised for the contribution it can make as a sustainable and healthy form of transport for trips within large cities. It is particularly important that adequate provisions are made in large residential developments to make the choice to cycle a more convenient one for residents.

Cycle parking needs to be considered early in the project process, as space needed to accommodate cycles can be significant. The current scheme has provided cycle spaces for 128 cycles.

The cycle stores are within secure rooms and will be well lit, maintained and monitored (including CCTV coverage relayed back to the Management Suite) to deter any anti-social behaviour. Adequate cycle storage is crucial within residential developments to discourage bikes from being kept within apartments due to the issues associated with fire safety and cleanliness.

The process of gaining access will be communicated to all residents by the management team.

4.4 Cycle Parking Evaluation

The design and location of the Cycle parking is such that it provides a secure yet accessible provision to residents.

The installation of CCTV and proximity to the Management Suite means that Cycle areas can be actively monitored to deter theft and trespass.

5.0 Access arrangements & Security

5.1 Communal Security Management

The main residential entrances will operate via a programmable fob. The fobs will be monitored and programmable by the site management team.

In the event of lost/stolen fobs replacements can be provided and the original removed from the system ensuring that security is not compromised.

The hotel entrance lobby will be accessible to guests for self check-in. The lobby, apartments any guest accessible rooms can be accessible via numerical codes, codes are issued to guests via email or smartphone application.

5.2 Apartment Security Management

Residents will access their apartments with individual fobs keys provided at the point of purchase. The management team will not hold any apartment keys unless requested directly by the resident.

Apartments doors will have a dead lock, door viewer and automatic door closer. Doors will be opened/locked via a fob key and will not self-lock. A thumb turn will be on the inside of the door. All doors will be PAS 24:2016 compliant.

5.3 CCTV

CCTV will be in operation on the development and signage will be displayed in prominent locations. In addition, there will be discrete CCTV cameras in the public realm that will relay to both main concierge areas. A Privacy Impact Assessment will be carried out by the Managing Agent to ensure that the scheme is proportionate, and this will be supported by an annual review of the system.

CCTV recording equipment will be located in the respective Management and Concierge offices to allow for private viewing by law enforcement and other agencies.

The Concierge areas will have CCTV monitors situated behind their desks to allow for constant monitoring of the scheme.

Appropriate signage will be displayed for benefit of residents, public and visitors and to deter anti-social behaviour.

5.4 Visitor Pedestrian Access and Egress

Visitors/deliveries will gain access by contacting the apartment resident directly via the intercom system allowing residents the opportunity to screen visitors before permitting access.

Due to the design of the tower and presence of a fulltime site teams visitors will also be passively 'screened' by the Concierges as they pass through the Residents Lobbies. Concierges will thus operate as a natural line of security and deterrent to any opportunistic individuals who would seek to enter the development.

5.5 Post and parcel delivery

5.5.1 **Residential Post**: Post will be delivered directly to the monitored post boxes located within the secure line in the main lobby opposite the Concierge Desk. Royal Mail will be provided with a fob access to allow them to gain entry to post areas.

5.5.2 **Residential Parcels**: for parcels that are unable to be delivered directly to the post boxes these can be stored in the secured Parcel Room in the Management Suites for later collection by the residents.

5.6 Access and Security Evaluation

Large residential developments in city centres are particularly prone to unauthorised access from individuals, this is particularly prevalent in schemes with no on-site staff and/or many entrance points. As such a robust and cohesive approach to access and security is crucial in large residential and mixed-use developments to ensure that security is maintained, and residents feel secure in their homes.

The provision of a fully manned site team combined with the physical design (i.e. programmable fob access, CCTV, two secure lines and limited access/egress points) will give the development a naturally high level of security whilst still ensuring an inviting and friendly experience for residents and visitors.

6.0 Cleaning, Repair & Maintenance

6.1 Internal Cleaning of Common Areas

6.1.1 Corridors will be cleaned by full-time cleaners to ensure the highest standard of cleanliness. Sufficient cleaning facilities (power and water outlets) will be provided throughout the communal areas.

6.1.2 Refuse rooms will have water connection to allow them to be hosed down and cleaned regularly.

6.1.3 Landscape/amenity areas will be subject to a regular cleaning regime carried out by the contract cleaner.

6.2 External Cleaning and Maintenance

6.2.1 Window Cleaning

The external envelope of the building will be cleaned by rope access window cleaning from davit arm systems installed at roof level. The arms will be inspected and tested regularly to ensure a safe working system.

External cleaning will be carried out regularly; this will be monitored by the site team for adequacy.

Low level and internal glass will be cleaned monthly (or even weekly in high traffic areas such as resident lobby and amenity areas) from ground level directly.

An external contractor will be appointed to carry out these works and will provide safe operating procedure.

6.2.2 External glazing/facade repairs and replacements

External facade and glazing elements will be repaired using the davit arm systems located on the roof of the development or via mobile crane if the repair/replacement it too large for davit arm use. Low level units may be replaced by other forms of mechanical access from the ground level.

The main contractor will provide details on the safe replacement methodology for the external glazing and facade.

6.2.3 External Landscaping

The public realm areas surrounding the development will be required to be kept in a constant state of good repair and maintenance for both the benefit of the residents and general public.

Any works and/or repairs to the public realm shall be undertaken in a timely manner and without risk or inconvenience to the public, residents or neighbours. Access to the area and the work shall be undertaken with due regard to the needs of those using the area and surroundings. Work shall be timed to avoid causing unnecessary nuisance or disturbance to occupants, the public or neighbouring residents.

Contractor's vehicles will be temporarily parked in the basement car park during the works.

6.2.4 Planting & Landscaping

Initially it is expected that the original sub-contractor responsible for installing the soft landscaped areas will provide a maintenance regime for the ongoing maintenance of the planting and soft landscape during its early years. Regular visits will be instructed from a competent contractor to ensure the successful establishment and continued healthy growth through to maturity of the soft landscaping.

The chosen contractor will be responsible for ensuring the work is carried out in a safe manner avoiding risks to the health and safety of employees, residents and the general public. A site-specific risk assessment will be submitted prior to commencement of the work.

In addition, the site-based management team will be required to carry out a weekly visual inspection of the public realm.

6.2.5 Hard Landscaping

The site-based management team will be required to carry out a weekly visual inspection of the hard surface areas recording any maintenance and/or safety concerns. Weekly inspections will be recorded and kept on site for audit purposes.

Where issues are identified during an inspection these will be dealt with by the management company to ensure that the hard surfaces remain useable and safe. Where repair works are required the appointed contractor will be responsible for ensuring the work is carried out in a safe manner avoiding risks to the health and safety of his employees,users of the site and the general public. A site-specific risk assessment for work will be submitted to the Management Company prior to commencement of the work.

6.2.6 External Litter Picking

The estate will have a full time cleaner whose duties will include a regular external litter pick routine. The cleaning contractor will be responsible for ensuring that external areas are free from litter and debris. Where large items of rubbish are found these will be removed by an external contractor.

6.2.7 Contractors and Repair specialists

To ensure both quality of workmanship and safety of residents and visitors only suitably qualified and competent contractors will be engaged having due regard for the size and nature of the work.

7.0 Resident Management & On-going engagement

The residents will have access to several large areas of amenity space including the gym and podium terrace. These areas will provide focal social points for the building and provide an opportunity for residents to meet and engage as part of a community.

7.1 Resident Amenity Areas

7.1.1 **Gyms** – the gyms will be a managed amenity and as such staffed during hours of use. All users will be required to undergo an induction to ensure the safety of users.

The Management regime will include:

- Risk Assessment and Emergency Protocols
- Regular checks of equipment and emergency systems
- Controlled access
- CCTV monitoring
- Clearly displayed 'Gym rules'

7.2 Resident Welcome Pack

Each new apartment owner will receive a Welcome Pack document to help residents understand in 'plain English' the key elements of apartment living and what they can expect from the management team. It will also help to explain the often-confusing lines of responsibilities for repair/maintenance that exist in leasehold developments.

7.3 Regular Newsletter

It is proposed that the management team will prepare a quarterly newsletter that is distributed to all residents to keep them informed of news/events and any health, safety and maintenance bulletins.

8.0 Service Charge Strategy

8.1 Initial Service Charge

The effective management and operation of service charge finances is crucial to the long-term success of any development. The importance of a well thought-out and robust service charge proposal cannot be overstated, as all too often consideration is inadequate, this in turn leads to unsatisfactory experience for leaseholders.

Forshaw Group will provide a Service Charge Strategy to support the successful management of the building and to ensure that the expectations of leaseholders and residents are met through a realistic and robust financial model.

8.2 Lease Structure Review

In order to ensure a seamless delivery of services it is vital that the Lease is adequately drafted to meet the needs and expectations of the end-user. Forshaw Group will assist in the development of a functional and comprehensive lease to complement the desired service levels.

8.3 Service Charge Methodology and Matrix

The methodology adopted for the apportionment of service charge across mixed-use developments should be robust and demonstrably fair and reasonable to ensure that individual occupiers bear an appropriate proportion that clearly reflects the availability, benefit and use of services.

In order to provide for the payment of a service charge contribution that is fair and reasonable the below methodology will be adopted:

Step 1 - Establish Schedule of Costs and Benefit – A number of schedules will be proposed based on availability and benefit to Leaseholders (both Residential & Commercial). Leaseholders are only required to contribute to those services that they benefit from. Costs will be allocated to the appropriate schedules before being apportioned in line with Step 2.

Step 2 - Establish Fair & Reasonable Apportionment – Apportionment will be based on a method that best suits the development. This may be based on floor area as a common method of apportionment although alternative calculations can be utilised if more appropriate.

8.4 **Reserve Funds and Long-term management**

Unfortunately, it has been an all too familiar occurrence in large mixed-use and residential developments that little or no provisions are made for the long-term repair and replacement of major assets within the building. This often leads a steady decline in the quality of a building and can be the catalyst for other negative patterns to develop within a scheme.

To ensure that the scheme remains within the expectations of residents a long-term plan will be incorporated through Lease provisions and Service Charge planning in the form of a Reserve Fund. The fund will be formed on Day One to meet the anticipated future costs of maintenance and upkeep in order to avoid fluctuations, or an anticipated large, one-off increase in the amount of service charge payable each year (for example, regularly recurring items such as external roof replacement or internal redecorations).

9.0 Conclusion & Overview

We feel that the scheme proposal will be well placed to deliver a comprehensive service to future residents and visitors.

The strategy and design anticipate and account for the operational needs of the management team and will ensure that a robust service is delivered to the resident as the ultimate end user.