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Introduction

This document provides a framework strategy for the ongoing management service for the operation of Cheetham Hill Road Road, Manchester. The strategy proposed is our overarching approach to Build to Rent (BtR) and the holistic operation of the site.

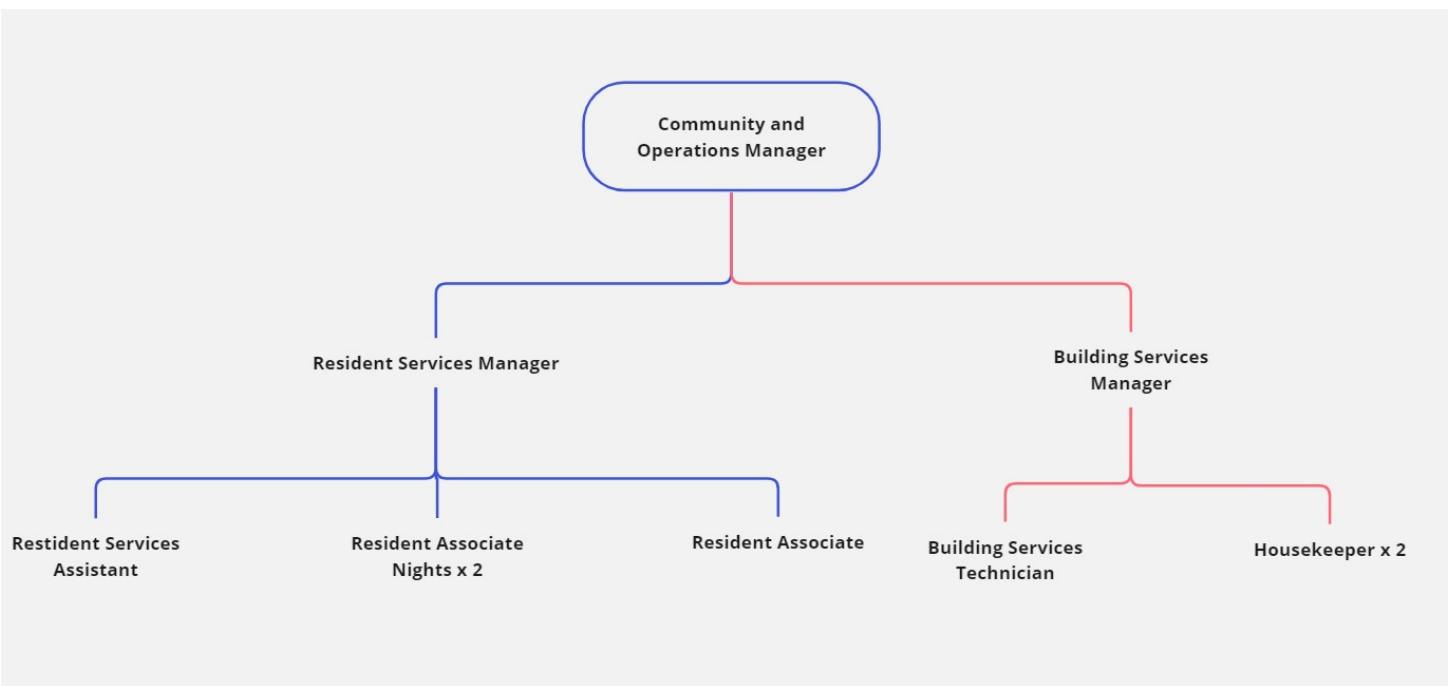
Urbanbubble is a residential managing agent based in Manchester City Centre, established in 2008 our primary function is the management of residential apartment blocks and leasehold estates. We diversified into Sales & Lettings in 2015 which led to our first build to rent scheme with L&G, The Slate Yard, which was delivered to the market in May 2017. Since then we have continued to be the sole operator of all LGIM BtR schemes with a strong pipeline forecasted in the coming years and have successfully mobilised a number of sites across the UK. Along with our work and site management with other clients, such as DTZi at Anco & Co in Manchester, this experience ensures we have the right expertise to see Cheetham Hill Road Road mobilised and managed professionally, in line with all compliance and statutory regulations and to provide residents with a high quality level of service.

Building Management

Cheetham Hill Road will have its own dedicated management team, maintenance and housekeeping services. This will ensure our residents have full access to a key contact whenever required, providing that much needed peace of mind and re-enforcement of the quality of Build to Rent developments.

Organisational Chart

The below organisational chart details the proposed management team structure at Cheetham Hill Road:-



Community and Operations Manager

The Community and Operations Manager (COM) will be the first point of contact for the client and have overall responsibility for overseeing the ongoing day to day management of resident queries, complaint handling, health & safety compliance and onsite reactive and proactive maintenance. They will also manage social media content, marketing for the site.

The COM will also report to the client on a weekly, monthly and quarterly basis.

Resident Services Manager

The Resident Services Manager (RSM) will be the first point of contact for all residents and will remain so throughout their tenancy, therefore fostering a constructive long-term relationship. They will have the responsibility for occupancy levels and tenancy administration and management of the on-site administrative (RSA) and front of house team teams to ensure consistency of service levels. They will be the focus of site wide resident communications and community updates.

Building Services Manager

The Building Services Manager (BSM) will manage and lead in the delivery of both in-house and supply partner services, such as planned, reactive and project building services. The BSM will be responsible for asset performance, statutory compliance, H&S and ESG management. They will work closely with the COM to ensure building services achieve the correct quality assurance and provide information and reporting on all activity on a community level under their control.

Resident Services Assistant

The Resident Services Assistant (RSA) will undertake all tenancy administration duties and support the RSM to ensure full occupancy, total process compliance and excellent resident satisfaction levels. The RSA in conjunction with the RSM will also be responsible for organising a suite of events generally centred on technology, sustainability, wellbeing and community. This will encourage residents to utilise the internal amenity spaces and the aim is to target and integrate local businesses into our events allowing opportunities for them to promote their services and products.

They will also promote and facilitate community driven clubs which could include running, cycling, and cooking clubs which will benefit in building a friendly and cohesive community within the development.

Resident Associate (Day and Night)

The Front of House Team are at the heart of the community and provide the reassurance of 24 hour cover for residents. They are responsible for key management, visitor/contractor signing in and out, parcel room administration and presenting a professional/ambassadorial presence on site. The night role will involve building walks, bin rotation and security for the site and overnight housekeeping duties. Both sets of Front of House teams will assist with enquiry management and move-in and out administration.

Building Services Technician

The on-site facilities team comprises of one full time Building services Technician (BST), who will be based onsite. They will be responsible for undertaking day-to-day planned maintenance, small maintenance requests by residents' in-line with an agreed 'alterations to dwelling form' and help support larger planned works with the COM. The BST will conduct weekly/monthly Health & Safety building checks assigned by the COM. The COM will be supported for building compliance, contracts and suppliers from a central facilities team and Regional Facilities Manager to ensure operational efficiency, costing and compliance.

Housekeepers

There will be 2x full-time housekeepers working on site on a shift basis to cover 7 days a week. The housekeepers will report into the BSM and will be responsible for the ongoing cleanliness of the buildings including all communal areas and pre let sparkle cleans.

Staff Training

Urbanbubble can provide a robust and effective induction plan for all new employees of the Cheetham Hill Road development. This will include spending time at current BTR schemes whilst working closely with the mobilisation team to understand the operational needs during the on-boarding process.

Staff Rota- Steady State

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Community & Operations Manager	09:00 - 17:30	09:00 - 17:30	09:00 - 17:30	09:00 - 17:30	09:00 - 17:30		
Resident Services Manager	07:00 - 15:30	07:00 - 15:30	07:00 - 15:30	11:00 - 19:00			07:00 - 15:30
Building Services Manager	09:00 - 17:30	09:00 - 17:30	09:00 - 17:30	09:00 - 17:30	09:00 - 17:30		
Resident Services Assistant		10:30 - 19:00	10:30 - 19:00	10:30 - 19:00	10:30 - 19:00	10:30 - 19:00	
Resident Associate	07:00 - 15:30	07:00 - 15:30	07:00 - 15:30			0700 - 15:30	11:00 – 19:00
Resident Associate (Nights)	19:00 - 07:00	19:00-07:00	19:00-07:00	19:00-07:00			
Resident Associate (Nights)					19:00-07:00	19:00-07:00	19:00-07:00
Building Services Technician	10:30 - 19:00	10:30 - 19:00	10:30 - 19:00	10:30 - 19:00	10:30 - 19:00		
Housekeeper		07:00 - 15:30	07:00 - 15:30	07:00 - 15:30	07:00 - 15:30	07:00 - 15:30	
Housekeeper	07:00 - 15:30	07:00 - 15:30	07:00 - 15:30	07:00 - 15:30			07:00 - 15:30

Maintenance Management

PPM

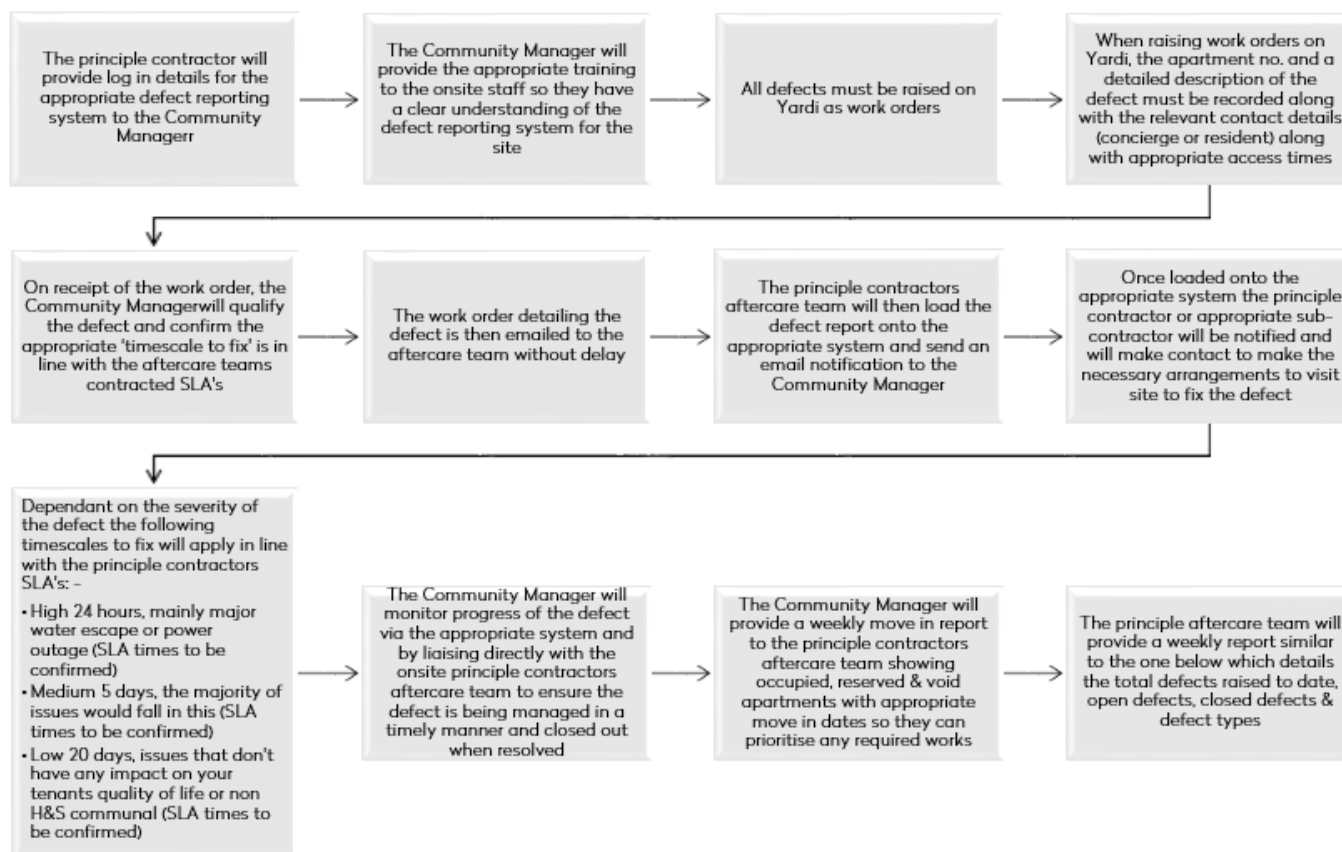
Planned Preventative Maintenance will be system managed through Yardi Voyager and work orders will be generated throughout the year. The COM and the Mobilisation Team will work closely together to manage the onsite PPM during the initial defect/stabilisation period. Following stabilisation stage, the PPM schedule will be solely managed by the COM.

Reactive Maintenance

Management of reactive maintenance will be controlled through Yardi Voyager/ Yardi Maintenance App. The BST will have access to Yardi and be able to view any issues that have been logged by the resident through Rent Café. Updates to the resident shall then be generated via email or text to inform them of how the issue will be dealt with.

Defect Management

The following organogram provides a clear and descriptive process for managing defects whilst the site is within their defect period: -



Internal Daily Checks

These checks shall be carried out by the BST and all corridors and communal spaces shall be visually inspected on a daily basis. The fire alarm and all mechanical and electrical sources shall also be visually inspected during this period, with the fire alarm testing being carried out on a weekly basis by the BST on an agreed day and time to run in line with the use of the building and create as little disturbance as possible to the residents.

Internal Flushing

Internal flushing in each void apartment during the leasing up stage of the development (first 6 months) shall be carried out by the BST. The schedule shall be created by the COM to make sure all properties are covered and tested to statutory requirements prior to letting and during void periods.

PAT Testing

Landlords are required to have all fixed appliances and all portable appliances within the apartments and communal areas to be PAT Tested every 12 month i.e. oven, fridge/freezer, dishwasher, toaster, microwave etc. This will be built into the PPM schedule and carried out during mid-term inspections, change of tenancies, or annually on a specified date by an EICR Certified competent contractor, the certificates are valid for 5 years.

Risk Assessments

Fire Risk Assessments, Water Hygiene Risk Assessments & General H&S Risk Assessments will be carried out yearly by Jacobs. The COM will ensure that all identified actions from these audits will be remedied within the allotted timescales and will also carry out their own internal risks assessments every 3 months in order to identify and rectify any additional risks on an ad-hoc basis.

Maintenance in line with OPEX

Window Cleaning, Drains & Guttering

The development windows in each apartment will be required to be cleaned externally by a contractor. Due to the height of the apartment blocks, a pole wash will be able to be used to the 8th floor, then a MEWP or abseil will be required. Drains and gutters shall also be checked on a 6 monthly basis and ad-hoc works can be carried out if required as part of the reactive maintenance budget.

Removal of Large Items

Large item collections can be arranged through Manchester City Council to include fridge freezers & sofas etc. Alternatively large items of furniture and electrical items can be donated and collected free of charge by The British Heart Foundation. Further charities within Manchester will consider items that could help the homeless population, as well as single parent families.

Carpet Cleaning

A commercial carpet cleaner will be purchased as part of the initial set up phase for the onsite housekeeping team to maintain periodic deep cleans and spot cleans of the communal area carpets. An external provision will be made for one off jobs that require additional resources.

Foyer and Tile Cleaning

This will fall under the demise of the onsite housekeeping team with the relevant machinery and cleaning materials. This will be maintained by the BST in the absence of the housekeepers.

Jet Washing

This will fall under the demise of the onsite BST with the relevant machinery and cleaning materials. An external provision will be made for one off jobs that require additional resources.

Lift Maintenance

The budget provides for a semi-comprehensive servicing package based on 3 lifts in a singular central block. Cost comparisons will be carried out with all major lift maintainers and the contract provides for a minimum of 4 service visits per annum. The maintenance contract also allows for expedited 4 hour call to fix, as well as a 1 hour response in the event of lift entrapment.

Lift Telephone

Each lift is fitted with an auto-dialler and telephone line for passenger safety and 2 way communication with the lift company in the event of an entrapment, budgeted costs are forecasted for the per annum line rental of all lines.

Fire Equipment, Alarm and System Maintenance

Costs allow for the servicing of the fire alarm panels in each building by a qualified contractor every 6 months. Additional periodic testing of the call points and sounders will be carried out by the BST and an annual fire risk assessment will be carried out by a qualified and independent assessor.

Fire, Health and Safety Risk Assessments

Urbanbubble will procure a qualified independent assessor to carry out annual fire, general H&S and water hygiene risk assessments for the site to include a cost for the provision of the Track Record H&S compliance platform for uploading and the digital storage of all statutory compliance documentation.

CCTV

The budget cost has been forecasted based on the equipment expected on site. This covers the comprehensive ongoing service, maintenance of the onsite system, monitoring out of hours & IP controlled camera equipment by an approved engineer.

Door Entry Maintenance

The budget cost has been forecasted based on the equipment expected on site. This covers the comprehensive ongoing service and maintenance of the onsite system by an approved engineer.

Water Pump & Hygiene Maintenance

A budget cost has been forecasted based on the equipment expected on site. This covers the ongoing service & maintenance of the onsite water pumps in all buildings & communal areas by a qualified engineer and water tank chlorination. In addition to this, periodic water hygiene checks will be carried out by the BST.

TV/Satellite Ariel and Communication

It is presumed that each apartment shall be provided with the facility for digital multi-feed satellite TV with multi-media outlets provided in the living room and the master bedroom. The main telephone outlet will be provided within the living area of each apartment with secondary outlets installed within the master bedroom. All homes shall be capable of supporting Sky Q.

Each apartment will also be provided with a minimum of one BT telephone outlet point in the living room and one telephone extension outlet to all bedrooms.

Car Park

Cheetham Hill Road will be a car-free development with a focus on cycle storage as an alternative.

Lights & Electrical

Budget cost has been forecasted based on statutory inspection, testing & certification of all emergency lighting by a qualified engineer every 12 months using the 3 hour drop test method. In addition to this, periodic flick testing will be carried out and recorded by the BST to highlight any required remedial works on a fix on fail approach as part of the reactive maintenance program.

Lightning Conductors

The budget cost has been forecasted based on the equipment expected on site. They are forecasted based on 1 earth rod point per building and are based on extensive experience in managing similar schemes in line with statutory requirements using current market rates for testing.

Pest Control

Costs are subject to a survey once buildings are complete. A service schedule with periodic visits relative to the requirements of the site will be implemented. Typically a visit every 6 weeks is the most effective and practical for a city centre location. Should events at the AO arena cause increased litter, monthly visits are recommended. Dependent on the final use of the commercial unit this may need to be increased.

Man Safe Certification

No man safe certification is currently specified for this development, however this will be reviewed in line with gutter cleaning and access requirements.

Grounds and External Upkeep

The residents' courtyard/private gardens and other external communal areas will be a mix of hard and soft landscaping and the forecasted budget is based on onsite staff maintaining the majority of the external areas. The immediate area outside of the property should be litter-picked and be maintained by the onsite staff. The on 17th floor will house a low-maintenance roof terrace, to be maintained by the on-site team. Should live plants be within the space, a simple soaker hose type system should be used for effective low cost maintenance.

Passive Air Vent System

Costs have been forecasted in the budget for yearly servicing of the air vent/air con system as well as replacement filters on a reactive basis due to these being able to be cleaned by tenants/site staff.

Electrical, Heating, PAT Testing Fire Detection Systems

12 monthly PAT testing of all fixed appliances in each apartment i.e. oven, fridge/freezer, dishwasher etc. to be carried out by the BST, this includes all fixed and portable appliances in the management & communal areas. This will be built into the PPM schedule and carried out during mid-term inspections, change of tenancies, or annually on a specified date.

Elec Certs valid for 10 years and will be undertaken by a competent third party contractor.

Sprinklers & Dry Risers

Provision for the annual servicing, testing & certifying of the onsite sprinkler & dry riser system by a qualified engineer working to British Standards. Installer costs also usually include a 10 year warranty on parts for as long as there is a valid service agreement in place.

Reactive (Residential)

The general maintenance of the apartments are expected to be relatively low in costs given that the buildings are newly constructed with the benefit of the initial 12 month defects period (tbc). A number of end of tenancy costs i.e. painting & cleaning are also recoverable from the tenants at the end of their tenure. The forecasted budget starts off relatively low and increases in line with the age of the building.

Reactive (Communal)

The forecast cost relates to reactive repairs required for the ongoing maintenance of the internal & external communal areas including the amenity areas, refuse areas and car park. Operational expenditure in this area will be closely managed to ensure that the property is well maintained. The in-house BST will undertake non-specialist maintenance with approved external contractors carrying out more specialist maintenance/works i.e. electrical. The reactive cost forecasted reflects that the site is a new build with an initial 12 month defects period (tbc).

Maintenance priorities can be categorised as shown below:

Priority	Category	Target Timescale	Example events
Priority 1	Emergency – Risk to life or property	Within 4 Hours	- Uncontainable water leaks - Loss of electric/ power - Boiler or hot water cylinder failure - Loss of hot water (if there are elderly people or children in the home) - Loss of water
Priority 2	Urgent	24-48 Hours (may be longer outside of standard working hours)	- Broken fixtures – i.e. panel heaters - Taps/showers in main bathroom not working - Loss of hot water (if there are no elderly people or children in the home) - Ventilation system not working - POV windows/sliding doors faulty
Priority 3	Normal	Within 5 Working Days	low water pressure
Priority 4	Any other issue	Timescales assessed/communicated on a case-by-case basis	Plaster shrinkage cracks

Yardi

For our BtR developments we have selected Yardi and Rent Café to streamline quality control processes, client reporting and analysis of performance. Yardi is the leading multifamily management system across the United States and has now established itself as the leading platform for BtR across the UK with extensive asset management and reporting capabilities.

Through Yardi's Customer Portal (Rent Café), we are able to manage the entire lease lifecycle. Residents can make rental payments, review statements and make maintenance requests (internal to their apartment or communal) which allows for easier, more intuitive fault reporting, better communication and resolution tracking all on a customer friendly, focused platform. Rent Café also allows residents instant access to third party services such as dry cleaning and housekeeping, exclusive discounts from local businesses as well as the ability to communicate with other residents within the community via a bulletin board.

Car Parking

No car parking provision has been allocated for the BtR scheme at Cheetham Hill Road.

Amenities

The amenity space for Cheetham Hill Road is split between the Ground Floor, and 17th floor. There will be a reception desk on entrance and the COM, RSM and RSA will most likely be working from the management office and the communal working space.

- Cheetham Hill Road offers a range of amenities across two floors:
The ground floor houses the main reception area, bike store, bin store and plant (not accessible to residents).
- Further facilities are available on the 17th floor. This facilities within this space are TBC, a suggestion would be that of a gym, social working space and turfed roof terrace with planters and awning covered seating.

Landscaping

Landscaping within the BtR area will be maintained by the BST and Housekeepers who shall have access to all relevant equipment/materials to ensure the gardens are at the highest standards. A litter picking and Graffiti removal provision is within the OPEX.



Planter and turf area suggestion

Leasing Up

To enable us to use every opportunity to secure reservations during the initial letting up phase, the onsite team will utilise the FOH team to assist with enquiries and viewing bookings. Viewings will be carried out by the onsite team and take the prospects through to the reservation stage. Our approach is to have 3x model apartments on site where all marketing and off plan activity will take place. The model apartments will showcase all relevant information for the customer including floor plans, external views from all levels of the building, pricing, availability, estimated running costs, details of furnishings and specification along with any other necessary information such as local transport links.

Our BtR operational platform includes a host of detailed procedures from Customer Referencing, Lettings and Property Management to ensure that the correct process is followed in order to protect our clients and customers best interests.

Customer referencing is outsourced to a third party and includes the following;

- Right to Rents checks
- 6 months historical credit checks
- Details of any historical CCJ's
- Employment References
- Previous accommodation references
- Personal reference

A UK based guarantor is required should the customer be a student or applying from overseas with no previous UK credit profile. **A limit on student lets (e.g. 20% of all apartments) can be applied if requested.** Please note – that Manchester has a strong student market, and it would be advised to allow 20% student lets, mixed throughout the BtR blocks.

We would expect long term tenancies to be offered to residents, minimum 6 months up to 3 years (5 years with a deed), with a 2 month break clause after a 4 month minimum tenure. Short term lets, subletting and the operating of student accommodation will not be permitted. These stipulations are incorporated into the tenancy agreement. Should there be an occurrence, it will be treated as a breach of lease. Any further rental increases will also be noted in the tenancy agreement so the resident has full visibility of their future financial position should they wish to renew.

Residents will have to pay bills (utility, council tax, TV licence) in addition to the monthly rent, however, high speed broadband will be included free of charge as part of their rent. A further pet rent will be applied for those that opt to reside a pet. The pet must fall within urbanbubble guidelines.

Regular Customer Satisfaction Surveys will be implemented at various stages through the tenancy to ensure exceptional service levels are being met and to highlight any areas for improvement that we can work upon.

Move-in Management

A strategy/system shall be created by the on-site team to manage move-ins. With reviewing the staff rota most move-ins will be scheduled for Tuesday - Thursday as there will be coverage by either the RSM or RSA between 7am and 7pm all day. Saying this, it will not prevent the team from booking a move in over the weekend as the COM will be covering the Saturday Shift and the RSM will be covering the Sunday shift from 10:00 till 16:00 to fit all future resident needs. Prior to any move in, quality control will be achieved through a move-in checklist to tick and sign off prior to the individuals moving in. Including: -

- Compliance (Additional documents to be collected for Move Ins)
- Pre-let Maintenance sign off: Building Maintenance Technician
- Cleaning/sparkle clean sign off: Housekeeper
- Compilation of Inventories/schedules of plight to be carried out prior to move in: Inventory Hive
- Management walk round sign off: Resident Services Manager/ Resident Services Assistant

Post & Parcel Management

In an age where online ordering is becoming the norm for most, it is essential that the provision for parcel management is adequately provided. Parcel delivery is only going to increase as technology enhances and we will endeavour to ensure we provide our residents with a seamless hassle free service given that the site is manned 24/7.

At Cheetham Hill Road post & parcels shall be managed in one of two ways, depending on the size of the parcel: For small items, which fit within a letterbox, the item will be deposited directly by the courier into the post-box located on the ground floor of each building.

For medium to large items, couriers will be able to deposit parcels within the parcel room provided by Parcel SafePlace which will be located within the amenity space on the ground floor of Building 3.

1. Parcel couriers/service providers deliver directly to the parcel room using the touch screen installed by the room door. Only property staff, residents, and carriers can access the locked room
2. Once a parcel/order is delivered, residents are notified instantly via SMS/email that they have a parcel waiting for them in the parcel room, along with a unique, one-time code to access the room and retrieve their item.
3. Residents enter their unique code at the parcel room's touch screen and pick up their item. The system captures a signature and video images showing proof of pickup. The onsite team will need to carry out regular inspections of the parcel room during the day to ensure parcels are placed in the correct locations.

As part of the move in process we will inform the residents of the parcel procedure and the option of opting in or out of the service.

Sizes for parcel rooms are provided below and are based on resident numbers:

Functionality	Parcel Rooms
Automated notifications	✓
Electronic log	✓
Returns available	✓
Works for all parcel sizes	✓
No concierge involvement	✓
Works for all couriers	✓
Data reporting	✓
Secured	✓

Room Requirements

Residents	Avg/unit/ month	Avg Parcels/ Mth	Peak Parcels / Mth	Peak Day	Avg Parcel Face M	Face Parcel Shelving required M	Levels of shelves	Shelving Floor Space M2	Access/ Walkway M2	Room Req M2
100	6	600	900	90	0.3	16.2	5	1.9	1.9	3.9
200	6	1200	1800	180	0.3	32.4	5	3.9	3.1	7.0
300	6	1800	2700	270	0.3	48.6	5	5.8	8.7	14.6
400	6	2400	3600	360	0.3	64.8	5	7.8	11.7	19.4
500	6	3000	4500	450	0.3	81	5	9.7	14.6	24.3
600	6	3600	5400	540	0.3	97.2	5	11.7	17.5	29.2
700	6	4200	6300	630	0.3	113.4	5	13.6	20.4	34.0

Given the size of the development, it is recommended that the room be a minimum of 175 square meters and be installed close to Front of House for Staff monitoring and assistance, as well as security.

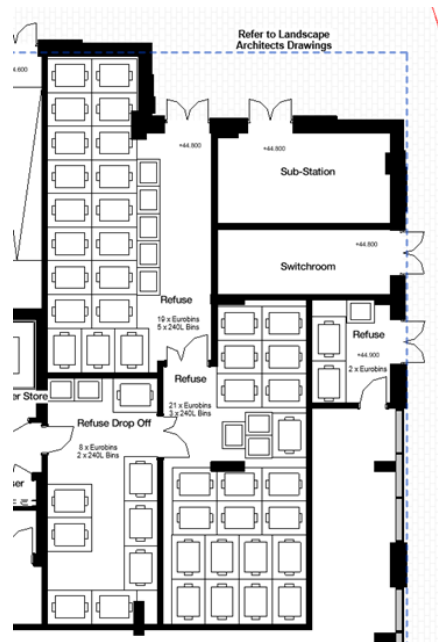
Waste Management

The waste management for Cheetham Hill Road will be carried out by Manchester City Council. The allocation of bins for general waste, food waste & recyclable is free of charge with fortnightly collections for the recyclable bins and weekly collections for general and food waste. The relevant PPE shall be provided to the BST in order to move the bins to the collection point including high visibility jacket and steel toe cap boots.

The current schedule shows the following bins for the development according to architectural plans: -

	Residential	Commercial
1,100 Litre Bins	48	2
240 Litre Food Waste Bins	10	1

Two separate refuse areas will be provided one for residents and one for the commercial unit.



If at any point during the operation of this scheme, it is deemed that the scheduled Council Collections are not sufficient, consideration will be given to additional Private Collections, providing the Council are unable to increase their frequency and number of collections.

Waste from other building tenures will be managed separately and commercial waste will likely need to be solely collected by a Private Service Provider or with paid Council Collections.

Security Strategy

The staffing proposal does allow for out of hours staffing cover from 7pm-7am. In order to ensure security for the residents we will be sourcing a key holding service alongside a guard response in the event of emergencies.

In addition to this it is imperative that when sourcing a third party contractor for CCTV that they also provide monitoring during out of hours and the ability to raise any alarms to the COM. All issues shall be escalated from the point of contact if he/she is not able to assist there and then. A decision shall be made by the individual on whether the escalation can wait until the morning or whether there is an immediate response required. All escalations shall go through the COM unless the severity determines otherwise.

The fire alarm shall be checked daily for faults and the sounders shall be checked weekly. Residents shall be made aware of the evacuation procedure when they move in and where all evacuation points are with fire assembly points identified.

Access to entrance doors of the buildings and communal areas will be restricted by fob access, and fobs will only provide to residents who are noted on the tenancy agreement. Fobs shall be managed by the onsite team and spares shall be located in the back office in a locked cabinet.

Lost fobs will be deactivated and replacements will be charged for. All staff members shall have access to a fob which will allow them free access around the building including the plant rooms in order to address faults/emergencies that may arise.

Security Strategy – Public Realm

The location of the development is situated within walking distance to Manchester City Centre, whilst being near several evening entertainment venues, AO Arena and Victoria Station. These locations are used by a variety of people making the need for a flexible security provision to be necessary. Additionally, as the site is near several other housing blocks and within easy access to Manchester City Centre, the Manchester Police liaison will be an important part of the public realm strategy and they will have some strong views on the level of CCTV coverage, equipment and security that will be required to maintain public safety.

There may be a need for a budget for third-party security has been assumed in the Operational Budget, to cover the needs of the site during regular events that are likely to lead to significantly increased footfall. This Security contract will be managed by the on-site COM/GM and will include patrols of the external areas as well as assisting in monitoring CCTV, if applicable.

Response to Incidents

Urbanbubble, with its round-the-clock on-site presence, pledges an immediate response to all incidents following its Standard Operating Procedures. These procedures cover:

- Management of building issues, primarily overseen by the facilities management team. They handle these concerns directly or engage specialist contractors through local and national agreements.
- Addressing noise originating from within the residence.
- Managing any reported anti-social behaviour from residents or their guests
- Responding promptly to any unforeseen emergencies.
- Establishing effective communication channels with neighbouring occupiers through a dedicated point of contact and provided telephone number for issue resolution.
- Including a referenced mental health procedure for handling related concerns.

Other Safety Measures

Manchester Police-Crime Impact

A detailed crime impact analysis will be created and the details incorporated into the detailed design of the development and incorporated into the overall management strategy and residential strategy where appropriate.

Engagement and ongoing relationship with Manchester Police is recommended to ensure the safety and security of the estate and to offer emergency support to the Operational Team and Security Contractors.

CCTV

Closed-Circuit Television (CCTV) will operate within the development, with visible signage strategically placed. Additionally, discreet CCTV cameras will cover public areas, relaying footage to the main concierge areas. Urbanbubble will conduct a Privacy Impact Assessment to ensure the system's appropriateness, supported by an annual review.

CCTV recording equipment will be in the Management and reception offices for private viewing by law enforcement and other authorised agencies. Reception areas will have CCTV monitors behind their desks for continuous scheme monitoring. Appropriate signage will be prominently displayed to benefit residents, the public, and visitors, serving as a deterrent against anti-social behaviours.

Fire Strategy

A detailed fire management strategy for Cheetham Hill Road will be prepared and form the basis of the site specific fire management strategy. This will take into consideration the multiple tenures and complexities of the scheme, as well as the commercial aspects and public realm inclusions.

Following the initial Fire Strategy document, an Operational Fire Strategy would be produced, which would be trained out to the management team and appointed security contractors.

Flood Strategy

A detailed flood strategy for Cheetham Hill Road will be provided as part of the planning submission and will form the basis of the site specific flood management strategy.

Appendix

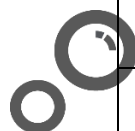
Sample Mobilisation Task Plan

Cheetham Hill Road Build to Rent on-boarding plan should follow urbanbubble's template document as per the below 10 milestones. It is the responsibility of the Mobilisation Manager to manage and ensure completion of the activities with input from key stakeholders where required. Regular reporting to the operations team and client will take place monthly throughout the on-boarding plan to ensure on schedule with construction timelines.

		I	Create Investor Marketing Strategy & Release Plan	PC - 12 Months
		m	Create Investor Marketing Strategy Content & Implement	PC - 10 Months
		n	Agree Investor Key Document Material	PC - 9 Months
		o	Create Investor Key Document Material	PC - 9 Months
		p	Completion Statement Collection - MOB MAN TO DO (LM & MM) FILE AWAY	PC + 1 Month
3	Lettings & Management	a	Produce Lettings Strategy	PC - 6 Months
		b	Review & Sign off Strategy with Client	PC - 6 Months
		c	Produce Rental Market Research for Building Location	PC - 6 Months
		d	Review Rental Market Research with Client	PC - 6 Months
		e	Confirm location and live date for lettings suite (if required)	PC - 3 Months
		f	Agree design & specification of internal fit out	PC - 3 Months
		g	Fit out suite	PC - 3 Months
		h	Connect phone / data and source office facilities	PC - 1 Month
		i	Produce wayfinding signage to suite	PC - 1 Month
		j	Lettings and Management Suite Ready Date	PC - 1 Month
		k	Property Portal account creation (Rightmove / Zoopla)	PC - 6 Months
		l	Let Alliance account Creation (if required)	PC - 6 Months
		m	TDS Account Creation (if required)	PC - 6 Months
		n	Inventory Recording System Creation (if required)	PC - 6 Months
		o	Snagging account creation (if required)	PC - 6 Months
		p	Create Reactive maintenance Account (if required)	PC - 6 Months
		q	Utilities Management Account Creation	PC - 6 Months
		r	Produce Estimated Rental Valuation (ERV)	PC - 12 Months
4	Recruitment - Lettings & Management Team	a	Agree Lettings Team Structure & Recruitment Budget	PC - 12 Months
		b	Produce Job Descriptions / Contracts / Targets	PC - 12 Months
		c	Advertise and Recruit Staff	PC - 9 Months
		d	Select / Appoint Staff	PC - 9 Months
		e	Staff Company & Building Induction	PC - 3 Months

		t	Crime News/Market Intelligence & Release Plan	10 Months
		m	Create Investor Marketing Strategy Content & Implement	PC - 10 Months
		n	Agree Investor Key Document Material	PC- 9 Months
		o	Create Investor Key Document Material	PC-9 Months
		p	Completion Statement Collection - MOB MAN TO DO (IM & MM) FILE AWAY	PC+ 1 Month
3	Lettings & Management	a	Produce Lettings Strategy	PC- 6 Months
		b	Review & Sign off Strategy with Client	PC- 6 Months
		c	Produce Rental Market Research for Building Location	PC- 6 Months
		d	Review Rental Market Research with Client	PC- 6 Months
		e	Confirm location and live date for lettings suite (If required)	PC- 3 Months
		f	Agree design & specification of internal fit out	PC- 3 Months
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		o	Snagging account creation (if required)	PC- 6 Months
		p	Create Reactive maintenance Account (if required)	PC- 6 Months
		q	Utilities Management Account Creation	PC- 6 Months
		r	Produce Estimated Rental Valuation (ERV)	PC - 12 Months
4	Recruitment - Lettings & Management Team	a	Agree lettings Team Structure & Recruitment Budget	PC - 12 Months
		b	Produce Job Descriptions/ Contracts/ Targets	PC - 12 Months
		c	Advertise and Recruit Staff	PC-9 Months
		d	Select/ Appoint Staff	PC-9 Months
		e	Staff Company & Building Induction	PC- 3 Months

5	Recruitment - Operations Team	f	Staff Training	PC- 3 Months
		a	Agree Operations Team Structure & Recruitment Budget	PC- 9 Months
		b	Produce Job Descriptions/ Contracts/ Targets	PC- 9 Months
		c	Advertise and Recruit Staff	PC- 3 Months
		d	Select/ Appoint Staff	PC- 3 Months
		e	Staff Company & Building Induction	PC-1 Months
		f	Staff Training	PC- 3 Months
		g	Agree User systems for PM and lettings team	PC-12 Months
		h	Load property information on to systems	PC - 12 Months
		i	Assess IT Infrastructure/ License Requirements	PC-12 Months



		d	Produce Marketing Strategy and Draft Budget	PC - 11 Months
		e	Agree Lettings and Management Suite Specification	PC - 6 Months
		f	Confirm marketing website requirements	PC - 5 Months
		g	Agree website specification and timescales for release	PC - 5 Months
		h	Shortlist, Interview and Appoint Website Developer	PC - 4 Months
		i	Meet Web Developer and Input into page build	PC - 4 Months
		j	Draft & Review Website Content	PC - 4 Months
		k	Agree Onward management of Website	PC - 4 Months
		l	Launch Website	PC - 2 Months
		m	Agree Specification and costs for digital Marketing Collateral	PC - 10 Months
		n	Produce Digital Marketing Collateral	PC - 8 Months
		o	Produce Social Media Strategy & Sign off	PC - 4 Months
		p	Review & Agree Social Media Budget	PC - 6 Months
		q	Interview, Shortlist and Appoint Social Media Agency (If Applicable)	PC - 9 Months
		r	Agree Social Media Release Strategy with Agency	PC - 7 Months
		s	Agree Onward management of social platforms	PC - 2 Months
		t	Review and Select Email Marketing Platform	PC - 9 Months
		u	Issue Pre-Completion Release & Register Interest Campaign Emails	PC - 6 Months
		v	Produce Enquiry Management Collateral	PC - 3 Months
		w	Issue Pre-Completion Press Release for Launch of Development	PC - 2 Months
		x	Produce staff uniform specification	PC - 6 Months
		y	Produce Staff Standards Document	PC - 6 Months
		z	Produce Staff Collateral	PC - 6 Months
		aa	Produce Viewing Collateral	PC - 3 Months
		ab	Produce Move in Collateral (Gift Box / Home user Guide / House Rules)	PC - 3 Months
9	Building Mobilisation	a	Attendance to monthly DTM's with Client Project Manager	PC - 12 Months
		b	Setup of Quarterly Mobilisation meetings with Client PM team	PC - 12 Months
		c	Receipt of Mobilisation Key Docs from Client PM team (Plans / Plot vs Postal / Fire Strategy / Waste Strategy / Access Control Strategy / Maintenance & Cleaning Strategy / elevation drawings / CGI's / Sales Brochure / Sales Specification)	PC - 12 Months

10		g	Staff Welfare Space Review	PC - 12 Months
		h	Operational Guide Creation	PC - 3 Months
		i	Operational Guide Review with Client	PC - 2 Months
		j	Service Charge Budget Creation - Quarterly Review until PC	PC - 12 Months
		k	Snagging & Defect Management Process Definition	PC - 6 Months
		l	Legal Structure Review (Lease / Title Structure Review)	PC - 12 Months
		m	Connectivity Specification Review and Feedback	PC - 12 Months
		n	Utilities Specification Review and Feedback	PC - 12 Months
		o	Furniture Specification Procurement	PC - 6 Months
		p	Blinds Specification Procurement	PC - 6 Months
	Building Readiness for Customers	a	Agree Completion and Handover Date with Client PM Team	PC - 3 Months
		b	Organise EPC for units (required for letting)	PC - 3 Months
		c	Agree Insurance for Property at partial/full occupation	PC - 1 Month
		d	Plot Numbers vs Postal Address - Royal Mail Registration	PC - 6 Months
		e	Property Wayfinding Signage	PC - 2 Months
		f	Waste Management Implementation	PC - 3 Months
		g	Planned Maintenance Contract Setup	PC - 1 Month
		h	Risk Assessment Creation	PC - 1 Month
		i	Receive Building, CDM, O&M and M&E Training and Handover	PC - 1 Month
		j	Building / Apartment M&E Training	PC + 1 Weeks
		k	Complete Snag Report - apartments	PC + 1 Weeks
		l	Complete Snag Report - communal	PC + 1 Weeks
		m	Agree rectification and plan timescales / final clean with client	PC - 2 Weeks
		n	Review and manage snag rectification	PC + 2 Weeks
		o	Apartment Furnishing Install	PC + 3 Weeks
		p	Sparkle Clean, and Final Checks (Signed Units Only)	PC + 4 Weeks
		q	Tenant Test - complete overnight stays and feedback	PC + 3 Weeks
		r	Organise Access Control & Keys	PC - 2 Weeks
		s	Customer Welcome Packs and Gifts	PC - 3 Months
		t	Customer Move Ins	PC + 1 Month

The final task to verify is the customer welcome procedure.