

Report: **Management Strategy**

Applicant Name: **Renaker Build Ltd**

Project Name: **Crown St Ph3**



Overview

The purpose of this report is to detail the arrangements for the ongoing management and maintenance of the residential buildings. The report will detail how various tenant services will be operated and how tenant 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.

Zenith Management are ARMA accredited Managing Agent specialising in large city centre residential schemes. 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 Zenith Management Ltd in support of a full planning application for the development of a residential-led, mixed use development at Crown St Ph3.

Crown St Ph3 forms part of the Great Jackson Street strategic regeneration framework.

The Site is bounded by the Silvercroft Street (North), Owen Street (East), Melbourne Street (South) and the Crown Street Phase 2 development to the west. The scheme will be intersected by Great Jackson Street.

The Site comprises four towers:

Tower	Residential Units	Height in Storeys	Residential Terrace
C7	422	Ground + 50	Level 3
C8	422	Ground + 50	Level 3
E1	451	Ground + 46	Level 3
E2	451	Ground + 46	Level 3

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

- Erection of four residential buildings (Use Class C3) accommodating residential amenity facilities and 970m² of flexible ground floor commercial units with use classes E(a) and E(b).
- Each building has separate private car and cycle parking within a three-storey basement.
- A considerable public realm and square area will be included within the scheme, consisting of Plot C = 1,828m² & Plot E = 2154m².

2.0 Staffing Levels and Concierge

2.1 Management Suite and Concierge Team

Four dedicated Management Suites have been designed into the scheme. One in each tower in the ground floor lobby immediately adjacent to the main residential entrance.

All Management Suites offers ample space for a fulltime Concierge team with full access to CCTV monitoring and all administrative 'Back of House' facilities via the concierge office.

The size and positioning of the Management Suites 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.

The management regime will co-ordinate the staff across the four towers to provide a 'pooled' resource, however the presence of individual management suites means that all towers can operate independently and utilise management resources that best suit their demands when necessary.

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

All towers have 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 and oversee the public square.

3.0 Refuse Strategy

3.1 Refuse Strategy Overview

The scheme has been designed such that every apartment will have access to a refuse chute on their apartment level. This will be in close proximity to their apartment to promote effective waste disposal and avoid lengthy movement of waste across the development, which can often hinder recycling initiatives.

The strategy proposed will enable residents to segregate and dispose of waste in a reasonable and sustainable way to minimize environmental impact.

3.2 Refuse Management

The scheme has been designed to incorporate a refuse chute to all residential levels with Tri-Separator functions. This Tri-Separator is designed specifically to provide a solution to the problem of re-cycling or separating waste generated in multi-storey buildings.

The user selects the type of waste to be deposited down the chute by pushing the respective button on the push button panel above the door, general waste being the default centre position.

The Chutes will discharge directly into Local Authority containers within the Refuse room located on the Ground Floor. This room will be managed by the site-based team. Containers will be monitored and transferred on the allocated days to their designated collection point.

All 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 all Refuse Chutes and Refuse Rooms around the development communicating to residents 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 – Residential Apartments

The site team will ensure that the residential 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 the Refuse Rooms for re-use.

3.3.1 Additional Private Refuse Collection

Given the efficiency of the chute system it is expected that the collection and capacity of refuse containers will be improved and more effective in comparison to other developments that rely on the residents to separate waste streams manually within refuse rooms. A fully managed chute and refuse room will ensure that containers are utilised to their maximum capacity before being presented for collection.

However, 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.

3.4 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 Chutes will allow waste to be segregated into general, mixed recycling and food waste streams. Pulpable waste will be taken directly to the Refuse Rooms by the residents.

3.5 Refuse Collection – Commercial Units

Each tower will have a separately designated commercial refuse store. Commercial units will be responsible for ensuring that they have a separate and adequate collection arrangements in place with a 3rd party collection service.

4.0 Car Parking & Cycle Parking

4.1 Car Parking

The development will provide a parking provision of 473 spaces for the residents as per below:

Tower	Residential Bays
C7	108
C8	102
E1	145
E2	118

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

4.2 Cycle Parking

Cycling is 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.

A 1:1 provision for cycling spaces has been proposed for the development.

The cycle stores are within secure rooms and will be well lit, maintained and monitored (including CCTV coverage relayed back to the Management Suites) 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.

5.0 Access arrangements & Security

5.1 Communal Security Management

The main residential entrances of each tower 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.

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.

Apartment 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 across 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 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 towers 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 lobbies. Royal Mail will be provided with a fob access to allow 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 Rooms 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 fully staffed towers 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 Residential corridors will be cleaned by fulltime 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 buildings will be cleaned via a BMU system installed to the roof. This 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. Residents will also be able to open some windows inwards to allow for individual cleaning on an ad-hoc basis.

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 BMU access system located on the roof of the development. 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 square and 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 or street level loading bays 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 Public Square

The development will comprise a fully public square and all management and maintenance will be retained within the Estates ownership. An inspection regime and maintenance program will be in place to ensure the ongoing upkeep of this area. The site team will ensure that regular litter picks are carried out and an appropriate hard and soft landscaping regime will be in place to ensure that the area is kept in good condition.

Anti-social behaviour will be monitored and managed by the estate security personnel.

6.2.8 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 in all four towers will have access to several large areas of amenity space including gyms, workspaces and podium terraces. These areas will provide focal social points for each 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'

7.1.2 Workspace and Podium Terrace Amenity Space – each tower has its own workspace for residents to use.

A robust management regime will be implemented covering, amongst other elements, operating hours and permitted activities. The areas will also be monitored by the respective site teams directly through regular inspections and indirectly via CCTV to ensure that it is being effectively operated and any rules/regulations for its use will be enforced by the site management team. The rules/regulations will be created to deter any anti-social behaviour and should be incorporated with the residential leases.

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 Retail Unit Management Strategy

Crown St Ph3 – Retail Units

There are 13 retail units within the Crown St Ph3 development.

Hours of Operation

The operating times for the retail units will differ but will typically be:

Monday to Saturday: 8-00am to 23-00 hours; and Sunday & Bank Holidays: 8-00am to 22-00 hours.

Queue Management

Due to the type of tenants the development is likely to attract, we do not anticipate queues outside of the premises. If, on rare occasions, a queue management system is required the following policy will be adhered to:

- Appropriate signage which displays conditions of entry. This will be clearly and legibly displayed.
- Appropriate numbers of staff on hand to steward the queue
- Rope and post will be used to control the queue and ensure it is not blocking emergency exits or blue routes.

Dispersal

The occupiers of the retail units are not presently known; however, it is anticipated that dispersal from the units shall be via steady flow of smaller groups through the evening. Where larger groups shall be existing the units in the evening, the tenants will be required to provide staffing to encourage orderly dispersal away from the area to ensure nuisance is minimised.

Smoking Policy

There will be a strict no smoking policy in all areas of the retail units. Staff will not be allowed to smoke within the locality of the building.

Music Policy

A music policy will be developed to ensure all music is played at an appropriate volume given the context and setting of the scheme.

Outside Seating Policy

It is expected each unit will have outside seating. The management company will work with the occupiers of each retail unit to submit an appropriate outside seating strategy to the Local Planning Authority. Any seating or associated outdoor equipment shall be required to be in line with a Tenant Fit-Out Guide.

Licencing

The occupiers of the retail units are not presently known; however, should any occupier require licencing for operation, then they shall be required to apply for and obtain consent from the relevant granting authority before operation within the units.

Branding and Signage

Any branding or signage shall be required to be in line with a Tenant Fit-Out Guide. The tenant would be responsible for any planning or listed building applications relating to branding and signage.

Security - Prevention of Crime and Disorder

The buildings shall comply with recommendations from GMP via the secure by design review process. The ground floor shall have a CCTV system connected back to a central IP based monitoring system which shall cover the public space around the units. All retail units shall be provided with a security detection and alarm system as part of the shell works.

Public Safety

The building managers and their security team will conduct daily safety checks of the public areas to the buildings to seek to provide that all areas are clear and safe for use. The teams will also conduct period inspections throughout the day.

All occupiers will be required to provide a health and safety plan which provides, amongst other items:

- procedures for maintenance of an accident logbook and reporting procedures for any serious accidents;
- emergency procedures for 999 calls and access;
- a commitment to the training of employees in evacuation protocols; and
- a register of appointed and qualified first aiders and the location of a suitable and well stocked first aid kit.

All occupiers will be required to maintain all areas within their occupation in a clean and tidy manner and shall be obliged to ensure that shared areas (loading, waste common facilities) are likewise left in a suitable standard following use. The extremities of the building shall be inspected by the building managers and concerns elevated to occupiers as appropriate.

9.0 Service Charge Strategy

9.1 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.

Zenith Management will provide a Service Charge Strategy to support the successful management of all towers and to ensure that the expectations of leaseholders and residents are met through a realistic and robust financial model.

9.2 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. Zenith Management will assist in the development of a functional and comprehensive lease to complement the desired service levels.

9.3 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.

9.4 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 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).

10.0 Conclusion & Overview

We feel that the scheme proposal will be well placed to deliver a comprehensive service to future residents and visitors and will further add to the regeneration in the immediate vicinity.

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.