MODA



Operational Management Strategy – The Joinery

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Moda Operational Management Strategy

Introduction

The Moda Operational Management Strategy – Build to Rent is submitted in support of a detailed planning application for The Joinery. This document sets out the key operational procedures and management processes that will govern the day-to-day operation of the development. The strategy has been informed through ongoing collaboration between Moda and City Developments Limited (CDL) and reflects a shared commitment to delivering a high-quality, professionally managed Build to Rent residential community.

Our Mission

"To deliver and operate next generation spaces for people to live, work and play"

Moda is a leading, vertically integrated investor, developer and operator of high-quality neighbourhoods. We are the UK's largest purpose-built rental company, with an objective to create next generation neighbourhoods and well-connected urban communities across the UK. Operator & PM

Our strategy is powered by technology and a commitment to best-in-class customer service, placing resident wellbeing at its core. Our pioneering approach delivers a refined design and management process that measures and enhances real-time asset performance. Moda's market-leading Homes for Life concept provides high-quality rental homes that cater to a range of demographics and price points, offering residents a place to call home at every stage of their lives. We are on a mission to deliver some of the world's happiest, healthiest and most sustainable residential communities, recognising that a professionally managed Build to Rent platform plays a vital role in meeting modern housing needs.

"Moda is a lifestyle, not a landlord"

Moda is one of the UK's fastest-growing rental brands, with a significant pipeline of Build to Rent homes located within high-quality city centre locations and mixed-use masterplans. Our approach challenges traditional rental models by offering a customer-focused experience that combines design, service and innovation to create vibrant, well-managed residential communities.

Our Approach

Moda will deliver a comprehensive and integrated operational model for The Joinery, ensuring a high-quality resident experience throughout the lifecycle of the development. The Build to Rent operating model encompasses all key aspects of residential management, including mobilisation, resident and tenancy management, finance and accounting, asset management, compliance and health and safety, marketing and brand management, and leasing and renewals.

The success of the scheme will be underpinned by the experience and professionalism of the onsite management team and their ability to deliver consistently high standards of service. The team will foster a welcoming, well-managed community, supported by proactive engagement with residents and a clear focus on building positive, long-term relationships.

The onsite team will be led by a General Manager who is responsible for the overall performance of the development and accountable for delivery against key operational and service metrics. The General Manager will be supported by Moda's central Support Hub, providing specialist expertise in

areas including finance, asset management, compliance, and marketing to ensure the building operates efficiently and in line with Moda's established standards.

Accreditation

Moda has achieved ISO 9001 accreditation, demonstrating a commitment to robust quality management systems and consistent delivery of high standards for residents and stakeholders. This accreditation underpins Moda's operational processes and supports a structured, well-governed approach to residential management.

All Moda neighbourhoods are designed and operated with wellbeing at their core. To independently measure and support this commitment, Moda partners with Fitwel, a globally recognised wellness accreditation system informed by extensive academic research. Fitwel provides a framework for promoting healthier living environments through design, management and operational practices, supporting Moda's ambition to create sustainable and wellbeing-focused residential communities.

Build to Rent

Build to Rent (BTR) is a form of purpose-built, professionally managed residential accommodation comprising self-contained homes that are retained in single ownership and managed by a dedicated operator for long-term rental. BTR schemes are designed to provide high-quality, secure and well-managed housing, with a strong emphasis on customer service, building stewardship and long-term place management.

Residents occupy fully self-contained apartments with private kitchens, bathrooms and living spaces, supported by shared resident amenities and services where provided. Buildings are managed through an on-site or centrally supported management team responsible for day-to-day operations, building maintenance, safety and resident engagement.

BTR schemes are operated with a long-term investment horizon, enabling consistent management standards, proactive maintenance and a stable residential community.

Site Location

The Joinery is located on Tariff Street in Manchester's Northern Quarter, within Manchester city centre. The two blocks that make up the site sit in a highly accessible urban location that forms part of the Northern Quarter's ongoing regeneration and enhancement as a vibrant residential and cultural district. The Northern Quarter is renowned for its distinctive character, creative businesses, independent shops, cafés, and nightlife, underpinned by its historic industrial heritage and textile roots.

The Joinery benefits from excellent transport connections, with Manchester city centre's transport network providing rapid access by tram, bus, and rail across Greater Manchester. The city centre location supports sustainable travel patterns and aligns with broader urban living trends, making it well suited to professionally managed Build to Rent.

The development contributes to the Northern Quarter's revitalisation and is well positioned to take advantage of the area's amenities, employment opportunities, and cultural offer, all of which support a high-quality residential environment for future residents.

The Joinery is a car-free development and does not provide on-site parking. Four on-street disabled bays are located on Tariff Street directly adjacent to the building. These bays are on the adopted highway, and as such cannot be allocated or reserved for individual residents of the development.

For residents requiring regular access to disabled parking, Moda will signpost suitable alternatives through the resident app, including Manchester City Council's directory of Blue Badge parking in the city centre (https://www.manchester.gov.uk/online-directories/parking-directories/disabled-parking-directories/disabled-parking/blue-badge-parking-in-the-city-centre). This information will be provided as part of the resident Welcome Guide and will be kept under review by the onsite management team to reflect any changes to local provision.

Management and Staffing Structure

The Joinery will be managed by Moda through an onsite management team, supported by Moda's central operational, compliance and health and safety functions.

The team structure proposed consists of:

Neighbourhood Manager

The Neighbourhood Manager provides overall leadership and accountability for the performance of the building, ensuring Moda's standards are consistently met. The role is responsible for effective operational delivery within agreed budgets, maintaining the quality and presentation of the building, and creating a positive and well-managed community.

Key responsibilities include building strong relationships with residents, clear and proactive communication, oversight of financial controls, and ensuring the building and surrounding areas are maintained to a high standard. The Neighbourhood Manager will lead and support the onsite team and external partners, driving performance against agreed objectives and fostering a motivated, engaged team culture.

Leasing Manager & Leasing Associate

The Leasing Manager is responsible for overseeing the successful letting of the asset and supporting the delivery of a high-quality resident experience from first enquiry through to occupation. The role acts as a key point of contact for prospective residents, managing enquiries, viewings, applications, and move-ins in line with Moda's leasing strategy and operational standards.

The Leasing Manager ensures that all letting activity is carried out in accordance with relevant legislation, planning conditions, and the approved Management Plans, including compliance with tenancy agreements, eligibility criteria, and affordability requirements where applicable. They are responsible for maintaining accurate records, managing availability, and working closely with the onsite management team to coordinate move-in and move-out processes to minimise disruption to residents and estate operations.

In addition, the Leasing Manager is supported by a leasing associate who assists with the day to day viewings and enquiry management, which supports resident experience and healthy occupancy levels. The leasing team are supported through proactive marketing, demand management, and engagement with local partners where appropriate. The roles work collaboratively with the wider Moda operational team to ensure that the leasing process aligns with the building's operational capacity, amenity provision, and community ethos, supporting the long-term sustainability and success of the development.

Maintenance Manager

The Maintenance Manager is responsible for the upkeep and long-term performance of the building, ensuring the physical environment is safe, compliant, and well maintained.

Working closely with the General Manager, the role will lead the maintenance team and oversee all reactive and planned maintenance activity.

The Maintenance Manager will ensure maintenance operations are carried out in line with Moda's policies and procedures, with a strong focus on health and safety. Preventative maintenance programs will be implemented for all key systems and equipment, with accurate records maintained at all times.

Maintenance Technician
The Maintenance Technician will support the day-to-day maintenance of the building, responding to resident requests and undertaking repairs across a range of building systems and finishes. This includes electrical, plumbing and heating systems, appliances, fixtures, and internal and external fabric.

The role requires regular interaction with residents, with a focus on resolving issues efficiently and to a high standard. Customer satisfaction and clear communication will be central to the approach to both reactive and planned maintenance tasks.

Resident Ambassadors (Day and Night)
Resident Ambassadors will provide a visible and consistent onsite presence both during the day and overnight, ensuring the building is well managed at all times. The role combines customer service, community support, and security oversight, delivering Moda's hospitality-led approach around the clock.

Resident Ambassadors will be trained to the same standard as customer experience roles and will undertake regular foot patrols, monitor communal areas, and maintain accurate records of activity. They will support resident enquiries, monitor behaviour, and provide reassurance and assistance, contributing to a safe, welcoming, and well-run community on a 24/7 basis.

Hours of Operation

The Joinery will operate on a 24-hour basis. An onsite management and security presence will be maintained at all times in accordance with Moda's operating model, with coverage provided through the onsite roles outlined above to ensure the safety, security, and effective management of the building.

Staff Onboarding and Training

All onsite associates will complete Moda's onboarding program, which introduces the company's values and sets out how these are embedded into daily activities and the delivery of the resident experience. The program focuses on Moda's core service principles, including communication, service, safety, and product quality.

Moda will be responsible for the employment or engagement of all associates, workers, and contractors required to deliver the operational services at the building. Moda will ensure that all appointed individuals are appropriately qualified, trained, and competent to carry out their roles in accordance with the management agreement and Moda's operational standards.

Day-to-Day Management Arrangements

An onsite management presence will be maintained in accordance with Moda's established operating model to ensure the effective day-to-day operation of the building. The management team will provide a consistent point of contact for residents and will play an active role in maintaining standards across the development.

Staff responsibilities will include responding to resident enquiries and resolving issues in a timely and professional manner, as well as monitoring communal areas to ensure appropriate use and behaviour. The management team will also oversee access control and security systems, ensuring these operate effectively at all times.

In addition, onsite staff will coordinate maintenance and repair works, liaising with approved contractors to ensure issues are addressed promptly and safely. Clear escalation procedures will be in place for incidents or emergencies, with defined protocols to ensure an appropriate and proportionate response at all times.

Access and Security

Access to the development will be controlled through secure access systems, including fob or digital entry for residents and managed access arrangements for visitors. The development comprises two blocks, and the access control and security systems will be designed to operate in a coordinated and integrated manner, ensuring consistent management, appropriate segregation where required, and clear oversight across both buildings.

A range of security measures will be in place to support the safe operation of the development. CCTV will be provided within communal areas of both blocks and operated in full compliance with GDPR and data protection requirements. All entry points will be secured and monitored to prevent unauthorised access.

Onsite management staff will provide active oversight of arrivals, departures and visitor behaviour across both blocks as part of the day-to-day operation of the development. Any security concerns will be addressed promptly in accordance with Moda's management procedures, with escalation where necessary to ensure resident safety and building security.

The detailed security strategy covers the following:

- Communication- our policies and procedures freely available and regularly updated
- Design - all accommodation is designed with security in mind and the relevant consultation
- Entry & Exit- digital door access control systems and intercom systems will be specified in the design
- CCTV- all accommodation will host CCTV, with the relevant recording and accessibility.
- Data Protection Act 2018 - the seven principles of the Data Protection Act 1998 will be adhered to
- Access to Information- as per the Freedom of Information Act 2000 & Data Protection Act 1998
- Major Incident Management- detailed MIM plan will be created for the development

Physical Access Between Spaces

Physical access throughout the development will be managed to provide a safe, secure and efficient environment for residents, staff and authorised visitors, while maintaining

appropriate separation between residential, operational and any ancillary uses within the building.

Access to the residential blocks will be controlled via secure entry points using electronic access control systems. Residents will be issued with secure credentials that provide access to approved areas only, including their apartments, shared amenity spaces and residential circulation areas. Visitor access will be managed by the onsite team in line with Moda's operating procedures.

Residential amenity spaces will be directly accessible from the residential circulation cores and arranged to encourage ease of movement while avoiding conflict with back-of-house, servicing or plant areas. Staff-only areas, plant rooms and operational spaces will remain restricted to authorised personnel at all times.

Where different functions exist within the building, access routes will be clearly defined to ensure safe and intuitive movement for residents and visitors. Clear signage and wayfinding will support navigation throughout the building and help minimise unnecessary cross-movement between spaces.

All access arrangements will be designed and managed in accordance with relevant accessibility standards, ensuring inclusive access for residents and visitors with additional mobility or sensory requirements. Access systems and circulation routes will be monitored and reviewed regularly as part of Moda's ongoing building management to ensure continued compliance, safety and operational effectiveness.

Communal Areas

A high-quality amenity rich offer is central to our brief that will enable us to create and sustain a cohesive community alongside an innovative approach to healthy, socially connected residents. A resident does not simply rent a new home within a Moda building; the experience extends to the whole of the built environment and is enriched by access to multiple amenities as part of an integrated lifestyle choice. Key to this concept is the 24-hour concierge and onsite management teams who provide an efficient and conscientious range of support services. The scheme will include the following amenity provision:

- Co-working spaces
- Private dining room
- Residential lounges
- Gym
- Secure cycle parking
- 24-hour concierge
- Roof terraces and podium gardens
- External amenity spaces

The amenity spaces will be accessible to the residents at no additional cost. These breath-taking spaces will be well maintained and managed by the onsite team. These areas will be designed to host regular resident events, that will be planned and delivered by Moda or through local vendor or supplier partnerships. Examples of these events include tasting menus, live entertainment, florists and local businesses focused on wellness.

Communal Area Management

Communal areas will be actively managed to ensure they remain safe, welcoming and available for shared use by all residents. These spaces will be operated in a manner that supports resident wellbeing, encourages respectful use and protects the amenity of both residents and neighbouring occupiers.

Management measures will include regular inspections by onsite staff to monitor condition, cleanliness and appropriate use, alongside a planned cleaning regime to maintain high standards of presentation and hygiene.

Clear house rules will be in place governing behaviour, noise levels, hours of use and the appropriate use of communal facilities. These rules will be communicated to residents as part of their induction and form part of the occupancy agreement.

Onsite management staff will actively monitor communal areas and will intervene where misuse, excessive noise or overcrowding occurs. Where necessary, issues will be escalated in line with Moda's management procedures to ensure continued safe and appropriate use of shared spaces.

Hours of Use – Internal Communal Amenity Spaces

To protect residential amenities within the development and at neighbouring noise-sensitive premises, the following hours of use will apply to the internal resident amenity areas at Level 10 (Private Dining, Multi-purpose room, Lounge and associated amenity spaces):

- General resident use: 07:00 to 23:00 daily.
- Amplified music replay in shared amenity spaces: 09:00 to 22:00 daily, with low-level background music only between 22:00 and 23:00.
- Private Dining bookings and resident events: last admission 22:00, all guests vacated and music switched off by 23:00.
- Quiet use of the lounge (no amplified music, low conversation) may continue beyond 23:00 at the discretion of the onsite management team, subject to no complaints from neighbouring apartments.

Hours of use will be reinforced through signage at the entrance to each amenity space, included in the resident Welcome Guide, and enforced by the onsite Resident Ambassador team as part of their routine patrols.

Music Noise Control in Communal Amenity Spaces

The Fisher Acoustics Environmental Noise Study (PR0680-REP01B-MPF, November 2022) sets internal noise limits within apartments due to music replay in the amenity areas and ground floor commercial units (Table 8 of that report). The recommended maximum sound pressure levels within an apartment living room or bedroom are 40, 30, 23, 20, 17, 15 and 12 dB at the 63Hz, 125Hz, 250Hz, 500Hz, 1kHz, 2kHz and 4kHz octave band centre frequencies respectively. These limits will be achieved through a combination of acoustic design measures and operational management controls, as set out below.

With regards specifically to the residents' gym on the 10th floor, music will be limited to user's personal audio only (e.g. headphones). On occasions where audible music is used for group classes etc, the maximum noise level permitted will be 20dB. Furthermore such events will be scheduled to start no earlier than 7am and end no later than 9pm.

Acoustic design measures

The party floor between the Level 10 amenity spaces and the apartments below will be designed to achieve the airborne and impact sound insulation performance required to meet the Table 8 internal noise limits, with the detailed sound insulation specification (including any required acoustic floating floor, resilient ceiling treatment or flanking detail) to be confirmed by the project acoustic consultant during detailed design and submitted for approval prior to fit-out. The same approach applies to the floor separating the ground floor commercial units from the apartments above.

Gym Operations and Acoustic Management

The resident gym at Level 10 sits directly above residential apartments and therefore presents a potential source of airborne and, more critically, impact and structure-borne noise transfer. This section sets out the operational and design measures that will be applied to ensure that gym activity does not give rise to noise disamenity for residents below or adjacent.

Hours of Use

The gym / fitness studio will be available to residents between 07:00 and 22:00 daily. Access to the gym / fitness studio outside of these hours will be restricted via the building's electronic access control system.

Equipment Zoning

The gym layout will be zoned to separate equipment by impact and noise profile, with the highest-impact equipment located in positions that are acoustically optimal in relation to the apartments below. The zoning will include the following categories:

- **Resistance / fixed equipment zone:** These items produce only low-level impact noise and will be located accordingly.
- **Functional / stretching zone:** mats, foam rollers, yoga and mobility space. Low acoustic impact.

The final equipment schedule and gym layout has been reviewed by the project acoustic consultant to confirm that the proposed positions of any equipment aligns with the acoustic mitigation strategy and the structural slab characteristics. The gym equipment will not include any free-weights, due to risk of impact transmission. There will be a Smith Machines with a maximum plate weight of 25kg.

Acoustic Floor Build-Up

Fisher Acoustics have completed further testing during the detailed design process (Fisher Acoustics Gym Impact Measurements, copy attached) and have proposed a range of floor build ups that will satisfy the requirements and one of these will be selected to control potential impact noise from the proposed gym.

To suitably mitigate noise impact from use of the gym and gym equipment. The proposed flooring specification will be used throughout the gym, providing enhanced sound insulation throughout the gym floor. Furthermore, various restrictions will be in place to further reduce noise disruption such as:

- Hours of operation of the gym (as stated above)

- Additional vibration-isolating mats under relevant equipment
- Limiting the weight of any free-weights section to minimise impact noise.

Operational Controls

Operational measures to support the acoustic strategy will include:

- Signage at the entrance to the gym and within the free weights area setting out the rules on weight handling, the prohibition on dropping weights from height, and the restricted hours for any free weights use.
- Music replay within the gym will be via a fixed building system only, with a sound limiter pre-set and locked at a level consistent with the Table 8 limits. Personal speakers are prohibited.
- The gym will be CCTV monitored during operating hours, with the Resident Ambassador team able to intervene where rules are not being observed.
- Noise complaints relating to gym activity will be logged, investigated within 24 hours and, where substantiated, addressed through additional operational restrictions, signage, equipment relocation or supplementary acoustic treatment, in consultation with the project acoustic consultant where required.
- Validation testing will be undertaken by the project acoustic consultant following installation of the gym fit-out and once apartments below are occupied, to confirm that the Table 8 internal noise limits are achieved during representative gym use (including free weights and cardio activity). The validation report will be submitted to the Local Planning Authority and retained by the onsite management team.

Operational management controls

Operational measures to support compliance with the Table 8 internal noise limits will include:

- Any music replay system installed in the Private Dining, Multi-purpose room or Lounge areas will incorporate a sound limiter pre-set and locked at a level demonstrated by the project acoustic consultant to achieve the Table 8 limits within the apartments below. The limiter settings will be sealed and will not be adjustable by residents or event organisers.
- Personal audio equipment, portable speakers and bring-your-own sound systems will be prohibited in the communal amenity spaces. This will be set out in the house rules and tenancy agreement.
- Resident-organised events and private bookings in the Private Dining room will be subject to advance approval by the onsite management team, with terms that include compliance with the agreed hours of use, music volume limits, and a requirement that all guests vacate the space by 23:00.
- Doors and windows to the amenity spaces will be kept closed during music replay to minimise noise break-out to external residential receptors.
- The Resident Ambassador team will undertake routine patrols of the amenity floor during evening operating hours and will have the authority to require music to be turned down or off, to close events early, and to escalate persistent issues via Moda's resident management procedures.
- A noise complaint log will be maintained by the onsite team. Any complaint relating to noise from the amenity spaces will be investigated within 24 hours, with corrective action taken and recorded.

Following first occupation of the apartments adjacent to and below the amenity floor, validation testing of the music replay system will be undertaken by the project acoustic consultant to confirm

that the Table 8 internal noise limits are achieved in practice. The sound limiter settings will be adjusted and re-sealed if required. A copy of the validation report will be retained by the onsite management team.

Accessibility Management

The building will be operated in accordance with inclusive access principles. This includes:

- Step-free access to key areas
- Lift access to all residential and amenity floors
- Staff training to support residents and visitors with additional needs
- Alignment with the approved Inclusive Access Management Plan

Leasing and Lettings Strategy

A timely and well-coordinated lease-up strategy will be central to the successful delivery of the scheme. Pre-leasing activity will typically commence during the mobilisation phase and is expected to begin up to three months prior to practical completion, subject to construction progress. This approach enables early demand to be captured through pre-lets and supports a strong and well-managed launch of the community.

Marketing activity will be locally focused and informed by market conditions, ensuring that messaging, pricing and unit mix are aligned with local demand. Access arrangements for show apartments, alongside the provision of temporary connectivity and welfare facilities, will be agreed with the contractor during the construction phase to support early leasing activity.

Resident retention and lease renewals will play a key role in meeting long-term business objectives and will be driven by the quality of the resident experience. This will be supported through responsive onsite management, clear communication and the development of positive resident relationships throughout the tenancy lifecycle.

The building will operate under a single, consistent management structure to ensure clarity of responsibility and a high standard of operational delivery. Tenancies will be offered in accordance with the agreed letting strategy, with minimum tenancy terms aligned to prevailing Build to Rent market practice.

Tenancy Agreements and Resident Conduct

All residential lettings will be granted on periodic tenancies, in line with prevailing housing legislation at the time of occupation. A single, standard form tenancy agreement will be used across the portfolio. This agreement will be non-negotiable in form, reviewed periodically and updated as required to ensure full compliance with current and emerging housing legislation. The agreement will be written in clear, plain English to ensure transparency and ease of understanding for residents.

Rent increases will be limited to no more than once in any 12-month period, in accordance with statutory requirements, and implemented using the prescribed legal mechanism. Residents will be provided with the required notice period, and any increase will be fair, proportionate and reflective of market conditions. The rent review process will be clear and transparent for residents and straightforward for colleagues to administer.

Where applicable, a Selective Licensing application will be submitted to the relevant Local Authority prior to first occupation of the co-living accommodation. The development will be operated in full

compliance with the requirements of the Selective Licensing regime, including ongoing management, reporting and renewal obligations.

There will be no fees for referencing, renewals, inventory checks or administration. The deposit will be capped in accordance with statutory requirements and will not exceed four weeks' rent. In some circumstances, this may be reduced or flexible payment arrangements may be offered.

Residents will be permitted to personalise the decoration of their homes. Pictures may be hung and walls painted, subject to reasonable conditions set out in the tenancy agreement. Where a resident remains in occupation for three years or longer, there will be no requirement or charge to reinstate original decorative finishes.

Residents will be required to provide reasonable access to their homes, with appropriate notice, for the purposes of inspections, maintenance and compliance checks, in accordance with statutory requirements.

Moving In and Out Procedures

Every resident must complete an application for accommodation that will result in a licence agreement being signed by all parties. Move ins will commence after 12pm on the day of their license agreement on the condition that the relevant paperwork, monies and legislative checks have been completed. All members will be required to check out of their rooms by 10am on the last day of their licence agreement. A checkout inventory will be completed upon vacating the development that will identify any dilapidation and cleaning recharges. This will not include general wear and tear whilst residing at the development and any recharges will always be fair and reasonable.

Welcome Guide & Building Tour

All residents will be provided with a welcome guide as part of their move in pack and will be offered a building tour. Both the guide and tour will cover the following:

- Waste Disposal
- Move in / move out arrangements
- Use of cycle and local parking facilities
- Policy and responsibility for visitors
- Use of communal areas
- No smoking policy
- Anti-social behavior Policy

Apartment Inspection Process

Conducting a property inspection can reduce possible additional expenses for the customer, as well as ensure we safely maintain the asset on behalf of the client. These routine inspections typically commence after the first three months of the licence agreement and two weeks prior to the licence agreement terminating or renewal discussions. We request that all apartments are inspected regularly but not more often than every 6 months.

Resident Bills

Residents are responsible for their own bills including council tax and utilities. The rent does include broadband however, although the resident must set up their own broadband account with the chosen provider in order to access the broadband or upgrade their package.

Cleaning

Each apartment is given a Sparkle Clean before the first tenancy and in between each tenancy. It is the resident's responsibility to keep the apartment clean for the duration of their tenancy and to clean the apartment at the end of their tenancy.

The onsite team includes fulltime housekeeping staff who regularly clean the corridors, staff office, amenity space and outdoor areas.

Fire, Health and Safety

Moda are extremely vigilant in our approach towards fire safety and health & safety and opt to utilise the services of external specialist consultancy companies to undertake the relevant risk assessments that cover key areas such as:

- Fire Risk Assessment
- Health and Safety Risk Assessments including COSHH, PAT testing and Gas Safety certification
- Legionella (water) Risk Assessment

The initial assessments will be undertaken at the end of the construction phase and will enable all required safety measures to be put in place prior to occupation. It is common to complete a follow up assessment once the development has reached 30% occupancy to ensure that the design of the building, translates to how the building is being utilised by its customers. Thereafter an assessment will be completed annually with the relevant actions closed as quickly as possible. The system will detail all site risk assessments, safety compliance issues, site specific task management, and will ensure that site maintains accurate safety data and are compliant with legislation.

The development will have a Responsible Person to manage fire safety for the building. Our customers will be advised on how to use responsibility and safely utilise their own dwelling and communal locations. The Responsible Person will ensure that all risk assessments are up to date and all actions closed within the allocated time, inform staff about any identified risks, incorporate and maintain appropriate fire safety measures, plan for emergencies and organise the relevant fire safety training.

The fire safety strategy takes into consideration that the building is mixed use and is partly residential. Therefore, the building has been designed wherever practicable such that the residential and non-residential uses are separated and independent from each other in terms of fire safety. Where this can be achieved, BS 9991 and BS 9999 will be applied independently to the parts of the building within their respective scopes. Where this is not practicable, then BS 9999 will be used for any part(s) of the building shared between the residential and non-residential uses.

The standard approach to residential developments in the UK is the "stay put" evacuation regime. This means that only the flat of fire origin is expected to evacuate in the event of a fire and other flats will not be automatically notified. Furthermore, the activation of a detector in the common areas or ancillary spaces are not intended to cause a general building evacuation. Although the evacuation is a "stay put" regime, the fire strategy has been developed to enable other occupants of the building to:

a) be safe to stay within their apartments in the event of a fire elsewhere in the building, for a reasonable period, allowing the fire service to effectively undertake their operations; and
b) to be safe to evacuate if they chose to do so or if they are instructed to do so by the Fire Service.

Simultaneous evacuation of the building is unlikely to be necessary. Further evacuation of apartments will not take place automatically but will be reliant upon the Fire Service, building management, or the independent action of individual occupant.

The non-residential areas will operate a simultaneous evacuation strategy, whereby all occupants will evacuate simultaneously upon fire detection within the building.

Terrace and External Space Management

The external amenity spaces at The Joinery will be proactively managed to ensure they are used responsibly and do not give rise to disturbance to neighbouring occupiers or the wider area. Use of these spaces will be governed by Moda's building house rules, which set clear expectations around respectful behaviour and considerate shared use.

To protect residential amenity at the apartments within the development and at the surrounding noise-sensitive premises (including The Astley, The Wentwood, Vita Port Street, Avro and Jacksons Warehouse, as identified in the Fisher Acoustics Environmental Noise Study PR0680-REP01B-MPF), the following hours of use will apply to the external amenity spaces, including the Level 10 set-back amenity terrace, podium gardens and roof terraces:

- General resident access: 08:00 to 22:00 daily.
- Group use and gatherings: 10:00 to 21:00 daily.
- Amplified music replay externally: prohibited at all times. Only ambient, non-amplified background sound (where provided as part of the building services) is permitted, between 10:00 and 21:00 only.
- Personal audio equipment, portable speakers and bring-your-own sound systems will be prohibited on all external amenity spaces at all times.
- External amenity spaces will be closed and physically locked between 22:00 and 08:00 daily. Access will be controlled via the building's electronic access control system and will be disabled outside of permitted hours.

These requirements will be clearly communicated to residents through signage at the access points to each external amenity space, the resident Welcome Guide, the tenancy agreement and the building house rules.

Onsite management will monitor the use of external amenity areas as part of the day-to-day operation of the building. Any instances of inappropriate behaviour or breaches of house rules will be addressed promptly in line with Moda's resident management procedures, with escalation where necessary to ensure ongoing compliance and prevent repeat issues.

The Resident Ambassador team will undertake patrols of the external amenity spaces during operating hours, with particular attention to the evening period (19:00 to 22:00) when noise break-out to neighbouring premises is most likely to be perceptible against the background noise climate. Ambassadors will have the authority to ask residents and their guests to lower noise, to disperse groups where necessary, and to clear the space at the closing time.

Maintenance Responsibilities

Moda will be responsible for maintenance of:

- Internal areas

- Amenity spaces
- Back-of-house areas

Maintenance and Repairs Process

Moda recognises that customers should feel their maintenance request has been recorded accurately. During the service request process, we seek to communicate empathy and efficiency particularly if the situation is difficult or unpleasant. To achieve this, we request that a service repair is added to the property management system immediately and is filled out with as much detail as possible to describe the request, the exact location of the problem, and any other necessary or descriptive information. The resident's name, phone number, date and time should be confirmed for contact purposes (even if already populated within the system). An extract of management procedure for maintenance repairs is outlined below:

Maintenance Repair Process

- When a resident communicates a maintenance need, this will be via a digital platform or My Moda App which is designed to capture all key information at source
- Occasionally a resident may request a repair face to face or over the telephone, in which case, the below process is completed:
    - Let the resident explain the situation fully. Ask any questions to assist in creating detailed notes. Remember that a member of the service team will be reading your notes, you may or may not be available to explain the situation. Therefore, your notes will need to suffice.
- Upon receipt of a service request, associates must ascertain the possibility of an immediate solution by utilising common sense and asking basic questions.
- The repair request is correctly allocated as per the priority level having listened carefully to the concern and issue i.e. Urgent, Priority Issue or Non-Priority.
- The request is accurately input into the maintenance workflow system and provided to the Maintenance Manager for allocation.
- The Maintenance Team accesses their workload via the Maintenance Mobile App, enters the apartment (as outlined previously) and efficiently repairs the matter.
- The job is closed on the Mobile App with relevant photographs of the works and feedback is provided to the Customer Experience Team
- The site team communicates with the resident the same day and provides a Resident Maintenance Survey email. If repair works are allocated to a 3rd party contractor, the above process is adhered, and the Maintenance Team attends the apartment to sign off and approve completed works. If works exceed the expenditure mandate set by the General Manager, a minimum of two quotes are obtained and submitted with a recommendation to the Asset Manager.

Planned Maintenance

A programme of planned maintenance for all parts of the building will be assessed as part of the annual budgeting process.

Inspections together with resident feedback will inform the programme of planned works.

Cleaning

All Moda managed properties are cleaned to an agreed group wide cleaning specification. Communal areas are cleaned daily, with certain tasks carried out weekly and monthly as required. Although cleaning within each apartment is a customer responsibility there is an inspection completed by the onsite team to ensure that acceptable standards are being maintained. Customers

may opt to utilise Moda's additional apartment cleaning service that can be booked via the My Moda App for an additional fee. This includes fresh linen and towels as an additional benefit, which will be outsourced to a chosen partner within the local area.

Post and Deliveries

Post will be available to collect via the dedicated post boxes for all residents living at The Joinery. The block will benefit from their own parcel locker solution that will enable delivery drivers to quickly and securely drop off packages for customers in the dedicated digital locker system- which will notify the residents of the delivery and request that the parcel is collected promptly. This will reduce the amount of missed or repeat deliveries. The onsite team will be available to take any oversized deliveries and safely store these as per the parcel collection protocol. This strategy is designed to reduce the number of visits to site and reduce the time it takes to drop off a parcel and therefore reduce traffic congestion outside the development. The affordable block will be expected to manage their own parcel delivery and storage strategy.

Waste Management

Waste and recycling generated by the building will be managed in a controlled and efficient manner to ensure cleanliness, operational efficiency, and minimal impact on the surrounding area. Dedicated waste and recycling storage areas will be provided at ground floor level, designed to accommodate the anticipated volume of waste and allow for safe and convenient collection.

Collections will be undertaken in accordance with agreed schedules with the local authority or approved third-party waste contractors, ensuring regular removal and compliance with relevant regulations. Collection arrangements will be kept under review and adjusted where necessary to respond to operational demand.

Onsite management staff will monitor waste and recycling areas as part of routine building management. This will include ensuring correct use of waste streams, preventing overflow or cross-contamination, and addressing any issues promptly through resident communications and operational controls.

Review and Monitoring

This Operational Management Plan will be implemented in full prior to first occupation of the development and will form part of the ongoing day-to-day management of the building. All staff will be familiar with the requirements of the plan and its application in practice.

The plan will be reviewed periodically to ensure it remains effective, up to date, and reflective of how the building is operated. Reviews will take account of operational experience, resident feedback, and any relevant changes in policy or guidance.

The plan will be updated where there is any material change to the operation of the building. Any amendments required by, or agreed with, the Local Planning Authority will be submitted for approval in accordance with the relevant planning condition requirements.