

Management Strategy

Brunswick Place

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Brief

- Working in partnership with our client, Maryland Securities Ltd, JLL outline our management strategy in relation to the proposed scheme at Brunswick Mill, Bradford Road. Our brief has been to create a comprehensive management regime to be implemented at this mixed-use development.
- The Site is bound by Bradford Road, Beswick St & the Ashton Canal. The adjacent land uses are predominantly residential to the north and west with the remainder of the adjacent area characterised by light industrial units and car parking.
- In summary, the proposals include the following element for which full planning permission is sought:
 - Erection of 2 residential blocks of 7 and 4 storeys alongside the conversion of the listed Brunswick Mill
 - The new build and conversion element have separate private car and cycle parking.
 - Landscaping and public realm Works



- This report provides a review of how key resident services are to be operated and how the residential and commercial elements of the development will be effectively integrated.

The Management Budget

- It is anticipated that long leasehold interests will be granted to each individual apartment and certain tenants, who have purchased the property as an investment, will sub-let to residents under the terms of Assured Shorthold Tenancies. It is crucial for an effective, cohesive, and sustainable management structure to be implemented and applied to protect the interests of the stakeholders in perpetuity.
- A robust management regime will be established for the maintenance and administration of the community which is being created at Brunswick Mill. The responsibility for the long term stewardship of all shared and public areas of the scheme not otherwise demised or allocated to individual tenants, will be granted to this regime.
- The annual service charge budget will be made available on the web portal for tenants/residents to encourage engagement and allow them to provide comments and observations on the communal service delivery.

The Management Service

- It is intended that the management service will be delivered by JLL and will include a comprehensive management and administration service incorporating:
 - Assessment and formulation of the management regime.
 - Calculation of the service charge budgets on an annual basis.
 - Apportionment, collection, and administration of the service charge accounts.
 - Collection of annual ground rents on behalf of the superior Landlord.
 - Direct recruitment, training, and employment of site-based operatives.
 - Appointment and monitoring of service sub-contractors as appropriate.
 - Liaison with client, management company and occupier to affect an efficient and transparent management service.
 - Liaison with client and client's solicitors to apply the structure of the management regime and enforce satisfaction of the management elements incorporated in the occupational leases.
- This will facilitate the ongoing cohesion of this mixed-use development with the amenity protected within an affordable, open, and transparent estate management regime.

Estate Management Provision

Core Services Provided by Site Management Staff

- The Site management team will deliver the majority of “soft maintenance services” to the development under the site supervision and overall direction of JLL.
- An overview of the directly delivered services is as follows:
 - Cleaning of the communal areas.
 - Refuse and waste management in line with the scheme refuse management strategy .
 - Non-specialist hard and soft landscape maintenance.
 - Litter patrols.
 - Porterage.
 - Control of site deliveries and other site access arrangements.
 - General security and CCTV monitoring.
- Careful consideration has been given to the communal estate regime and the service charge budget. This will deliver a 24/7 staffing regime, with concierge services catering to all buildings jointly, suitably skilled to deal with resident issues, antisocial behaviour, and general building issues. The location of the development does not necessitate separate concierge services for each building. Both buildings will feature an entrance area and the concierge will be stationed within the Mill Building enabling them to also service both new blocks and the commercial elements within the Mill.
- The services provided by the management team should be underpinned by robust lease terms regulating the use of the apartments. These terms should include restrictions on noise generation from within apartments, an absolute restriction on commercial use.

Maintenance Services to be Provided by Specialist Service Sub-contractors

Window Cleaning

- Given the requirement for specialist access equipment and personnel skills for servicing the upper elevations of the development for the purposes of window cleaning and other high level maintenance, a specialist service sub-contractor will be retained by the management regime. The appointed sub-contractor will be monitored by the site team to ensure adequacy.
- External window cleaning will be carried out regularly with increased frequency for low level and internal glass, particularly in high traffic areas such as the resident entrances.

M&E Plant and Equipment

- Final specifications for all items of mechanical and electrical plant and equipment serving the communal areas of the developments will be stored on-site. A full Asset Register and O&M manuals will be provided to the management regime and a familiarisation exercise conducted with the key management personnel.

- The management regime is to enter initially, into comprehensive maintenance contracts with the principle suppliers/ installers of the main M&E plant elements. By doing so, the continuity of initial commissioning versus routine servicing is maintained, ensuring that any warranties/ guarantees are fully enforceable.
- We would envisage that the principle plant and equipment items to be considered may include:
 - Passenger Lifts
 - Security Systems including Fire and Intruder Alarms
 - Access Controls, Door Entry Systems, Barrier and Gate Controls
 - Water Booster Pumps
 - Ventilation/Extraction Plant
- Prior to the expiry of warranty periods, the performance of the specialist service sub-contractors will be reviewed by the management regime in advance of any decision to tender the service contract renewal beyond the warranty expiry.

Cleaning, Repair and Maintenance

Internal Cleaning and Maintenance

- Cleaning and maintenance operatives will form a core part of the on-site management team and will be responsible for ensuring the cleanliness and good condition of the communal areas within the development.
- Residential corridors will be cleaned regularly with particular focus on frequently used touch points including door handles within communal areas and lift buttons. Refuse rooms will also be hosed down regularly to maintain cleanliness.

External Cleaning and Maintenance

- The communal courtyard within the Mill will be subject to a regular cleaning regime, including litter picking, to ensure the enjoyment of the external amenity space for both residents and commercial occupiers.
- The on-site management team will carry out regular visual inspections of the external areas and record any safety or maintenance concerns. Any issues raised or works required will be undertaken in a timely manner.
- Communal Roof Terraces within the new build blocks will be regularly inspected and cleaned to ensure respectful use by tenants. Bins will be provided in communal areas to encourage waste mitigation and alleviate management services

Repairs

- A long term goal for any scheme managed by JLL is to foster sustainability. The long term care of our stock is managed through planned and preventative maintenance schedules drafted for each development, which ensure that the objectives are met regarding maintenance and compliance with the repairing obligations of the lease.
- The actions of the end users of the development will also dictate its overall sustainability. Therefore, we undertake regular and proactive discussions with a representative group of residents, where possible. Resident engagement is initiated from the outset through the information pack provided to new residents which sets out clearly their responsibilities and those of the management team in respect of repair and maintenance.
- The management of day-to-day repairs is a key element of the management service delivery. Repairs will be prioritised, and delivery times set, with relevant monitoring procedures in place to ensure works are carried out to the highest standard and to the best value to our customers. The support staff to the Estate Department are key to this service delivery and comprise a team of technician level surveyors and team support staff. Where necessary, individuals within the team are appointed and specialise in handling of specific matters (e.g. administration of insurance claims). Our team undertakes the interim and post inspection of repairs, prior to sign-off with the contractor.

- Major works are drawn from the Planned Preventative Maintenance Schedules and are administered through our professional team through to final account. Within this process we ensure the requirements of the client are met under The Construction Design & Management Regulations.

Approved Contractor Directory

- As a result of our extensive experience and established working relationships with numerous maintenance contractors, we have created a directory documenting individual contracting firms considered to provide quality workmanship and service. Insurance documentation is requested, and copies saved on our system ensuring contractors have the relevant documentation in place to undertake instructed works. This directory is led by specialism and location allowing our staff to easily identify a suitable contractor in order to be proactive in the approach to property maintenance and meeting necessary statutory compliances.

Reserve Fund

- In order to ensure that the development remains within the expectations of residents over the long term, incorporated into the indicative service charge budget is a reserve fund. This fund will accrue over time and will contribute towards large items of communal expenditure, such as periodic redecoration of the communal areas. Once the development is complete and the community established, a comprehensive Planned Preventative Maintenance schedule will be prepared for the scheme and this will provide life cycle costings for all communal infrastructure within the scheme. This schedule will then underpin the required reserve fund provisions within the service charge budget.

Access and Security

- Security is a main priority for residents and commercial tenants and therefore forms a core part of the management strategy and scheme design.
- The on-site management team are trained to monitor and address unauthorised activity. To further minimise security risks both buildings will be accessed via fobs which can be conveniently added and removed from the system as needed, for example in case of loss or theft. Individual apartments will be accessed via keys held only by the occupiers of that apartment.
- CCTV will be in operation at the development with appropriate signage displayed to deter any adverse behaviour. This will be proportionate and solely in the interest of ensuring the safety and security of the development and its users. CCTV will be monitored by the management team and footage kept privately only for viewing as necessary by authorised agencies, such as police.
- Post will be delivered directly to monitored post boxes easily accessible for residents via the main lobby. For parcels unable to be delivered directly to post boxes, these will be taken by the management team and kept securely in a designated area for later collection by residents. Deliveries for the wider site will be arranged and managed through the site team.
- Visitors to residents will be able to contact them on arrival via the intercom system allowing residents to screen visitors before permitting them entry to the premises.

Car and Cycle Parking

- Currently 81 parking spaces are planned for the development. Management will be key in maximising the efficiency of these spaces. The site team will coordinate parking to allow commercial spaces to be used by residents at times of low demand. Car parks will be well lit and maintained, with CCTV monitoring.
- 100% cycle parking provision is intended for the development through secure bike stores. This is vital to discourage bikes from being kept within apartments which can be detrimental to fire safety and cleanliness. Bike stores will be well lit, and CCTV monitored to promote safety and encourage use.

Refuse Strategy

- The conversion and new build elements will benefit from separate refuse stores, ensuring all residents have convenient access to a refuse store. Any refuse collection area will be cleaned regularly.
- Refuse storage and disposal will be overseen by the management team who will ensure waste is transferred on the allocated days to the designated collection point.
- As with all developments managed by JLL, a sustainable approach will be promoted. The recycling policy will be displayed, and guidance will be provided to residents on how to dispose of larger items such as furniture in line with Manchester City Council policies.
- Please consider the Waste Management Strategy submitted as part of the wider planning application.

Commercial

- The ground floor of both the conversion and the corner new build apartment building will contain commercial units. The mill conversion is expected to provide 15 commercial units with an average area of 1,376 sq ft whilst there is only 1 commercial unit (1,584 sq ft) within the corner building. It is anticipated that these will be offered on a flexible, affordable basis to appeal to independent business operators.
- Careful management and lease structuring will be implemented to minimise any disruption to residents, and it is anticipated that the commercial element will enhance the vibrancy of the overall development.
- Commercial tenants will be responsible for ensuring that the outside of their units remain clean and presentable. Leases will be drafted to ensure the management team can enforce this and step in should occupiers fail to comply with the lease.
- There will be no external seating areas associated with any of the commercial units.

Web Portal Concept

- We would envisage using a web portal concept, which provides user-friendly access to management services for the occupiers of mixed-use urban community schemes.
- The principal function of the web portal is to facilitate and enhance communication by investor and occupiers with the scheme service management regime and to provide instant access to key building documents, an information bank containing management documentation and community-building forums. Each building within our managed portfolio is provided with a dedicated, individual web portal bespoke to their community.



Residential Management

Landmark
St Peter's Square
1 Oxford Street
Manchester
M1 4PB

