

EAGLE QUARTER.

FRAMEWORK SERVICING & MANAGEMENT PLAN

Full: Phased redevelopment of the Kennet Centre comprising (i) partial demolition of existing building (ii) flexible-use commercial space (iii) headquarters office building (iv) 402 dwellings plus residents' ancillary facilities (v) access, car parking and cycle parking (vi) landscaping & open space (vii) sustainable energy installations (viii) associated works

The Kennet Centre,
Market Street/Bartholomew Street/Cheap Street/Market Place,
Newbury RG14 5EN

Lochailort Newbury Ltd

February 2021

LOCHAILORT

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1.0 Introduction

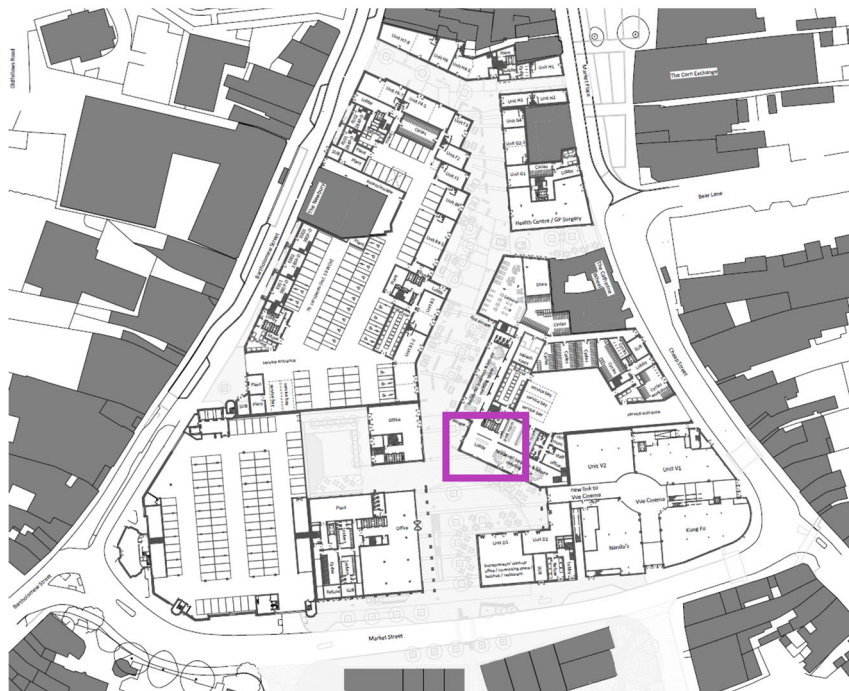
Background

- 1.1 This illustrative *Framework Servicing & Management Plan* is intended to provide an understanding of how a mixed-use development that includes a significant element of *Build to Rent* accommodation in addition to commercial and employment uses is managed from a practical point of view.
- 1.2 *Eagle Quarter* will contain a mix of studio, one-bedroom, two-bedroom and three-bedroom apartments together with an array of high-quality dedicated residents' facilities, car and cycle parking, and back-of-house support functions. Cumulatively this non-lettable floorspace will occupy just over one third of the entire residential element and consequently, this document provides an overview of how these facilities could be managed by the site operator.
- 1.3 The new pedestrianised streets within the development will be fronted by a mix of ground floor commercial units, small in size and flexible in nature to particularly appeal to local, independent and artisan businesses. The public realm has been designed to allow these uses to spill out into the street, creating a vibrant, lively and interesting place to explore and enjoy. How these commercial premises can be servicing, and the public realm managed, is also explored in this statement.
- 1.4 A new sustainable headquarters office is proposed fronting Market Street, as well as a tech incubator hub, the servicing and management of which is also considered in this statement.
- 1.5 This document is not intended to be prescriptive but rather, illustrates a likely management regime based on other *Build to Rent* and major mixed-use developments operating elsewhere in the UK. It builds on Lochailort's experience with its 315-apartment *Thames Quarter* scheme in Reading. Ultimately though it is for the site operator to monitor and respond to occupier requirements, unforeseen circumstances and other operational matters once the development is occupied. Nonetheless, this *Framework Servicing & Management Plan* gives a flavour of how key operations such as servicing, move-in/move-out, refuse management, security, the public realm and the mixed commercial space in its various forms might be managed.

Part 1: The residential elements**2.0 Concierge**

2.1 The concierge is the “face” of the *Build to Rent* element, providing regular interaction with occupiers and a welcome point for their visitors. Prominently located facing the development’s new public square, the concierge will:

- Provide a personal, friendly meet & greet service to all residents and their visitors
- Provide access to and keep a log of non-residents, who will be required to sign-in and will be issued with a temporary pass to allow appropriate limited lift access to the relevant floor
- Take internet deliveries for residents and organise the post room for all residents
- Manage the diary of bookable communal rooms
- Provide an up-to-date noticeboard of activities and announcements
- Keep an up-to-date supply of local information, such as train timetables or events in the *Corn Exchange*
- Be the residents’ primary point of contact for questions or comments
- Keep a log of residents’ comments/commendations/complaints
- Alert the Building Manager to any element of the building which requires attention
- Manage the business space including ad-hoc print & copy, wifi access etc
- Carry out general facilities management duties



2.2 The Concierge can provides residents with assistance in relation to their apartment, such as:

- Logging and tracking maintenance requests
- Advising on the operation of white goods or the building’s wider facilities
- Dealing with rent questions or lease extensions

-
- 2.3 Managing bookings for the various onsite residents' facilities is dealt with by the Concierge; see **Section 5**.

3.0 Security

3.1 It is intended that the building be secured by way of an integrated CCTV system, monitor 24 hours a day. CCTV cameras would be mounted at:

- The entrance to the two covered service yards
- At the Market Street, Bartholomew Street, Market Place and Cheap Street public entrances into the development
- In the Bartholomew Street residents' car park
- At the main entrance
- Within all the cycle stores
- In the communal areas (both indoor and outdoor) set out in **Section 5.0**
- The lift openings on all floors



3.2 The building will be accessible **via the main Concierge entrance** in Block A, and **for residents only** using the security key fobs via the secondary entrances at:

- Block B entrance, on the development's new pedestrianised street
- Block C entrance, Cheap Street
- Block D entrance, Market Street
- Block E entrance, Bartholomew Street
- Block F entrance, Bartholomew Street
- Block G entrance, Market Place
- Block H entrance, Market Place

3.3 With the exception of the main entrance, all other entry points will be strictly fob-access only. The main entrance doors will be key fob operated during the hours of darkness, with guests using an externally-mounted intercom to request access from the security staff during this time.

- 3.4 The lift and stairs will be subject to key fob access control, preventing access to any floor which the keyholder does not live on or on which no residents' facilities are located.
- 3.5 Access to staircases will be *downwards only* preventing uncontrolled access via the stairwells to upper floors to which residents or their guests have no key fob access.

4.0 Other staffing

4.1 *Building Facilities Manager*

The senior member of staff who oversees all aspects of the building's management and maintenance including the following areas:

- Directing, coordinating and planning essential services such as reception, security, maintenance, mail, cleaning, waste disposal and recycling
- Organising staffing timetables
- Health & Safety accountabilities
- Booking of external service companies
- Maintenance quality control
- Producing a monthly report of activities for the building owners

Based within the building, the Building Facilities Manager is likely to work a standard working week but be on-call 24 hours a day in case of emergency or any other urgent issue which arise, such as plant failure or fire alarm activation.

4.2 *Security/Night Guard*

The security staff are based at the concierge desk in the main reception whenever the Concierge service is not open. They provide piece of mind to residents and also function as a deterrent to unwanted visitors. Their role will in general terms comprise of the following:

- Receiving a handover briefing from the Building Manager/Concierge at the beginning of each shift.
- Completing a security sweep of the communal areas, car park and external entrances once every two hours throughout their shift
- Monitoring the building's CCTV systems
- Providing access to and keeping a log of non-residents
- Providing a friendly meet and greet to residents and out-of-hours access to the post/delivery room.
- Providing the Building Facilities Manager with a report of any activity from the shift.

4.3 *Premises Assistant*

Assisting the Building Facilities Manager with day to day tasks including:

- Meet and greet external contractors, sign them in and brief them on the building's Health and Safety policies
- Undertake small general repairs, for example changing light bulbs
- Keeping the car park clean and tidy and free of any obstructions
- Routine monitoring of all M&E equipment status
- Rotating the bins in the bins stores as often as is required
- On bin collection day, ensure all bins for emptying are moved to the loading bay for collection
- Ensuring the recycling bins are not contaminated with general waste
- Ensuring the automatic watering systems are functional
- Undertaking routine grass cutting and landscape maintenance

4.4 *Cleaners*

The building will require 3 to 4 full time cleaners. Their responsibilities will include:

Internal cleaning

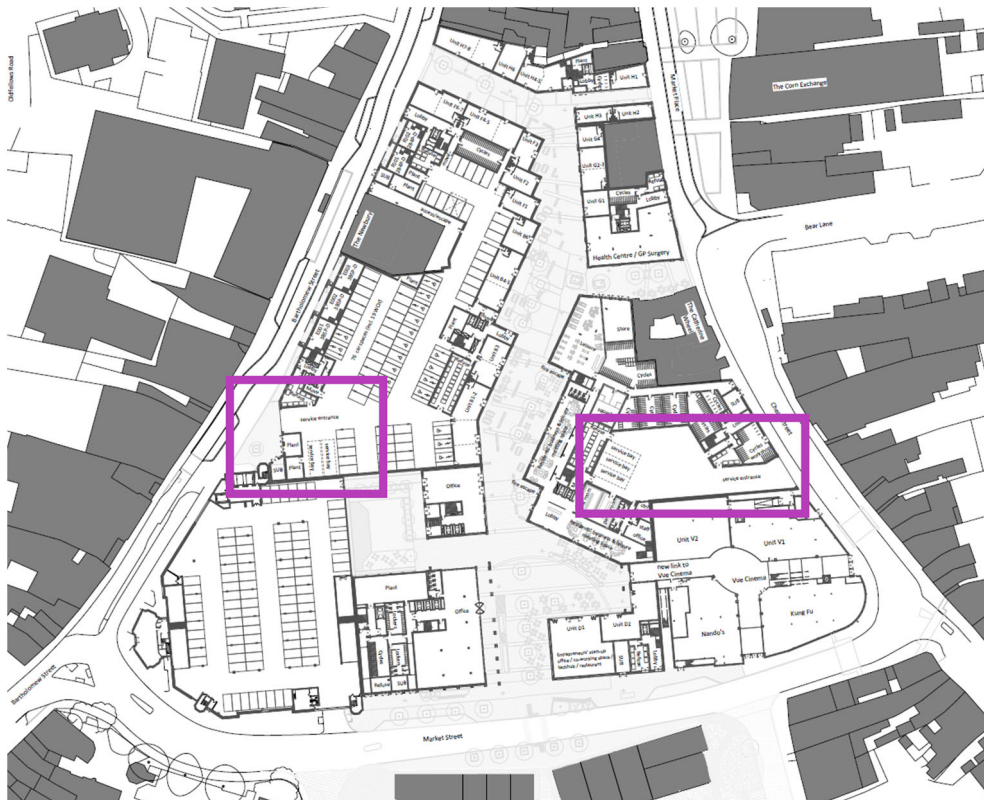
- Daily clean of all communal areas including reception, coffee meeting area, tech-hub, residents' lounges, lavatories, cyclists' workshop etc
- Post-booking clean of bookable residents' facilities
- Twice weekly clean of all residential communal hallways
- Daily clean of staff room and facilities
- Deep-clean of refuse facilities, loading bay and so forth on a programmed basis
- The two sky bridges

External cleaning

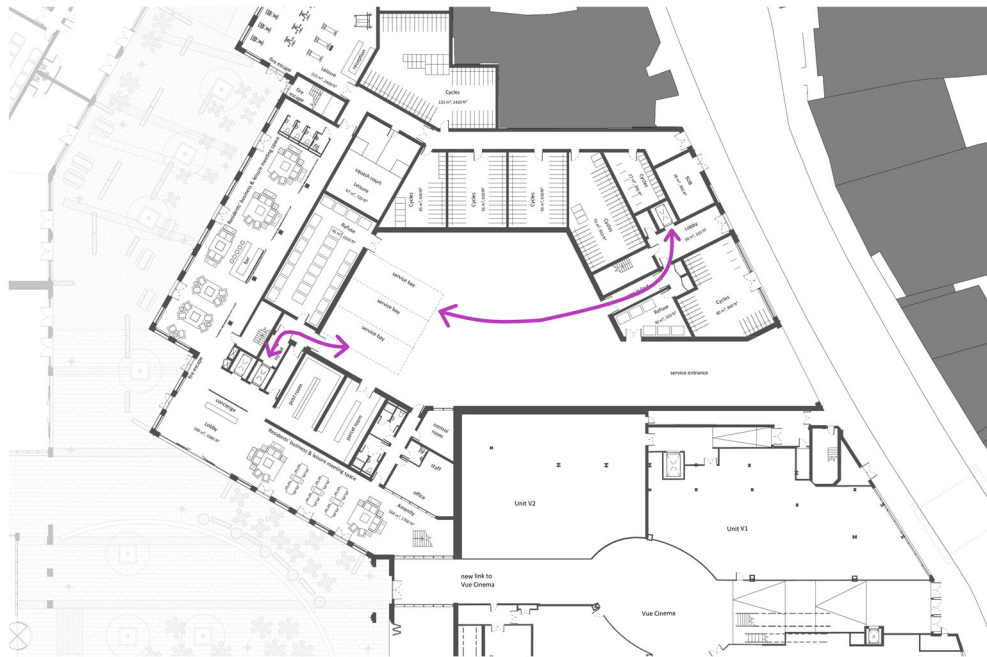
- Residents' communal terraces and gardens
- Outside seating areas on the ground floor
- General street cleaning

5.0 Move-in/Move-out

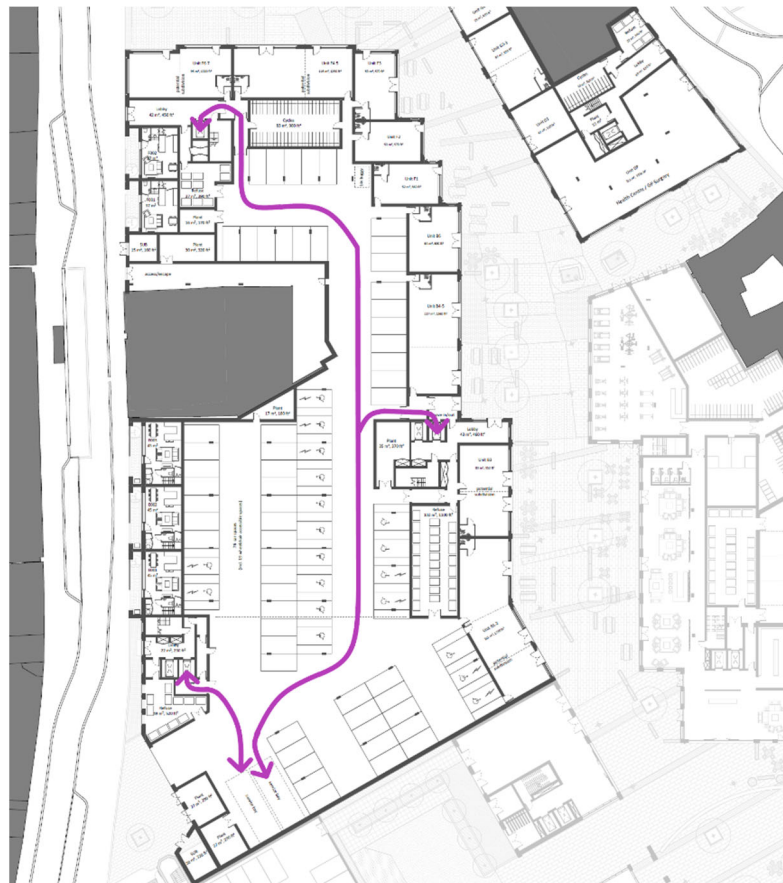
- 5.1 The building is likely to be let with a choice of unfurnished or furnished apartments and accordingly, when residents move-in or move-out of the building they are likely to have at least some bulky items for which dedicated planning is necessary.
- 5.2 The building's floorplan has been designed to seamlessly facilitate simple and convenient move-in/move-out activities, using a standard process *that is booked in advance of the move-in/move-out date* with the Concierge.
- 5.3 Residents moving in/out will be asked to book a fixed time-slot. Using moving-in as an example (and with moving-out simply the same process in reverse), incoming residents would:
- 5.3.1 Arrive at one of the two covered loading bays at their booked time (which will be managed to avoid conflict with refuse collections, for example):



- 5.3.2 Those moving into the apartments in blocks A, C & D arrive at the **Cheap Street** covered service bays and transfer their belongings to their apartment using the eastern move-in/move-out routes. One of the lifts will be available to be reserved for the move-in/move-out booking and will be dedicated to that purpose. That lift's doors will open only to the move-in/move-out lobby when on the ground floor, rather than to the main lift lobby:



- 5.3.3 For apartments in Blocks B, E & F arrive at the **Bartholomew Street** covered service bays and transfer their belongings to their apartment using the western move-in/move-out routes. Two of the lifts will be available to be reserved for the move-in/move-out booking and will be dedicated to that purpose.



- 5.4 Practical move-in/move-out assistance might be offered by the building's operator, perhaps by way of a removals service or the availability of flat-bed trolleys.
- 5.5 **Move-in/move-out will not be permitted via the scheme's pedestrianised streets** but rather, solely on a pre-booked basis using the arrangements explained above.

6.0 Residents' facilities

6.1 The building offers a wide choice of facilities for residents to enjoy, both communal and bookable for sole use. Residents ***need not book*** use of the following facilities, which will be subject to opening hours defined by the Building Manager accordingly to tenant demand:

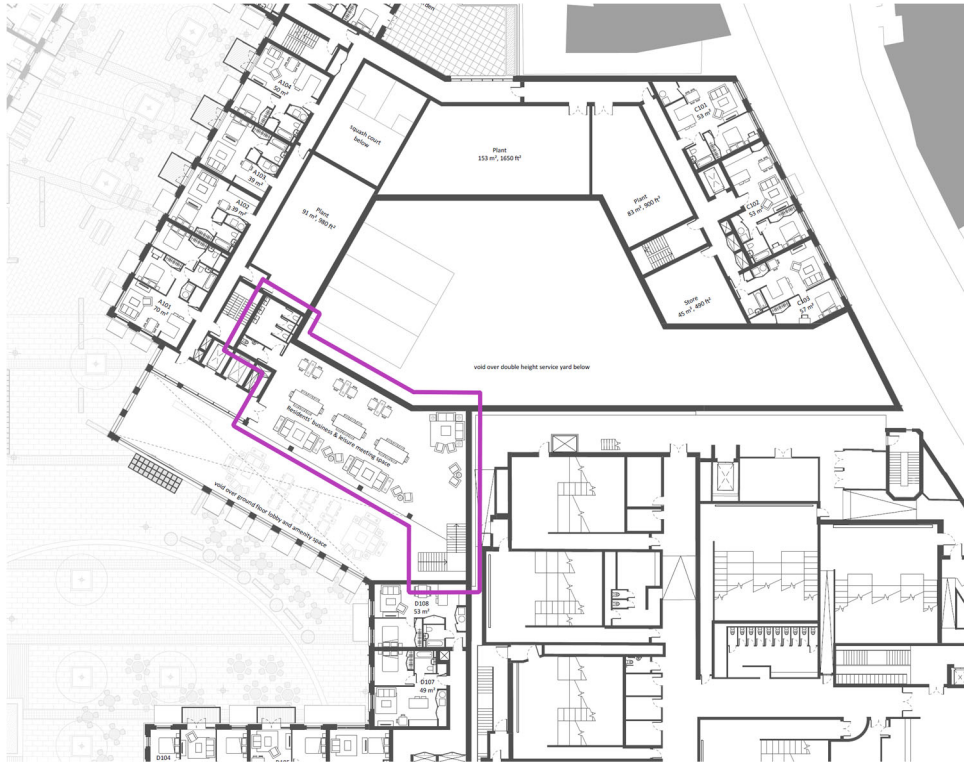
6.1.1 Ground floor business & leisure meeting space:



6.1.2 The residents' ground floor gym:



6.1.3 First floor business & leisure meeting space:



6.1.4 The Residents' Lounge on Level 10:

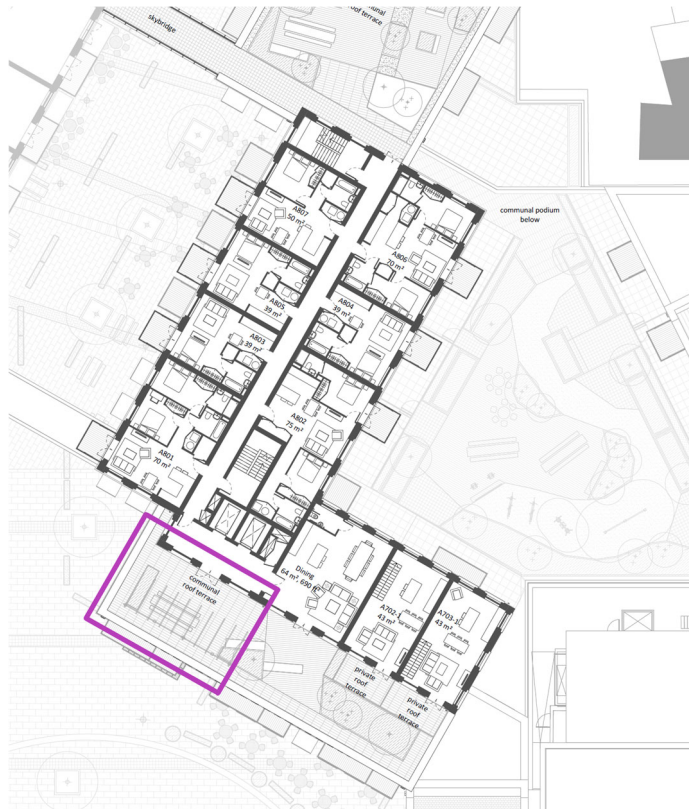


- 6.2 The majority of the residents' terraces will also not need to be booked, and will be open to all residents subject to seasonal opening hours and consideration of the amenities of those apartments immediately adjoining them.

6.2.1 The eastern podium garden & trim trail, level 2:



6.2.2 The sun terrace, level 8:



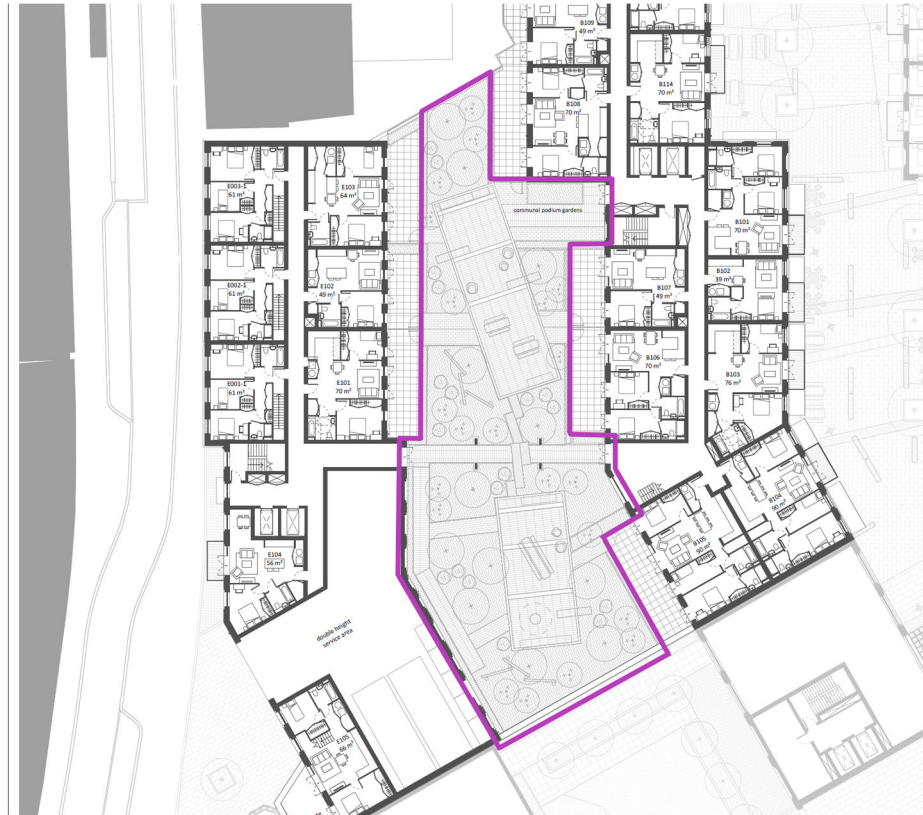
6.2.3 The sky bridge garden, level 8:



6.2.4 The lounge terraces, Level 10:



6.2.5 The western podium gardens, level 2:



6.2.6 St Nicolas' terrace, level 3:



- 6.3 Selected facilities will, however, ***only be available by private booking*** or available for private booking ***on request***. All bookings will be managed by the Concierge.

6.3.1 Private Dining Room & Terrace, Level 8:



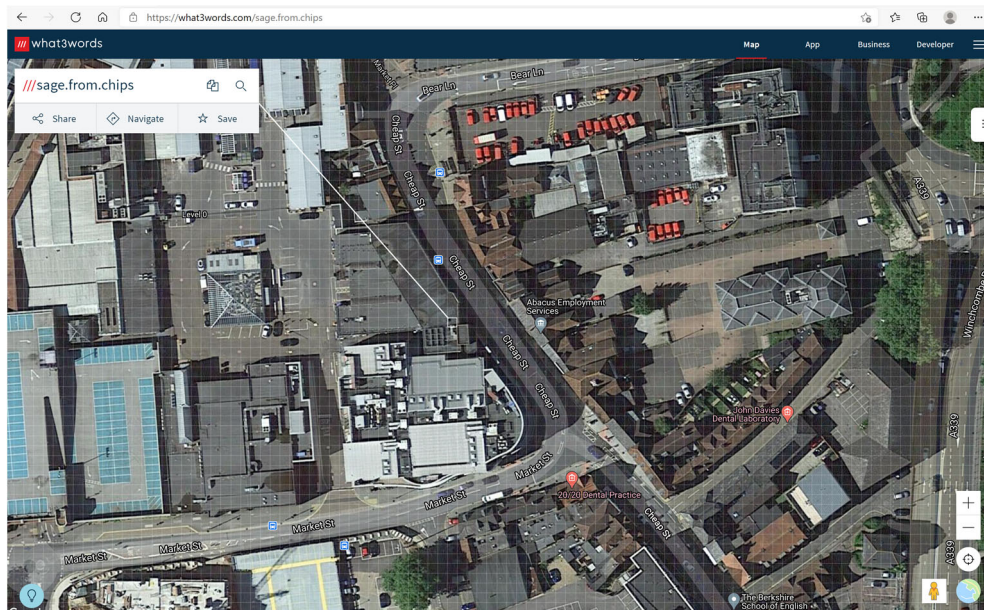
6.3.2 Squash court, ground floor:



7.0 Residential deliveries

7.1 Deliveries will only be accepted at the dedicated loading bays accessed via Cheap Street and Bartholomew Street. **No deliveries will not be permitted via the scheme's pedestrianised streets.**

7.2 Deliveries made by courier, online grocery delivery, online meal delivery, the Royal Mail and so forth will all be directed to the **Cheap Street** covered service bays. A bespoke postcode will be requested from the Royal Mail for this specific address, and the Concierge will widely publicise its *what3words* co-ordinates:



7.3 The Cheap Street covered service bays are immediate adjacent to the central **Control Room**, **Parcel Room** and **Post Room**, making deliveries straightforward to accept, process and securely store whilst the resident is notified that they have a delivery to collect.



- 7.4 Having accepted a delivery, on-site staff will then transfer the item(s) to either the Post Room (for Royal Mail deliveries) or dedicated Parcel Storage rooms (for general deliveries). Residents access their deliveries from these via the Concierge, rather than having direct access.
- 7.5 The building has been designed so that every resident in a *Build to Rent* apartment can access the Concierge – and thus their deliveries – from within the building.

8.1 The building has been designed with several refuse stores across the scheme, conveniently located on the ground floor adjacent to the lifts:



- 8.2 The refuse rooms have been purposely sited and dimensioned to foster the separation of general waste from recycling. Separate general waste and recycling bins will be provided in each kitchen.
- 8.3 The Premises Assistant will ensure the smooth running of the waste strategy, rotating the 500-litre Eurobins within the refuse rooms several times a day so that the bins do not overflow and always have adequate capacity, particularly at peak times.
- 8.4 On refuse/recycling collection days the Eurobins requiring emptying will be prepared for collection, either from the internal covered service bays or, in the cases of Block D and Block G only, from the Market Street service layby and from Cheap Street respectively.
- 8.5 Where residents have arranged with the Concierge for bulky refuse items to be collected, these will be stored in the main refuse room awaiting collection.

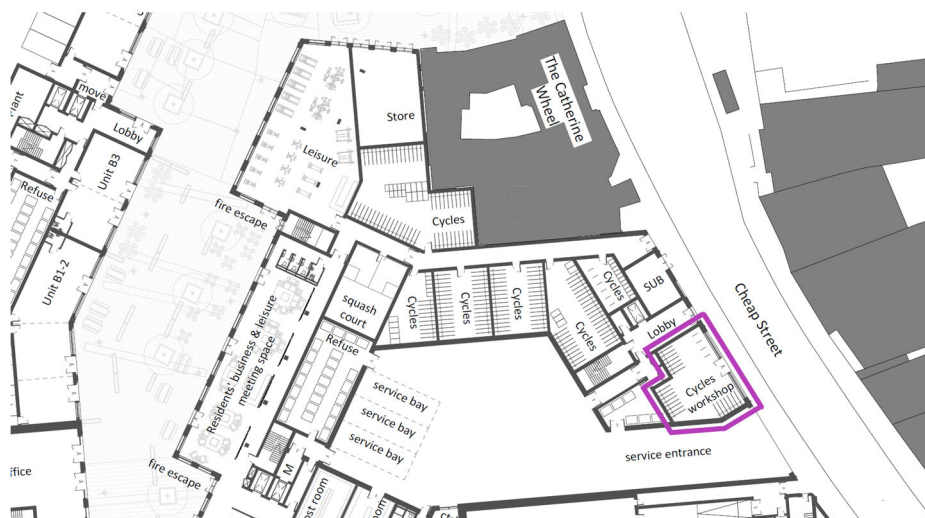
9.0 Car Club and Cycle Workshop

Car club

- 9.1 Social enterprise *CoWheels* already runs a car club in Newbury and is in discussion with the applicant to provide an extension to its car club in association with *Eagle Quarter*. Details of the applicant's commitment to providing a Car Club can be found in the *Transport Statement* and *Framework Travel Plan* submitted with the application.
- 9.2 In the event a dedicated car club is set up for residents only (rather than an extension to the general public car club already operating elsewhere in Newbury) then the bespoke on-site service will be managed by the Concierge. The Concierge would be responsible for car club key control, vehicle check-in/check-out and so forth.
- 9.3 A three-vehicle Car Club is proposed initially, extendable to four vehicles subject to demand. There are various locations for the car club vehicles, either in the existing multi-storey car park (should the Newbury Co-Wheels car club be expanded) or in the Bartholomew Street residents' car park (should a bespoke onsite car club be established).
- 9.4 All car club bays, wherever they are ultimately sited, will have electric vehicle charging points fitted.
- 9.5 The inclusion of electric scooter hire, with dedicated storage lockers, is being investigated.

Cycle workshop

- 9.6 Along with the 610 new secure covered cycle parking spaces, a dedicated onsite cycle workshop is proposed in order to provide:
- Everyday cycle maintenance facilities, such as air pumps, chain oiling etc
 - Bicycle repairs
 - Bicycle hire
 - Electric bicycle hire
 - Toddlers cycle trailer hire



- 9.7 Prominently located on Cheap Street, the onsite cycle workshop may also wish to offer its services to the general public.

10.0 Building maintenance

- 10.1 As part of the building's maintenance regime, all external windows will periodically be cleaned. This task will be undertaken by external contractors and is likely to be using a combination of scissor lift and the abseil method, as commonly used for buildings such as this.
- 10.2 Windows at street and first floor level, including the entrance halls, will be cleaned with the use of a flexi pole from street level.
- 10.3 Maintenance of the public realm areas related to the development will be the responsibility of the Building Manager, most likely contracted to a specialist landscape maintenance contractor who will also tend to the planting on the residents' terraces.
- 10.4 White goods within each apartment are likely to be maintained as part of the monthly lease charge, subject to the operator's lease conditions and operating policies.

Organising periodic maintenance of M&E equipment

- 10.5 The Building Manager will hold the principal responsibility for monitoring the mechanical and electrical control units within the development, including preparing and implementing a detailed plan of routine and periodic maintenance for each piece of equipment. Key elements of the maintenance regime are likely to include:
- Lifts
 - Pumps
 - Fire detection systems
 - CCTV system
 - Door entry systems
 - Lighting controls
 - Electricity control panels for the whole building
 - Meter rooms
 - Sustainable heat & water system

Part 2: The commercial elements**11. Ground floor commercial units: deliveries**

11.1 The ground floor commercial units have been specifically sized and designed for maximum flexibility and to specifically appeal to local, independent and artisan occupiers. The *Retail Demand Statement* submitted with the application explains the ethos in more detail, but suffice for the purposes of this *Framework Servicing & Management Plan* the ground floor commercial units are not intended to be occupied by the type of multiple retailers, chain stores or national retailers that had once characterised the *Kennet Centre*.

11.2 It is useful to consider what potential occupiers fall within the new Use Class E:

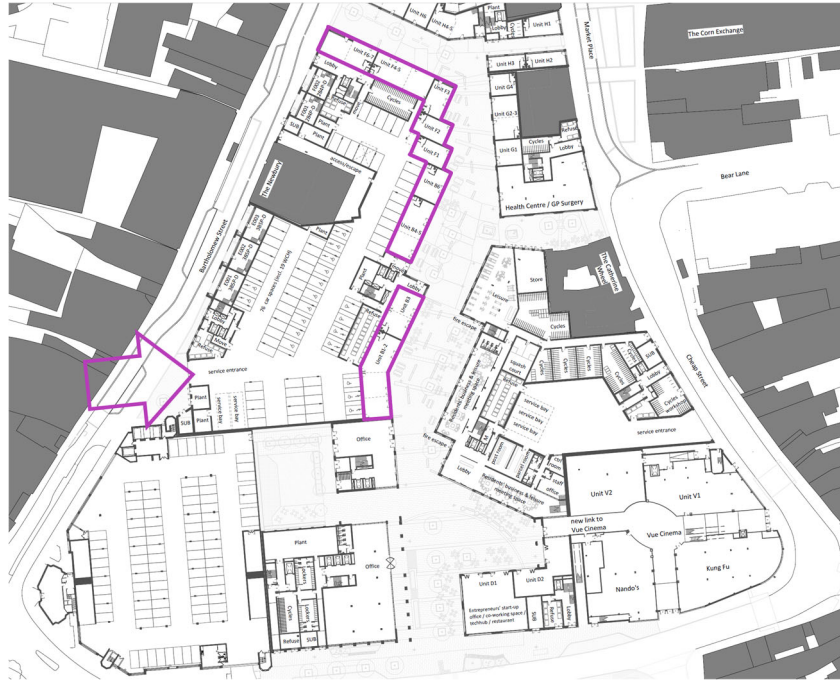
- Shops
- Cafes
- Restaurants
- Offices
- Financial & professional services
- Health centres & GP surgeries
- Indoor sports
- Creches, nurseries and day centres
- Craft workshops

11.3 Given the small size of the ground floor commercial units, and the nature of their intended local independent traders, deliveries by large heavy goods vehicles will be very much the isolated occasional exception rather than the norm. Instead, these occupiers are expected to accept deliveries in much smaller vehicles, likely to be a panel van or small van.



11.4 Consequently, the delivery strategy for the ground floor commercial units does not allow for the type of land-hungry service yard as is currently provided on the rooftop of the *Kennet Centre* but rather, a more subtle and appropriate mix of servicing arrangements, as follows:

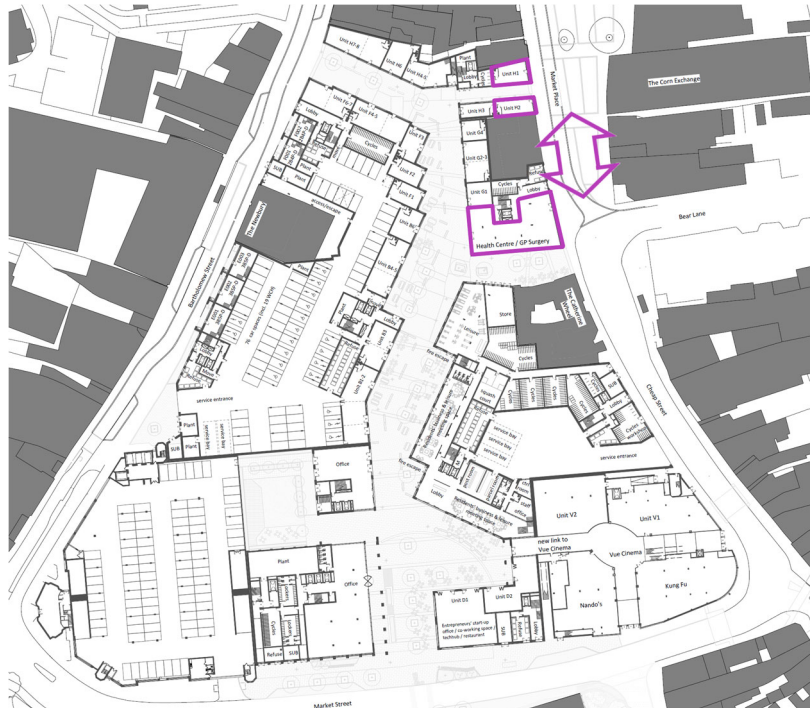
- 11.4.1 The ground floor commercial units in Block B and Block F will all have rear service access via the Bartholomew Street covered service yard & residents' car park:



- 11.4.2 The ground floor commercial units in Block G and Block H will be serviced from the new pedestrianised street, via Bartholomew Street, on a time-limited basis of **07:30 – 09:30 Monday – Saturday** with no deliveries or servicing outside of these times:



- 11.4.3 The two very small “arcade”-type units at H1 and H2, as well as the medical facility, will be accessed via Market Place on the same restricted and time-limited basis as the other businesses fronting Market Place:



- 11.4.4 Units D1 and D2, the *Nando's* restaurant and the *Kung Fu Oriental Buffet* restaurant will be serviced by a new delivery bay on Market Street:



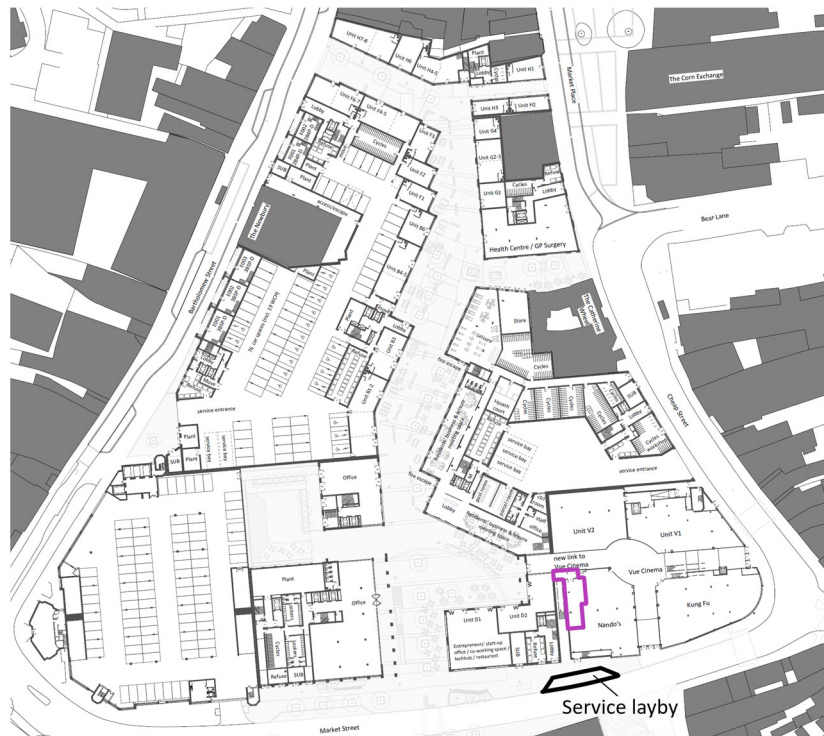
11.4.5 Finally, Units V1 and V2 within the cinema wing will be serviced using the Cheap Street internal covered service yard:



12. Ground floor commercial units: refuse

12.1 The small size of the ground floor commercial units, both individually and cumulatively, means that only a limited quantum of refuse is expected to be produced.

12.2 Consequently, a central commercial refuse store will be available to the ground floor commercial unit occupiers:

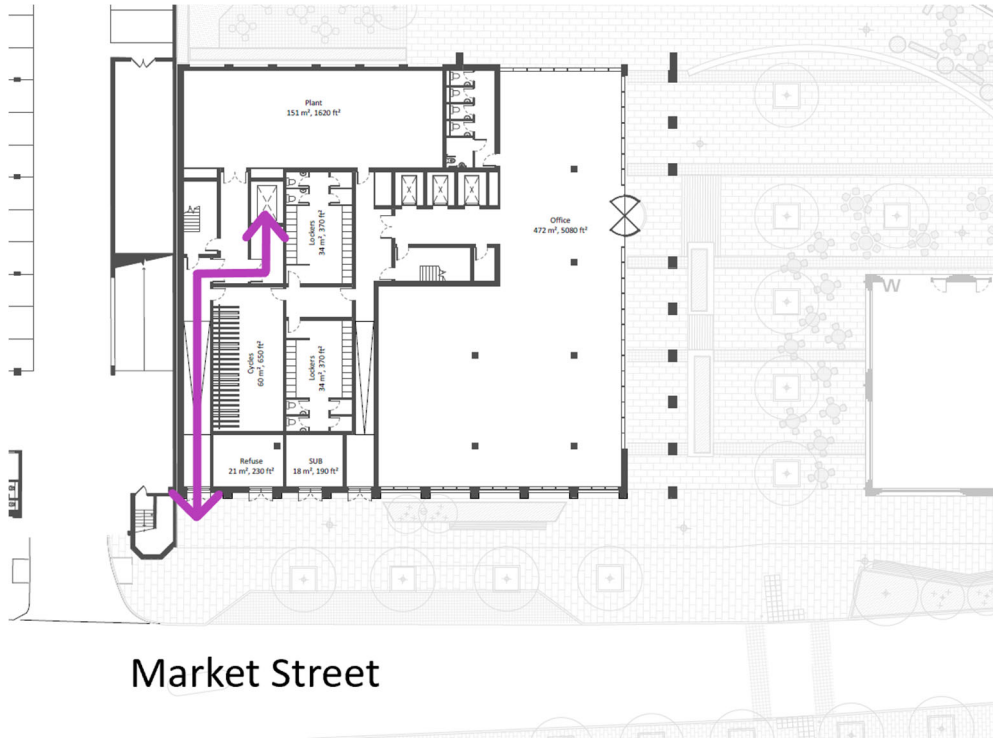


12.3 The Commercial Premises Manager will ensure the smooth running of the waste strategy, rotating the 500-litre Eurobins within the refuse rooms so that the bins do not overflow and always have adequate capacity, particularly at peak times.

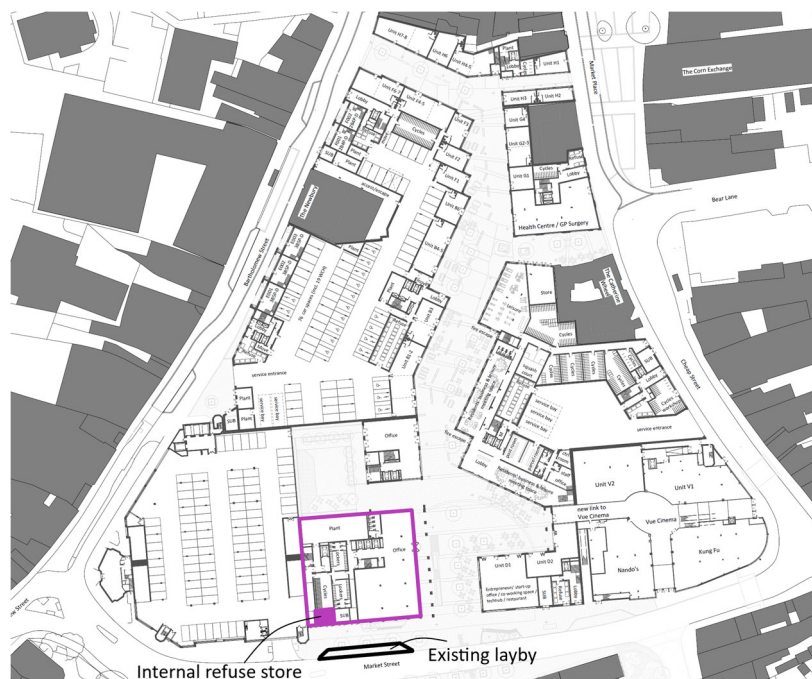
12.4 On refuse/recycling collection days the Eurobins requiring emptying will be prepared for collection from the Market Street service layby.

13. Headquarters office building: servicing

- 13.1 The headquarters office building has its simple service arrangements from an existing layby on Market Street directly to its service lift:

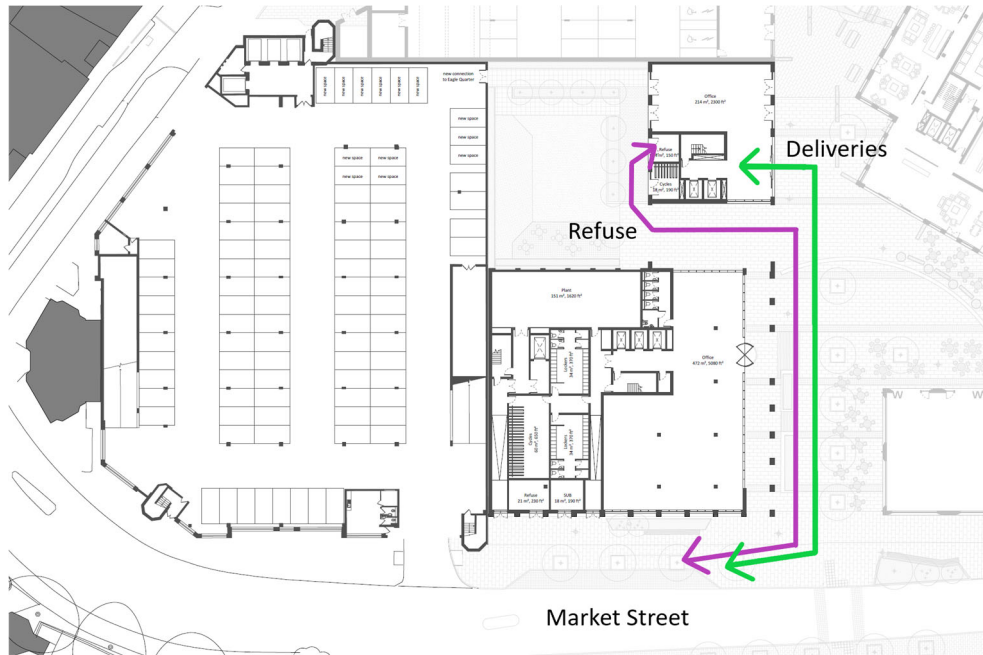


- 13.2 The building's refuse store is located adjacent to the existing Market Street layby allowing for straightforward refuse collection:



14. Tech incubator hub

- 14.1 As an office-focussed managed workspace, the tech incubator hub is expected to generate only very small servicing requirements limited to small-component computer supplies, stationery and the like.
- 14.2 Consequently, this element of the scheme does not warrant its own dedicated servicing and can appropriately be serviced via the existing layby on Market Street:



15. Commercial Premises Manager

- | | |
|------|--|
| 15.1 | The commercial elements of the development (other than the headquarters office building) will be managed by dedicated onsite staff. |
| 15.2 | The Commercial Premises Manager's office will be located on the first floor in Block H, with an appropriately commanding view down the scheme's new pedestrianised street: |



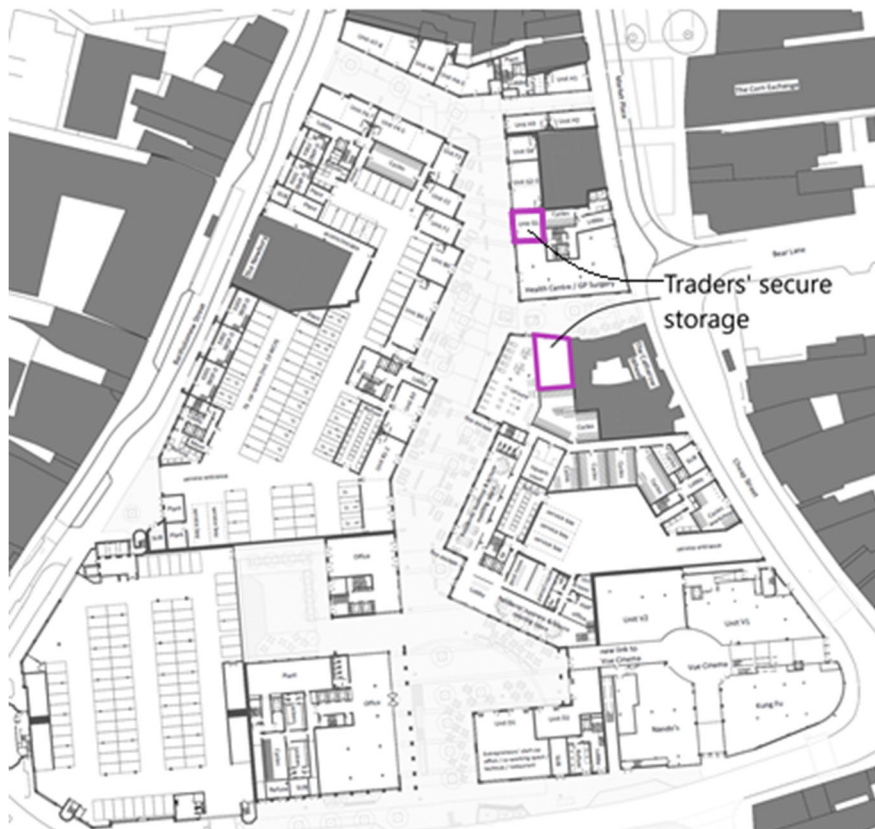
- 15.3 The Commercial Premises Manager will be responsible for:
- Interviewing prospective occupiers of the ground floor commercial units
 - Premises management of the ground floor commercial units
 - Public realm security – including securing the link to the multi-storey car park when it closes each evening
 - Public realm cleaning
 - Management and maintenance of the public realm landscaping and lighting
- 15.4 The Commercial Premises Manager will also work closely with the residential Building Manager and Concierge in organising a wide range of activities and events – see **Section 18**.

Part 3: Public realm**16. Carts, barrows & displays**

- 16.1 The generously-proportioned pedestrianised street running through the heart of *Eagle Quarter* is as wide as Northbrook Street and has been designed to provide numerous locations for a range of traditional street carts and barrows.



- 16.2 These carts and barrows will be securely stored in a dedicated traders' secure store at the end of each day:



17. Ground floor commercial units' use of the public realm

- 17.1 *Eagle Quarter's* wide pedestrianised street is also ideal for the local, independent and artisan businesses in the ground floor commercial units to spill out into. This gives **restaurants and cafes** excellent outdoor seating space opportunities; **retail occupiers** ideal space for outdoor product displays, under colourful awnings; or **craft workshops** the opportunity to showcase their skills to passers-by.



- 17.2 These commercial spill-out spaces will be defined by trees and planters, carefully coordinated with adjacent cart & barrow locations to enhance the vibrancy of the public realm:



18. Events

- 18.1 The new public square at the heart of *Eagle Quarter* has similar physical dimensions to *Market Place* and has new links into the existing multi-storey car park and the *Vue* cinema wing:



- 18.2 Its dimensions, aspect, surrounding uses and landscaping all make it an ideal location for a range of events and activities, such as:

- Farmers market
- Book fayre
- Collectibles market
- Antiques fayre
- Cheese market
- European Winter market
- Outdoor sports screenings

- 18.3 In addition, there are opportunities for quality street entertainers such as musicians, children's entertainers and the like – including in a new mini-bandstand that takes its cues from the one in Victoria Park but on a smaller, more intimate scale ideal for a string quarter, jazz band or solo singing artist:





- 18.4 Events will be organised and managed by the Commercial Premises Manager in liaison with the residents Building Manager and Concierge.



19.0 Summary

19.1 *Build to Rent* developments are owned, operated and managed on an institutionally-funded basis. It is in the operator's interest for their schemes to be well-managed, not only to safeguard their retained capital investment but also to ensure that the environment is maintained to the highest standard in order to encourage residents' stable, long-term tenancies.

19.2 Accordingly, for its management and maintenance the *Build to Rent* element can be expected to employ:

• Concierge	1.5 FTE
• Building Facilities Manager	1.0 FTE
• Cleaners	3.0 FTE
• Move in/move out	1.0 FTE
• Premises Assistant	1.0 FTE
• Refuse operatives	1.0 FTE
• Security	<u>1.5 FTE</u>
	<u>10.0 FTE</u>

19.3 Separately, the ground floor commercial uses will be proactively managed and curated by the Commercial Premises Manager to ensure a diverse, vibrant and interesting mix of local, independent and artisan businesses. An ongoing programme of events and activities in the development's new public realm, added to the range of commercial occupiers and the various street carts, barrows and displays that the pedestrianised street has been designed to accommodate, will make *Eagle Quarter* a key new destination for shopping and leisure, to work and to live.