

## **Hayes Village**

### **Estate Strategy – February 2024 (Updated)**



**Alan Tems**  
**Development Manager**  
**February 2024**

## The Site

Hayes Village estate is located less than a mile outside the town of Hayes, Hillingdon, and will provide 1473 private and affordable homes, surrounded by 9 acres of green space. It was formerly home to the Nestles factory, steeped in local heritage and well connected to central London.

The site is set next to the iconic Grand Union Canal and has been developed by Barratt London as part of the regeneration of this area.

## The Development

The completed development will comprise 25 residential blocks, with some retail units at the ground floor level. There is an energy centre providing hot water and heating across the development, a resident's gym, management office, plant rooms, refuse storage areas, and car parking.

The development is planned to be developed in phases and this will affect the management of the site in the early years of the development whilst the subsequent phases are constructed.

Below is a plan showing the individual blocks and the number of units currently intended in each block together with the intended phasing of the development:



## **Strategy and Communication**

A proactive management approach will be initiated from the outset to accommodate the different service charge and management requirements and expectations of the various tenures. This will be based on:

Development of a detailed management strategy setting out clearly and concisely how the development will be operated based on the design, strategies, legal structure, and service charge structure developed in detail over time.

Good communication between the managing agent and the affordable housing providers, in order that both parties are clear on expectations, structure and level of service charges and the extent of management input beyond the direct control of the provider.

## **Management Strategies – Service Charge:**

### **Introduction**

The service charge strategy and computation form a key element to the successful management of the Hayes Village estate. It will be the managing agent's responsibility to deliver a service charge which represents value and is sufficient to provide services to meet the aspirations of the occupiers and maintain the high standards required.

The managing agent will produce a service charge structure from time to time that is flexible and reflects the beneficial usage derived by the various occupiers of the development. This will comprise:

Estate Charge - covering all communal estate wide functions (both infrastructure and services) which are shared by occupiers of all tenures, including commercial, across all phases of Hayes Village estate.

Estate Commercial Charge - covering services provided on the estate which are either provided for the sole benefit of some or all the commercial units or where those units receive a disproportionately high benefit from estate services.

Building Charge - comprising either a single schedule where there is only one-use type (e.g. private or affordable residential) or in the instances where there is a mixture of private and affordable, or residential (of any tenure) and commercial, a two-schedule approach will be adopted, via 'shared' and 'apartment' costs schedules.

## **Apportionment Mechanism**

The managing agent has an apportionment mechanism that is flexible and fairly reflects the size of unit, usage and benefit derived from services, based on Royal Institution of Chartered Surveyors (RICS) recommendations.

The apportionment strategy accounts for the phased nature of the development and considers the potential for weighting for specific services.

## **Life Cycle Costs**

Consideration is given to the level of collection of reserves funds to provide for the cost of future major works / capital expenditure, based on known or projected life cycle costs. A provision is made in each year's service charge to spread these costs accordingly.

### **Budgeting & Indicative Service Charge**

Service charge estimates are produced on an annual basis (at current day costs) to project true likely costs after expiry of any warranty or maintenance free periods.

Indicative service charge produced will reflect the value and economies of scale that will be derived from the development as the construction phases are completed.

The budgeting process will cover phases of the development as well as taking an overview of the completed scheme.

### **Service Charge Accounting & Practice**

The managing agent will provide detailed financial reporting to demonstrate financial control and responsibility. These reports will include:

- Actual v. budget expenditure analysis
- Credit control
- Void service charge projections
- Set up cost schedules

### **Client Funds and Client Accounting**

All developer and service charge monies received, including reserve funds, are held in an interest-bearing designated client accounts in accordance with trust fund legislation and the Royal Institution of Chartered Surveyors (RICS) Members Accounting Regulations.

### **Public Realm**

The estate grounds are privately owned; however, the open spaces are fully accessible to anyone to access to enjoy.

All these areas are inspected on a regular basis by the onsite staff team and annually assessed for risks regarding general health and safety and fire safety. The managing agents arrange annual contracts (in line with the Operation and Maintenance manuals for these areas, for example underground drainage, lighting etc) and ad hoc repairs to features in these areas, such as planters, street furniture, cycle racks and play equipment.

The dry waste bins and dog 'foul' bins are inspected daily and emptied as required by the estate operatives. The cost of maintaining these features is included as an estate charge within the annual service charges paid by the residents of Hayes Village.

### **Staffing:**

#### **Introduction**

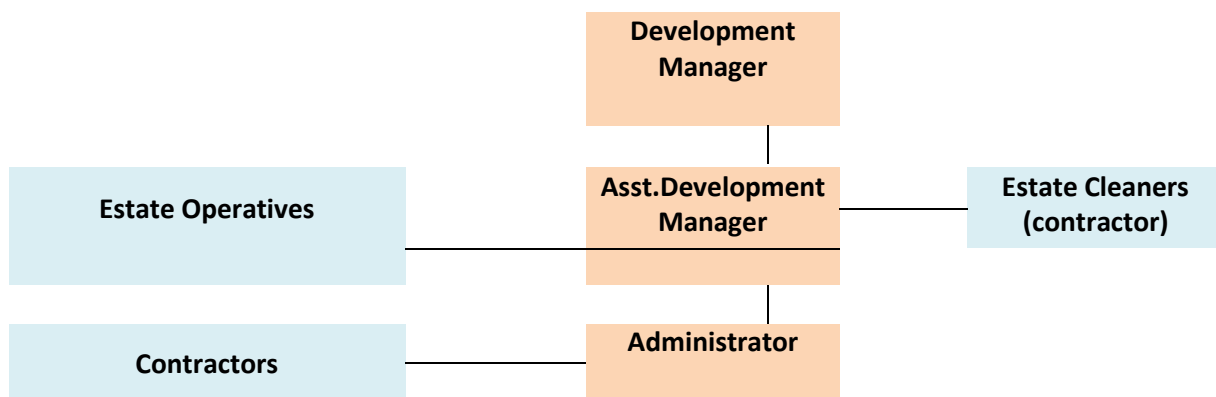
The staffing strategy has been developed to reflect the high standards of service and customer expectations that residents at Hayes Village estate will expect. This strategy is based upon providing a combination of directly employed staff and contracted staff as detailed below. Previous experience on managing estates has shown the need to be able to attract the best staff from the start as well as to be able to retain them for as long as possible.

Staff costs also are amongst the most expensive part of the service charge and therefore it is essential to balance best value to the Lessees against the high levels of service that will be offered, demanded, and ultimately delivered at this development.

### Structure

Staffing services will be split between employed and contracted personnel (See organisation chart below)

#### HAYES VILLAGE ORGANISATION STRUCTURE



### Management

Managerial roles will be provided within the structure of the operation to ensure quality control, efficiency, and adequacy of training for all functions and to ensure that there is a managerial presence on site at key times to deal with emergency situations should they arise.

Within the budget there is a blend of both directly employed and contracted staff to be used which has the advantage both in retaining key staff and in having greater flexibility so that more staff can be on duty at key times.

The key staff includes:

#### The Development Manager

He/she is responsible to the management company and the residents for the smooth running of all aspects of the provision of on-site services on the private and commercial elements of the estate. It is anticipated that the manager will be hands on and will be responsible for both the front of house and the back of house services as well as supervising staff and contractors working on site.

The estate manager will effectively be an employee of the Management Company and ideally will be either IRPM or RICS qualified with at least five years proven post qualification experience in running large London residential estates.

#### The Assistant Development Manager

He/she will be responsible to the development manager for the organisation and running of the administrative function of the estate and in assisting in all aspects of running the estate.

Other on-site staff include:



## Estate Operatives

The maintenance operative will be responsible for undertaking everyday maintenance tasks around the estate, together with regular maintenance checks on emergency lighting, doors, and repainting within lobby areas as a few examples of work undertaken.

The external estate operatives deal both with the collection of refuse, the maintenance and transporting of bins to and from the collection points and the cleaning and maintenance of the common parts of the estate and car parking areas; they will work under the direction of the cleaning supervisor appointed by the cleaning contractor.

## Cleaning Staff

These staff are recruited via a cleaning contractor and are responsible for the internal cleaning of all the buildings to include daily lobby cleans (Monday to Friday) and weekly cleans of the complete building. The gym is cleaned daily (Monday to Saturday) together with the staff toilets and kitchen area with the office cleaned weekly.

## Cleaning Schedule

Below is an example of a building cleaning schedule in use across the buildings at Hayes Village:

| FREQUENCY - DAILY |  |  |   |
|-------------------|--|--|---|
| Area              | Task   |  | Notes   |
| Front lobby areas | Sweep & Mop floor  |  | Wet floor signs to be placed                      |
|                   | Clean all doors of scuff/finger marks                        |  |   |
|                   | Clean front intercom panels                                  |  |   |
|                   | Clean & polish all ledges & niches                           |  |   |
|                   | Hoover entrance door matts                                   |  |   |
|                   | Clean lift call panels                                       |  |   |
|                   | Clean & polish interior panels                               |  |   |
| Lifts             | Clean & polish handrail                                      |  |   |
|                   | Sweep & Mop lift floor                                       |  | Wet floor sign in place                           |
|                   | Hoover carpets   |  | Trip hazards for trailing cables                  |
| Floor Levels      | Clean lift call panels                                       |  |   |
|                   | Remove any rubbish from corridors to Bin Rooms               |  | Constant offenders to be reported to Management.  |
|                   | Report all building maintenance items using reporting system |  | Contact management immediately for urgent matters |
|                   | Clean the ceiling/wall light fittings of dust                |  |   |
| External Areas    | Litter pick around all external frontage of the building     |  |   |

| FREQUENCY - WEEKLY       |   |  |  |
|--------------------------|---|--|--|
| <b>Front lobby areas</b> | Clean lobby walls of marks                        |  |  |
|                          | Clean low-level skirting                          |  |  |
|                          | Clean & Dust all ledges & wall hung pictures      |  |  |
| <b>Lifts</b>             | Hoover lift door tracks                           |  | Ensure lift tracks are kept free of all debris |
| <b>Floor Levels</b>      | Mop Fire Exit stairs to ground Floor              |  | Wet floor signs in place                       |
|                          | Clean all light Fittings                          |  |  |
|                          | Clean all handrails from ground floor upwards     |  |  |
|                          | Clean all walls                                   |  |  |
|                          | Clean all kick plates of scuff marks              |  |  |
|                          | Remove cobwebs from ceiling corners               |  |  |
| FREQUENCY - MONTHLY      |   |  |  |
| <b>Front lobby areas</b> | Clean all light fittings                          |  |  |
| <b>Lifts</b>             | Clean Lift ceiling                                |  |  |
|                          | Clean all metal work                              |  |  |
| <b>Floor Levels</b>      | Clean all Fire Exit Signage                       |  |  |
| <b>External Areas</b>    | Clean all external ledges                         |  |  |
|                          | Clean doors & grilles to cycle stores & bin rooms |  |  |
|                          | Clean dry riser glass and framework               |  |  |

### External Cleaning of the Estate

Waste management of all external areas of the state will form an essential part of always monitoring the appearance of Hayes Village. All staff will be trained and encouraged to litter pick as part of walking through the estate, however the estate operatives will specifically be responsible for maintaining the external areas cleanliness over a 6 day per week period (to also include the car parking areas). Duties will include:

- Regular daily litter picking
- Emptying of external rubbish dry bins and dog waste bins.
- Sweeping of pathways
- Cleaning of Children's play area
- Litter picking within the park areas of the estate.
- Clearing away of dog mess (equipment & PPE provided for this)
- Cleaning of the car parks.

- Promotion of good practice and to act as green Champions.

### **Landscaping and External Areas Such as the Children's Play Area**

The external areas will be regularly cleaned first and foremost because they will be the shop window for people visiting the estate. There will be an on-going litter pick undertaken. All staff will be encouraged to pick up items immediately when seen.

In addition, the street furniture, railings, and children's play areas will be regularly washed down, and any required repairs or repainting will be undertaken as a priority. Any graffiti will be removed immediately it is found. Anyone found damaging or disfiguring the estate in any way will be referred to the police for action.

The play equipment will be inspected daily for signs of wear or damage and a record of inspections maintained in the site maintenance log.

### **Training**

The Estate Management Company will ensure that all training & development forms a benchmark of standards, procedures & processes that can be followed & maintained consistently by all involved & will display a 'Centre of Excellence' for developing estate management & staff –These training sessions will be part of the support given to them to ensure management and staff are able to perform their duties in a successful way.

### **Post and Delivery Services**

Each building has a series of post boxes located within the entrance lobby, at a suitable height for wheelchair accessibility.

Deliveries cannot be accepted by the estate staff with the apartment resident having to accept delivery directly or to accept that the management company cannot accept liability for items left within the building lobby areas.

### **Communications**

#### **Residents Portal**

There is an interactive portal operated by the management company which allows residents to communicate with the Estate management staff, which allows the posting of maintenance requests as well as the ability to view newsletters, notices, apartment instructions as well as for leaseholders to view their service charge account.

The following methods will be used to provide communications across the estate to both owners and tenants:

#### **Homeowners Manual**

A comprehensive Homeowner Manual is produced by Barratt London and issued to all new owners at the time of completion. This manual contains all the information of everything to do with the estate operation, management services as well as the operation of the internal aspects of the flat and contain details of all warranties and guarantees for internal appliances. This is provided in both written as well as electronic format.



## **Welcome Pack**

Welcome information packs are produced and regularly updated by the estate office and issued to all new residents (owners and tenants) at the time they first move into the estate. Within this pack of information there is a full description of all operations and procedure regarding the estate operation. This pack will be regularly updated with a new one sent out to new residents moving into a flat. There will be a copy on the web site for the estate. Information on the Hayes Village travel plan is also contained within this welcome pack.

## **Other Methods of Communication**

Full updates on the estate operation are communicated by the following methods:

- Residential website for the estate
- Verbal instructions by all staff during regular meetings
- Newsletters sent out regularly throughout the year as well as posted onto the building notice boards.
- Letters/Email notification sent to individual flats or per floor regarding noise/anti-social behaviour type matters.

## **Standard Operating Procedures**

There is a bespoke set of Standard operating procedures (SOP) prepared for Hayes Village by the estate management team which will detail exactly how the various functions of managing the estate are carried out together with the standards and levels of service deliverance to be achieved. These SOP's will be used for both staff training purposes as well as for ensuring that all the elements of good practice are constantly maintained. They will be updated annually and amended to ensure they are always relevant and current.

## **Contracted Staff**

A tender process is carried out annually to ensure only the most suitably qualified external contractors are used for the following services provided across the estate. In all cases only companies well known and used in providing these services across large, high-end residential estates and generally with at least 10 years of tried and tested service deliverance will be considered. Contracted services include:

- Gym operator (virtual inductions and servicing of the gym equipment and water fountain)
- Facilities Company (All M & E Services)
- Lift Maintenance
- Landscape Gardeners
- Security
- Window & Specialist Cleaning Services
- Fire systems

## **Bulky Goods Collections**

The council offers collections services for the removal of bulky household refuse (e.g. fridges, furniture, mattresses, IT equipment etc.) from residential properties. The disposal of these larger items to be disposed of will be arranged directly with the tenant contacting the council and notifying the management office in order that access arrangement can be coordinated on the collection day. This is a paid for service directly by the resident to the council.

## Window Cleaning

The residential blocks vary in height from 6 storeys to 15 storeys. This presents differing window cleaning requirements. The strategy is to use a pole system to clean up to the fourth-floor levels and then a system of abseiling for access to the higher levels, is used, with quarterly window cleaning carried out.

Apartment windows and doors are generally cleaned by the residents. Windows within the apartments are fully reversible allowing cleaning from within the apartment by the residents. Similarly, balcony doors and windows are cleaned from the balconies.

## External Cleaning and Maintenance of the Roofs

The external building framework to include building canopies will be regularly cleaned as part of an approved planned maintenance programme which will be adopted for the whole development. The proximity of the over ground railway lines does create additional damage to the external metallic surfaces and as such a regular inspection will be undertaken to ensure that any deterioration of the metal fixings is addressed at an early stage.

Whilst it will be the resident's responsibility to clean any balconies and roof terraces which are demised to them a specification of works listing the need to wipe down polished surfaces and glassware and the need to keep clear any drainage gullies and to mop up any ponding will be available.

Roof terraces and other external areas will be the responsibility of the on-site management team to both have cleaned and maintained on a regular basis, to include the clearing of leaves and other debris from the roof surfaces.

Similarly, the on-site management team will also be responsible for maintaining the green and brown roofs which are incorporated within the development. This will include the maintenance of the planting and the clearance of all drainage systems.

## Maintenance Contracts

The management companies' onsite team of management and staff monitor and manage all aspects of services and maintenance requirements together with the external contractors as listed below. This shows the frequency of attendance, and these contracts are regularly monitored for service deliverance and with annual tenders carried out for the larger contracts with informal tenders carried out for all the rest.

| Service                            | Element          | Contract/Site Staff | Annual Contract | Frequency  |
|------------------------------------|------------------|---------------------|-----------------|--|
| Passenger Lifts                    | Buildings        | Contractor          | Yes             | 6 visits per annum plus call outs                      |
| Landscape Gardening & Tree surgery | External grounds | Contractor          | Yes             | Weekly in growing season/bi-monthly over winter season |

|  |                               |                          |     |   |
|--|-------------------------------|--------------------------|-----|---|
| External Play areas                    | 2 play areas                  | ROSPA surveys/Site staff | Yes | Annual Rospa surveys with weekly staff inspections                  |
| Window Cleaning                        | Buildings/Solar Panels        | Contractor               | Yes | Quarterly   |
| Internal Building Cleaning             | Buildings                     | Contractor               | Yes | Daily all ground floor foyers/weekly all floors                     |
| Refuse Management                      | Bin Stores/Garden refuse bins | Contractor/Site staff    | Yes | Biannual bin sanitisation/Daily bin management                      |
| Fire Systems                           | Maintenance                   | Contractor/Site staff    | Yes | Quarterly maintenance visits; site staff weekly                     |
| Fire Doors                             | Maintenance                   | Contractor/Site staff    | Yes | Quarterly communal fire doors/weekly staff checks                   |
| Door Entry Systems                     | Maintenance                   | Contractor               | No  | As required   |
| CCTV maintenance                       | Maintenance                   | Contractor               | No  | As required   |
| Vehicle Parking management             | Car Parks                     | Contractor               | Yes | Regular site checks carried out 24/7 period.                        |
| Car Park gate maintenance              | Maintenance                   | Contractor               | Yes | Quarterly/As required   |
| Booster pump sets                      | Maintenance                   | Contractor               | Yes | Quarterly   |
| Tank sanitization and Legionella       | Maintenance                   | Contractor               | Yes | Annual  |
| Sump pumps                             | Maintenance                   | Contractor               | Yes | Quarterly   |
| Pest Control                           | External Grounds & Bin Rooms  | Contractor               | Yes | Weekly  |
| Gym inductions & equipment maintenance | Gym – Truscon House.          | Contractor/Site Staff    | Yes | Inductions as required; gym equipment 6 monthly. Staff checks daily |

|   |  |            |     |             |
|---|--|------------|-----|-------------|
| Comfort Cooling maintenance             | Truscon House only                                     | Contractor | Yes | 6 monthly   |
| Air Conditioning split unit maintenance | Truscon House: office, kitchen, museum, gym, post room | Contractor | Yes | 6 monthly   |
| Heating & Hot Water Systems             | ESCO   | Contractor | Yes | As required |

## Gym

The gym is available for the use of all private residents and is open between the hours of 06.00 to 22.00pm daily. Residents are required to complete a virtual gym induction and health questionnaire prior to them being given access to this facility.

## Car Parking

Hayes Village is a phased development and therefore some facilities may be temporary to begin with, including car parking. Upon completion, there will be various car parking areas spread across the estate. The spaces have been purchased on a right-to-park basis, and parking is controlled using permits and ticketing. There are marked disabled bays throughout the development for residents with a valid blue badge.

There are various visitor parking bays for visitors displaying a valid permit issued by the parking contractor.

There are numerous electric car charging pods available for use both now and in the future.

Hayes Village has adopted the CarClub scheme which offers on-site access to two cars, offering residents immediate access to car hire without the necessity of purchasing a car.

The cleaning of the Car Park is undertaken as a separate task to the cleaning of the estate buildings and is undertaken by the estate operatives.

## Environmental Policy

Hayes Village management will assess, review, monitor and control environmental aspects of its operations in accordance with current standards and legislation. The company will educate, train and motivate the workforce to ensure that they conduct their activities in an environmentally responsible manner and will strive for continuous improvement.

The development manager will encourage openness and dialogue with its staff, residents and contractors on environmental issues and provide relevant information on our environmental performance.

Responsibility for environmental protection through the implementation of this policy rests with all levels of management and staff. It will however fall within the management company to both set and monitor the targets with the management of the site as well as to regularly review the performance of the operation.

## Hayes Village Waste Management Strategy will Address the Following Issues:

- Compliance with waste management legislation.
- Reduction in the quantity of waste generated through waste minimisation.

- reduction of the environmental impact of waste disposal through reuse and recycling.
- Ensure the safe handling and storage of waste on site.
- Provision of appropriate training for staff on waste management issues

### **Collections**

The local authority currently provides a collection service for residential apartments and all residents are encouraged to use this facility. However, within the budget there is an allowance for the cost of hiring and maintaining the bins and the bin tug which is used across the estate for moving the bins to and from the bin collection points across the estate. The bin tug does not need to be driven on the public highway at any time and estate operatives are trained to drive this vehicle on the estate.

### **The Refuse Bin Rooms**

The bin rooms are well ventilated and with adequate room to move bins around with ease. The light fittings are of sufficient height that they will not be damaged by people bringing in larger items of waste. In addition, the floor is sealed, and its surface extended to form a damp proof barrier above skirting board level. The entrance doors are sized to enable easy movement of the bins and the door furniture should be protected against accidental damage.

### **Garden Maintenance and garden waste**

The estate's landscaped areas are maintained by a specialist gardening contractor using approved and qualified gardening staff. This contract will be retendered on an annual basis and will incorporate a detailed specification of garden maintenance requirements for the estate. The gardening staff will have access to the staff accommodation for welfare facilities.

The waste produced from the maintenance of the estate is recycled into mulch and bark and placed back onto the estate borders wherever possible. This is a requirement of the landscaping contract and that they remove and dispose of all waste as and when required.

### **Walkways and Public Footpaths**

The public footpath throughout the estate is clearly defined for public use. The walkways have attractive street furniture provided in keeping within the estate and are well lit at night.

Access to residential buildings is restricted to residents only through access control system.

### **Car and Bicycle Parking**

There is extensive car parking provided for the private residents throughout the estate. Residents are sold the right to park anywhere on the estate rather than an allocated space to park in. These spaces are sold by Barratt London and the car parking is managed through a contacted operator who issue parking permits accordingly.

Bicycle parking secure rooms are provided within each building, and these are covered by CCTV and large signs to that effect displayed on the surrounding walls. Cycle parking is informal within the racks but with all residents are encouraged to secure their bikes and to remove any accessories, together with taking out appropriate insurance coverage in the event of damage or theft.

## **CCTV Cameras**

There are presently 91 CCTV cameras located across the estate, mainly covering entrances to buildings, lobby areas, car gate access areas and the gym, with data stored for a maximum of 30 days. The estate strategy does not allow for live monitoring of these cameras with viewing carried out retrospectively of any reported incidents. All requests for recordings will strictly follow GDPR guidelines and in most cases will only be supplied to the police authorities.