

MODA

STUDIO LIVING



Operational Management Strategy

Co-Living

148-154 Uxbridge High Street

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Moda Operational Management Strategy - Co-Living

Introduction

The Moda Operational Management Strategy - Co-Living is submitted in support of a detailed planning application for 148 – 154 High Street, Uxbridge. The following will explain key operational procedures and management processes for the development. The strategy has been shaped through a series of meetings between Moda and Child Graddon Lewis (CGL) to deliver our vision of a carefully crafted co-living platform.

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're the UK's largest, purpose-built rental company with an objective to create next generation neighbourhoods and commuter hubs across the UK.

Our strategy is powered by technology and an obsession for best-in-class customer service, which puts resident wellbeing at the heart. Our pioneering approach creates a refined design and management process that measures and enhances real time asset performance. Our market leading 'Homes for Life' concept provides people of different demographics and price points with a place to call home at every stage of their life. We are on a mission to deliver the world's happiest, healthiest, and most sustainable communities to live. To achieve our goal, we recognise that a co-living platform enables us to support and provide quality homes for an often-overlooked demographic.

“Moda is a lifestyle, not a landlord”

We are the UK's fastest growing rental brand, with a growing pipeline of homes located in high quality cities and masterplans across the UK. Our approach has been to deconstruct and challenge the UK's rental offering to date. This has empowered us to create a new inclusive rental experience that pushes the boundaries of style, service and innovation. The opportunity to provide co-living communities across London and the UK, supports our aspirations and growth potential.

Our Approach

Moda will provide a holistic operational model for Uxbridge High Street that will deliver unparalleled customer experience and complement the best-in-class institutional grade designs. At our core we seek to promote healthy, social living for our residents across our residential platforms and co-living is no exception. Our co-living operational model will oversee and manage the following key deliverables; mobilisation, customer & tenancy management, finance & accounting, asset management, compliance and health & safety, marketing & brand and leasing & renewals. Our strength is in our specialist teams that have a detailed understanding of their expertise and communicate seamlessly from site acquisition through to stabilisation.

The success of the scheme will stem from the experience and operational knowhow of the onsite team and their ability to exceed customer's expectations at every opportunity. They will thrive off the interactions with their residents and always encourage happy and healthy communities. The onsite team will be guided by the General Manager (GM) who is the development's leader, motivator, enforcer and strategic thinker. The GM is accountable for the development's performance across several key performance indicators. They will build a strong onsite team around them to enable us to achieve our co-living goals. The GM will have access to Moda's Support Hub that will provide offsite specialist and technical assistance in areas such as finance & accounting, asset management and marketing.

Accreditation

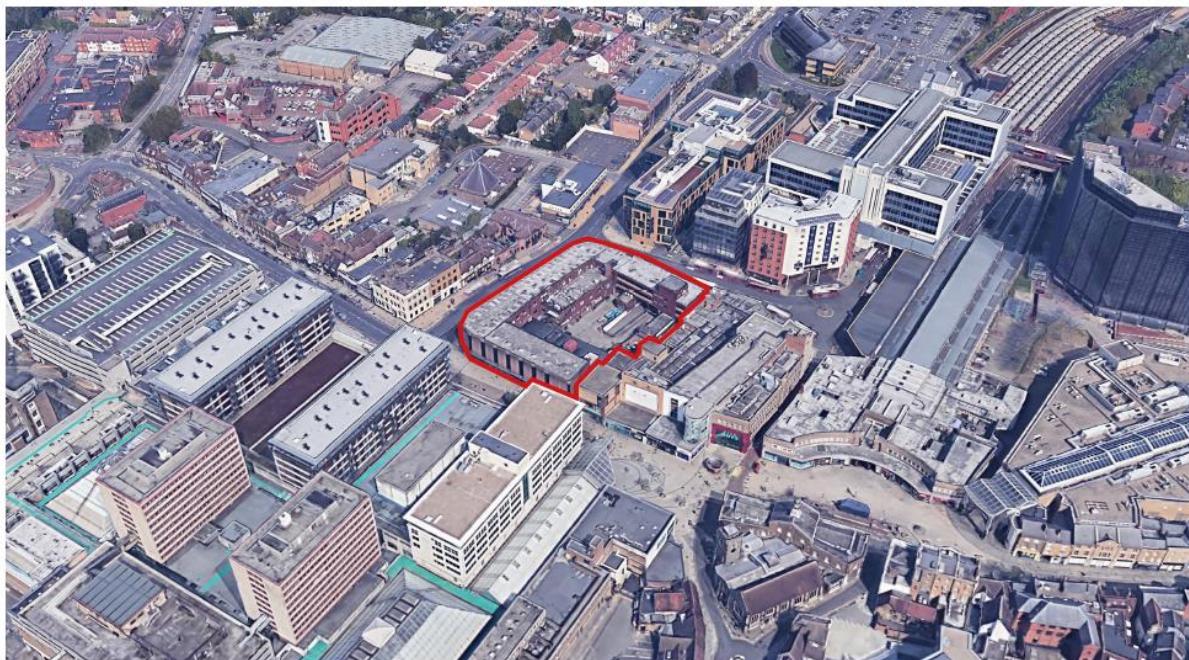
Moda have achieved the ISO9001 accreditation, ensuring we meet exceptional standards in the needs of our residents and stakeholders. This has helped shape our management processes and form a clearly defined business strategy.

All our neighbourhoods are lifestyle driven with wellbeing at their core. To measure our success of this key deliverable we have partnered with Fitwel, the world's leading wellness organisation. The Fitwel accreditation has been generated by expert analysis of over 5,600 academic research studies and provides a grading system based on the implementation and vision for a healthier future.

Operational Management Plan

Site Location

The site is located in the London Borough of Hillingdon and occupies a key urban centre location within Uxbridge Town Centre at the start of the pedestrian High Street. The site has three distinct boundary conditions at the end of an island block - High Street, Belmont Road and Bakers Road. A pedestrian right-of-way - Cock's Yard - runs along the south side of the site. The site is well positioned to take advantage of the current transportation links, such as the Metropolitan and Piccadilly tube lines.



148-154 High Street, Uxbridge



Amenity Space

A high-quality amenity rich offer is central to our co-living brief that will enable us to create and sustain a cohesive community alongside an innovative approach to healthy, socially connected residents. A co-living 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
- Comprehensive shared kitchen spaces
- Residential lounges
- Games rooms
- Secure cycle parking
- 24-hour concierge
- Cinema room
- Roof terrace

The amenity spaces will be accessible to the co-living 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 focussed on wellness.

Mobilisation

The initial phase of a co-living operational model is through a detailed and thorough mobilisation process. During mobilisation every facet of the asset, product and service is carefully considered and managed. The focus of mobilisation is to ensure that the key stakeholders within the building; our residents and colleagues, are always comfortable and their lives are made as easy as possible.

The mobilisation for the development will commence 6 - 9 months prior to PC and will be followed by the Property Management Agreement (PMA) - consideration will be taken for a phased building release and the transition between contacts.

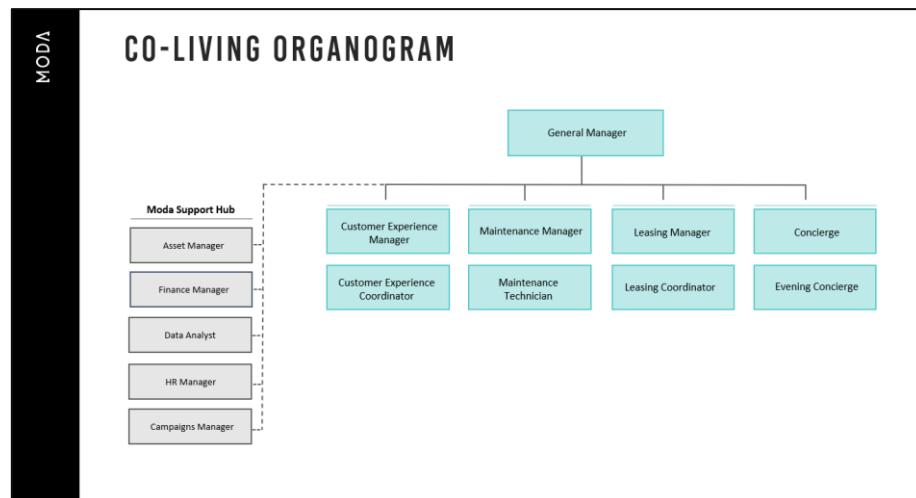
There are four mobilisation phases that'll form part of a wider Gantt chart, which will become a highly structured planner. The planner will create detailed workstreams, enable regular progress meetings and ensure ownership for each mobilisation delivery item.

Marketing

The Moda marketing strategy paves the way for our neighbourhoods from the day we acquire a site. Our aim is to build long term relationships with residents, local businesses and stakeholders in our communities. Every step of the way is managed by our internal marketing team, who are at the cutting edge of the industry and challenge how things have been delivered previously. Moda's approach to marketing is highly focused and follows a detailed call to action roadmap, which ensures the development and its immediate surroundings both benefit from the marketing.

Onsite Organigram

The onsite team will be tasked with creating the best-in-class customer experience and building management, with input and oversight from Moda's Support Hub. The development will require approximately 10 onsite associates to deliver an exceptional resident experience whilst ensuring full building compliance. The onsite roles highlighted in the below organogram will be full-time and costed within the development's operational budget. It is often our recommendation that a temporary customer experience position is included within the mobilisation budget to ensure a smooth building launch.



A brief description of some of these roles and their key responsibilities are outlined below.

General Manager- this key position is responsible for the overall performance of the property and maintaining standards within established operational and budgetary objectives. This includes building relationships and communicating clearly with residents, efficient administration, expense control, ensuring the proper physical maintenance of the building and surrounding property and daily management of support staff or external contractors. They will be skilled at assessing the current value of the community and continuously looking for new ways to maximise NOI, whilst keeping the onsite team motivated to achieve/exceed KPIs.

Customer Experience Manager- will be tasked to create a professional, yet friendly, environment within the community, treat residents with high levels of customer service and hospitality, and work with the General Manager on marketing the community and improving overall resident satisfaction. This will be a varied role concentrating on the following areas of delivery; resident satisfaction, occupancy, events/socials and maintain records of all customer interactions and communications.

Customer Experience Co-ordinator- this position will work in conjunction with the Customer Experience Manager and assist with developing, implementing, facilitating, and evaluating resident activities and events. Provide guidance when residents have any problems, remaining calm and using good judgment to find solutions. This role will also supervise and enforce the clauses within the tenancy agreement.

Maintenance Manager- will be responsible for maintaining the physical integrity of the development, leading the maintenance team and partnering with the General Manager to maximise renewal and leasing opportunities. The Maintenance Manager will ensure that all duties are carried out with safety first and while adhering to the maintenance policies and procedures. To schedule preventive maintenance programs for all equipment and ensure that they are in good working condition, whilst keeping on-site records accurate and in good order.

Maintenance Technician- this role will require interaction with the residents to identify, diagnose, repair, and resolve issues related to electrical, plumbing and heating systems, appliances, stairs, railings, fixtures, carpet, tiles, flooring, etc. Ensuring the customer satisfaction and resolution is at the heart of their approach to maintenance repairs and pre-planned maintenance.

Concierge & Evening Concierge- both these positions will be required to manage and monitor the development within and outside of traditional office hours, whilst providing an exceptional customer experience. This role will be trained to the same level as the Customer Experience Co-ordinator and be required to conduct foot patrols of communities and maintain records of all activities, including resident participation and satisfaction. This will be a single duty role and provide 24/7 customer service and security.

Staff Onboarding & Training

All onsite associates will be enrolled on Moda's onboarding program that provides an insight to the company values and how we expect these to be introduced into their daily activities and the overall resident experience. These include but are not limited to the following four key areas; Communication, Service, Safety and Product. Moda will be responsible for employing or engaging all associates, workers and contractors as are necessary for us to perform the operational services and Moda warrants that the individuals who will be appointed to such positions will be suitably qualified and competent to carry out their functions under the management agreement.

Resident Engagement and Events

The beating heart of our neighbourhoods is our extensive resident engagement experiences that means there is something for everyone in our communities. Our annual events planner covers everything from a running club, cultural festivals, to outdoor Samsung summer screenings and of course food and drink experiences. We always work with local independents where possible as well as global brands to create unique experiences.

Best-in-class Partners

At Moda we like to take care of the chores, from apartment cleaning and bin collection to laundry and changing bed linen. Our 24-hour concierge is on hand to deliver parcels directly to your door, book dinner reservations or even order you fresh flowers from our carefully chosen partners. We partner with suppliers and business that mirror our values and aspirations for providing exceptional service that is underpinned through technology, wellbeing and engagement.

Building Handover

The mobilisation and marketing phases are created to encourage a positive and successful building launch. The building handover process will be split as per the development and asset transfer, which is designed alongside developer, employer's agent and contractor. This will include processes to do with part and full commissioning, building regulation certification, contractor access/permit to work, snagging and resident defects.

We coordinate regular assessments of the building handover process leading up to practical completion, as communication between all parties is critical in ensuring a smooth handover. The focus is always on resident and associate safety during the release of additional sections of the development alongside the resident experience. The handover strategy will be designed and created as part of the mobilisation strategy, and we have extensive experience across the Moda team to deliver the most complex deliveries.

Leasing and Retention

The speed of lease-up is of utmost importance for the development and will require a detailed and localised marketing strategy. Typically, the pre-leasing at the development would commence during mobilisation and would often start 3 months prior to practical completion. This will allow our team to capitalize on pre-lets and ensure a positive community launch. Access to show apartments, connectivity and welfare facilities will be agreed with the contractor during the construction phase. Retention and renewals will become essential in achieving our business plan goals and is directly correlated to the customer experience via responsiveness, communication and relationships. The co-living development will be under single management to ensure consistency and reliability across the operational delivery. The leasing approach for the development will ensure that the minimum term for a tenancy is no less than 3-months.

Move In & Out Protocol

Every customer 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 licence 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 dilapidations 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.

Apartment Inspection Protocol

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

Waste Disposal

All waste will be stored on ground floor level with separate stores for the co-living, affordable flats and commercial elements of the scheme. Where available to do so the waste will be segregated to adhere to local waste collection requirements. The onsite staff will be responsible for transferring the refuse from the shared communal areas to the waste storage area at ground floor on the specified collection days.

Building Management

The building management will be administered by the onsite team with oversight and input from Moda's Support Hub. A large part of the building management strategy focusses on health & safety compliance and risk management. Moda has a Health & Safety and Risk Management Compliance strategy, which has been summarised below:

1. The H&S protocols include our responsibility and duty to ensure building compliance and resident safety. These include:
 - a. Planned Preventative Maintenance (PPM)
 - b. Site Inspections, Risk Assessments and Daily/Weekly/Monthly testing

2. All the above will be captured via Utopi Software, our online platform for PPM and compliance. This provides live visibility on PPM and compliance, and the ability to produce regular reporting
3. All relevant Health and Safety feedback is captured within the client monthly reporting submission and major items are presented in a traffic light system to ensure efficient and effective compliance review.
4. If a Health & Safety concern requires immediate escalation, we will activate our Major Incident Management (MIM) that has been designed alongside the developer and contractor. It will contain clear communication channels between all parties, including notification to the client.

Fire Safety and H&S Procedures

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 (Regulatory Reform Order 2005)
- 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 responsibly 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 (the office level, and any storage or plant spaces) will operate a simultaneous evacuation strategy, whereby all occupants will evacuate simultaneously upon fire detection within the building.

Fire Evacuation Strategy (Lifts)

The scheme is designed to enable a safe and dignified emergency evacuation for all building users, including customers that require level access from the building. The building will have an evacuation lift (not to be mistaken for firefighting lift), which will allow the evacuation of customers requiring level access through a driver assisted strategy. A competent and trained Moda associate will be present onsite at all times and will be able to operate the evacuation lift in the event of an emergency. The Moda Operations Team will hold records for all customers that require level access, which will be recorded via a PEEP (both digital and physical copy). An emergency intercom and separate power supply will be provided to enable the lift to operate. The cause and effect (C&E) interface between lift, fire detection and alarm system will form part of the training and building design.

Customer Feedback & Complaints

We promote feedback from our residents if we do something well, but sometimes problems arise that also need to be brought to our attention. Our aim is to always listen, to quickly resolve any issues and find solutions informally. A more formal complaint can be raised via the My Moda App, by email, telephone or in person. A customer can speak to us at any stage of the process. A complaint is always taken seriously, and we have a robust three stage process to discuss and remedy the concern. All complaints are highlighted within our monthly operations report and discussed with the Managing Director, to avoid reoccurring themes and improve current procedures.

Security Management

All customers expect to be able to live at Moda managed properties in safety and comfort and it is our duty to ensure that we meet this expectation. We have a clear security strategy that protects both customers and our onsite associates. 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 1998- the eight 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

Maintenance and Repairs

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.
- Be cautious about writing phrases such as "second request" on both copies of the form. If the request is a second request or a recurring issue, note it on the "office copy" only.
- 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 Customer Experience 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.

Repair Management & Client Feedback

Whilst remedying our resident's service request is the main priority, we must ensure the process is correctly recorded, monitored and analysed to improve our performance. All our maintenance issues are recorded via the maintenance workflow system and tracked in line with agreed response and completion timescales. A report is compiled showing all active and completed maintenance issues, the category of maintenance issue and record of completion within the agreed timescales. This report is reviewed internally by the Customer Experience Team on a weekly basis.

Defects will be approached in the same manner as a maintenance request from a resident's viewpoint. Moda will report defects to the dedicated defects or aftercare team who will advise the Contractor of all defects reported within the rectification period. Unless specifically stated in writing that the repair can wait until the end of the rectification period the contractor should inspect and carry out the repair in accordance with the priority classification (example listed below):

- Heating System Failure: response time within 2 hours
- Major Water Leak: response time within 4 hours
- Roof leak: response time within 4 hours
- Mechanical and Electrical Failure: response time within 4 hours
- Other Items: response time within 48 hours

The contractor shall provide a telephone number to contact in case of emergencies during the rectification period.

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.

Window cleaning and deep cleaning will be outsourced to specialist third party providers that will be tendered and the best service and pricing will be considered.

The cleaning strategy will include the necessary safety precautions through COSHH, an accident prevention strategy and manual handling training. All risk assessments are reviewed annually, as our business experiences or strategies may change, therefore this information should be recorded and updated.

Post and Deliveries

Post will be available to collect via the dedicated post boxes for all customers living and working. The co-living 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 resident 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.

Welcome Guide & Building Tour

All customers will be provided 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 behaviour Policy

Customer Integration

The configuration of spaces throughout the development has been designed to allow all users to safely enjoy their respective areas whilst promoting integration between the parties. A highly sustainable and landscaped terrace has been designed in the centre of the 1st floor terrace, allowing both co living and affordable residents to enjoy simultaneously. Residents from both buildings will be able to access the space via the access control system from their respective blocks, however access to the wider scheme will be restricted based on their tenure type.

Servicing Arrangements

A comprehensive servicing strategy has been developed with consideration of the constraints of the development to deliver a considered approach which aligns with that consented for neighbouring developments.

The scheme has been designed as a car free development, with the expectation of 9 disabled parking bays in the basement that serve both the Co Living and Hotel blocks. The development will offer discounted membership to local car clubs as part of its car free strategy. Cycle bays will total 263 across the scheme, which adheres to the London Plan 2021 requirements.

In order to access the co-living entrance pedestrians will be required to utilise the co-living entrance on Belmont Road. Access to the hotel element of the development will be achieved on the corner of the High Street and Belmont Road.

To accommodate the servicing activity associated with the co-living and affordable housing elements of the scheme, on-street servicing is proposed in accordance with that set out during pre-application discussions to reflect the strategy adopted for other neighbouring developments and the emerging strategy for the wider area.