



HIGHGATE STUDIOS

ESTATE MANAGEMENT PLAN

APRIL 2023

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1. Introduction

This Estate management plan considers the proposed redevelopment of the Highgate Studios site and predicts the strategy for the management of that site post development.

This document includes the management strategy for the public realm and wider occupied estate buildings.

It is anticipated that the strategy will be an iterative process based on the final tenant mix of the estate and their specific needs for example such as extended operating hours.

The overall management strategy is one of an inclusive and cooperative environment that will make it a pleasure to either work or play at the Estate.

2. Location and brief description of development

This document does not set out to reiterate the development proposals, briefly; Highgate Studios is located in the heart of Kentish Town and close to the main High Street and railway and underground stations.

The site has a rich and varied history and the redevelopment of the site compliments the old and creates a modern estate that is not only sustainable but also attractive to both occupiers and the local community.

3. Property Management

3.1 Estate Management – Roles and Responsibilities

Colliers will employ an appropriate site management team to deliver the estate services. The anticipated team structure is as follows;

Building Manager – Overall responsibility for the safe and effective operational management of the Highgate Studios estate including

- Ensure all areas of the estate are safe to use, clean, well presented and properly staffed at all times.
- Ensuring all statutory and best practice maintenance of the estate fabric and equipment is completed to the correct periodicity by the estate teams.
- Ensure all statutory and best practice inspections are completed to the correct periodicity and all actions arising completed in a timely manner.
- Managing, developing and mentoring the Highgate Studios teams to provide a best-in-class service to Occupiers and estate users.
- Devise and review operating procedures for all areas of the estate, consulting subject experts to ensure they are both effective and achievable.
- Regularly auditing the estate to ensure all areas of fabric and equipment are safe to remain in use and all areas are adequately patrolled by security staff.
- Develop and maintain productive working relationships with all Occupiers, local partners and adjoining properties.
- Regularly review and tender all estate services ensuring best value and best practice is achieved for all service lines.
- Ensure all estate plant and equipment is maintained to statutory and best practice requirements and is as energy efficient as possible.
- Implement and maintain an effective planned preventative maintenance scheme considering lifecycle and environmental requirements.
- Manage all soft services for the estate including Security, Cleaning and Reception teams.
- Ensure the estate is a clean, safe and hygienic environment for all estate users.
- Proactively manage all waste streams to ensure as much as possible is reused or recycled.

Customer Experience Manager.

The customer experience manager compliments the building manager and assists in the day-to-day management of the site as listed above.

In addition, this is a pivotal role in creating and maintain the studios identity.

They will be the focal point for all users of the site to include;

- Occupiers
- Occupier's guests
- The public in the public realm
- Manage public realm and/or occupier events.
- Be a local community point of contact – manage community engagement.

Service Partners

Tried and tested expert service partners will be utilised for any contracted services to be operated in a best-in-class manner with extensive requirements for both environmental practices and the wellbeing of all employed contract staff.

This includes all staff being paid the minimum of the London Living Wage. All service partners are actively encouraged to recruit from the local community where possible.

3.2 Security

A security company is employed to provide a fully trained, experienced security team to manage the security of the site.

This includes but is not limited to;

- Provide a reassuring, visual and positively engaging security presence to the public realm, common and retained part and occupier events.
- Be a first point of contact for anyone on the Estate
- Consult with Occupiers, local Police and adjoining properties to share any information relevant to the area and the safety of estate users.
- The security teams primary objectives are to provide a safe and secure environment and to deter crime.
- Operation with an extensive CCTV network
- We envisage 24/7 coverage of the estate to include patrols of the entire estate are completed throughout the day and a reduced number at night.
- Where practical, technology will be used to discretely provide security to the site. For example, the use of access control to common parts.

3.3 Cleaning

Estate cleaning will be provided by a contract cleaning company who will operate a 7 day a week cleaning provision to the retained and common parts and the public realm of Highgate Studios

Cleaning operations are carried out in a sustainable and environmentally conscious manner with all equipment and cleaning products reviewed for efficacy and suitability on a continuous basis.

The onsite cleaning provision will be overseen by a dedicated site cleaning supervisor who continual reviews all periodic works (Chewing gum removal, window cleaning, etc.) to ensure all areas of the estate are kept to the appropriate high standard.

3.4 Waste and refuse

The estate is to be run on the basis that nothing goes to landfill with all recyclable materials separated at source wherever possible.

We will operate Cardboard, Glass, Food and dry mixed recycling streams along with separate battery/WEE goods collections. This will include the retail units within the estate ensuring all recyclable materials can be processed correctly by the incumbent waste contractor.

The waste contractor can also provide onsite training to occupier's teams so they can improve their own waste segregation within their spaces and recycle more across the estate.

Leases will include reference to 'Building Regulations' where best practice can be achieved by regulation variance.

All waste is to be weighed and tagged prior to disposal into one of the estate receptacles so we can advise occupiers of exactly what quantities and types of waste are being produced.

3.5 Mechanical, Electrical and Building Fabric (MEBF)

MEBF forms a key part of the service and management operation at Highgate Studios and covers the common parts and services of each building and the public realm areas. The MEBF team on site endeavor to meet and exceed the expectations of its customers, staff, service partners and visitors. The MEBF delivery will cover daytime, evening and night time periods by use of a dedicated supplier comprising of technician(s) and a site dedicated on call provision.

It is envisaged that due to the nature of the site most of the M&E will be demised to the occupiers, for example the Hybrid VRF will be maintained by the occupier – anecdotal evidence supports this approach as occupiers like to control their own space in so far as is reasonably possible.

Common systems, for example, the fire alarm, will be maintained by Building Management Team for the benefit of all occupiers.

The external fabric of the buildings and the Estate common parts will be maintained by the Building Management Team.

3.6 Landscaping

The highest standards of care and maintenance will support the hard and soft landscaping, including the maintenance of the green roofs of the estate. This will be achieved through a landscaping service partner who understand the requirements of the Redeveloped site to deliver landscaping and maintaining the planting to complement the public realm areas throughout the different seasons of the year.

The areas of hard landscaping will be maintained as part of the regular cleaning regime, with scrubber dryers and battery powered sweeping machines being used to maintain the high standards to reflect the redevelopment.

Public safety will be our priority and the occupier seating models will be assessed in use to ensure these meet our management requirements and ongoing management safety plan.

3.7 Deliveries

Generally: deliveries to the site will come by foot or cycle messenger, car, van or small trucks. All deliveries to the site should occur throughout the business day, generally between 7:30 to 20:00 (Monday to Saturday) and 10:00 to 18:00 (Sunday).

Most deliveries to the Studios will be made for the following reasons:

- Mail Deliveries
- Food and Beverages deliveries
- Office consumables and retail items

Mail and small parcel deliveries will be expected to be delivered directly to the occupier's; Building Management does not envisage it will control this other than directing deliveries to the correct parties.

Most deliveries of goods and services to the site will be completed via parking at the 2 dedicated service bays. There will be no holding of goods in this or the common areas – deliveries will be made directly to the occupiers by the delivering party.

Strict management of the spaces is envisaged at peak times to ensure a fair use of the service bays. Possibly supplemented with a booking system dependent on demand.

3.8 Smoking Policy

The buildings will be designated 'no smoking or vaping'.

It is recognised that the public realm areas of the estate will need smoking areas. It is intended to manage smoking discretely with the placement of suitable receptacles for disposal and regular cleanliness patrols will be completed by the building management team.

CCTV cameras will be positioned to monitor designated smoking areas 24 hours a day with signage and intervention by the site team as necessary.

3.9 Cycle Parking

Long Term Spaces

We envisage that the long-term spaces will be allocated to occupiers as part of their lease agreement. Management of these spaces will be limited to cleaning of the cycle parks as a common space.

Short Term Spaces

Management of the short-term spaces is by constant review of these spaces by the Building Management Team. Where the use of a space appears to be long term polite notices asking for the cycle user to engage with the Building Management Team will be affixed or in the case of abandonment a notice of removal will affixed and the cycle removed, stored for a designated period of time and then disposed of, preferably by recycling.

3.10 Brand Alignment

Colliers Customer Experience team will work to ensure all occupier touch points are directly aligned to the branding of Highgate Studios. This brand alignment will include the following key elements:

- Dress codes for any site-based teams
- Branded Occupier Handbooks, fit out guides and service charge budgets
- Visitor Management System & App content
- Social Media pages and related content

4. Health and Safety

Health and Safety will be a key priority to ensuring the site is safe and secure to our Occupiers, visitors and workforce. This role will be undertaken by the Building Management team and supplemented by external advisors. The team will provide both reactive and proactive health and safety support. The objectives of the team are:

- To develop ownership of health and safety throughout the Highgate Studios Estate by working to create and maintain great relationships with our internal and external customers, our service partners and the community.
- Continually improve our compliance with the law and best practice whilst providing cost effective and efficient solutions which support the estate needs.

Reactive support includes advice to the estate team throughout the year, investigation of significant incidents and interaction with enforcement agencies, if required. Proactive involvement includes the following:

Health and Safety Audits

Comprehensive property health and safety audits are undertaken on the entire estate annually by our retained H&S consultant. This is followed by regular estate management checks, supported by the health and safety team. This is complimented with a formal inspection at least every 12 months by the health and safety team. Other H&S audits are undertaken as necessary – for example access audits.

Fire Risk Assessments

On behalf of the landlord, Colliers are responsible for managing fire safety in the common areas of the building which includes communication and cooperation with our customers.

The Regulatory Reform (Fire Safety) Order 2005 states that Fire Risk Assessments should be dynamic and regularly reviewed. To that end, we have taken a considered decision to formally review the assessment on an annual basis, which will include an inspection of all common areas. We will also review this risk assessment where there are significant changes or a fire occurs.

5. Public Realm Management

5.1 Management and Maintenance Arrangements

The areas of the estate accessible by members of the public are patrolled by the site security team regularly through both the day and night and is also monitored by a 24hr CCTV/security control room. The site management team will undertake regular walk throughs of the public realm specifically looking for any hazards of areas of concern to users of the Highgate Studios estate.

The soft landscaping will be maintained regularly by our incumbent contractor with any damaged or deteriorating plants changed out.

5.2 Management Responsibility

The Colliers Highgate Studios management team will be responsible for ensuring all maintenance programs are conducted to the required periodicity and that all reactive requirements are completed in a timely manner.

5.3 Maintenance Program

The Colliers team will ensure daily, weekly and monthly inspections of all common parts, including public realm to identify any potential issues with maintenance regimes, any damage that may have occurred as a result of wear and tear, or special event. This will identify any repairs needing to be conducted so that works can be programmed to be completed before any issue becomes a health and safety risk to the general public.

5.4 Repair and Renewal

Repairs will be conducted during non-busy periods to avoid inconvenience. Larger repairs and renewals will be reviewed and out of hours works considered to avoid disruption to estate users.

5.5 Hours of Opening

The Highgate Studios buildings are available for use 24 hours a day, 7 days a week. The Public realm areas will remain open to reflect this.

5.6 Lighting and Cleanliness

The onsite cleaning team will regularly patrol the public areas throughout the day, sweeping up any litter and dealing with spillages that may occur. There will be fixed litter bins placed at regular intervals for public use. Smoking will be managed

across the whole public area. The external lighting will be checked daily and maintained regularly with fittings replaced if they become defective.

5.7 Drainage and Pest Control

Drainage

The M&E team will be responsible for the site wide drainage system and regular inspections and maintenance will be conducted on this aspect of the estate infrastructure. It will be managed as part of the estate M&E, Pre Planned Maintenance program (PPM) and works will be carried out by a specialist sub-contractor. Any major works will need to be conducted at a time that causes as little disruption to all stakeholders if possible and carefully managed and communicated.

Pest Control

Pest Control is an important part of the estate's wider role in the community, ensuring that an effective pest control regime is in place across the boundary and within the individual buildings.

This is carried out by a specialist contractor and will have a comprehensive regime for all potential pests at the Highgate Studios Estate. Monthly maintenance visits are carried out and include regular review of the program if visits highlight pest activity or seasonal issues.

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