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RESIDENTS MANAGEMENT COMPANY REPORT

HUNTS GROVE

LAND AT COLETHORP FARM, HARDWICKE

APPLICATION NUMBER: (S.15/1498/VAR)

CREST STRATEGIC PROJECTS
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1.0 EXECUTIVE SUMMARY

Crest Nicholson is developing a mixed-use community of approximately 1750 homes at Hunts Grove, based upon Crest's Garden Village principles. These principles include a focus on lifestyle and legacy that will require long-term, high-quality management of community assets. Hunts Grove will be designed to provide all the components of a vibrant and cohesive community, including generous facilities for leisure, sport and play. In accordance with the Garden Village principles, it is proposed that the green spaces across the development should not be adopted by Stroud District Council, but will be managed as assets for the community, providing a long-term basis for encouraging communal activity and community spirit.

This document presents outline proposals for Crest and our managing agent partner Preim to establish and manage the proposed green spaces and community infrastructure, using a proven model that enables residents and other stakeholders (RSL's, schools, retail & commercial) to own and run these assets. We see this as a basis for agreement about how our approach could provide tangible, enduring benefits for Stroud Borough Council, any potential purchasers, and future stakeholders.

1.1 PRINCIPLE OF THE RESIDENTS MANAGEMENT COMPANY

This proposal is based upon establishing a Residents Management Company (RMC), which will eventually own all of the private infrastructure and other communal assets. We believe this is the best way to create an environment that will deliver a legacy that follows Crest Nicholson's Garden Village principles. The establishment of the RMC will be based upon the following key elements:

- Crest Nicholson will pay a total sum of £1.9M into the RMC towards the future maintenance of the communal infrastructure and other communal assets within the Hunts Grove development.
- The sum £1.9M will be drawn down in tranches linked to the % of amenity assets completed. The sum of monies drawn down will be deposited in a protected service charge client account/ escrow account. The completion of the amenity assets together with the money draw down will be monitored and 'signed off' by an independent Chartered Surveyor.
- The client / escrow account will be administered by Preim as managing agent and will comply with the RICS Code of Practice service charge, Residential Management Code and the ARMA, ICAEW, ACCA & RICS joint guidance on accounting for service charges.
- The service charge payable by each member of the RMC will initially be £195.00 per property per annum. It will be secured via a rent charge, and property owners will be obliged to pay by direct debit.
- The owners of the existing 342 homes situated within Phase 1 of the Hunts Grove development will become the first members of the RMC and new owners will become members as the build out proceeds. It is assumed that the existing phase 1 members will begin to pay the annual service charge over a 12 month period.
- A reporting structure will be implemented to provide regular technical and financial reports to Stroud District Council and other stakeholders as required.

- In the unlikely event of a breach of covenant by the RMC, Stroud District Council will have the rights of entry to take possession and transfer the communal amenities on a 999 year lease from the RMC to Stroud District Council.

Key points about this model that we would like you to consider are highlighted in this Executive Summary. The rest of the document then provides detailed information on the way Crest Nicholson will work with its partner Preim and future members to set up and manage the RMC and the services that will be delivered.

1.2 OWNERSHIP AND MANAGEMENT OF THE RMC

Crest Nicholson will initially hold an 'A' membership that gives sole voting rights, to ensure the RMC runs smoothly for as long as we require an interest in the company. Existing property owners living in the community of 342 homes built as part of Phase 1 will be allotted a 'B' share, and as each new property is sold these owners will also receive a 'B' share. These shares represent each property owner's interest in the RMC. Crest Nicholson will control the company until we are ready to hand over ownership to the RMC. At this point, we will resign our 'A' membership and the RMC will be entirely owned by the 'B' shareholder property owners on the estate. You will find detailed information about how we will manage our exit strategy, whenever it takes place, in Section 2.2 of this document.

Meanwhile, our managing agent Preim will undertake the management and administration of the RMC on Crest's behalf.

Preim will implement a debt management system to invoice and collect a service charge from existing properties in Phase 1 for the forthcoming year. The level of income that could be generated for the RMC from these existing homes within the first year will be in the order of £60K. New plot purchasers will be required to pay a full year's service charge (pro-rata) upon each property completion, helping to build funds quickly.

We believe that early stakeholder involvement is key to success, and through Preim we will work proactively to engage with new members from the existing community, to explain the principles and benefits of the RMC model, the proposed service charge budget and the services that will be provided, and the obligations that each member entered into when purchasing their home. This proactive approach will be underpinned by introducing a 'caretaker' early in the process, to help maintain the green spaces within the existing development.

New plot purchasers will receive home marketing and sales packs, and Preim will help to link the place-making, home building and selling process right through to a seamless handover of completed estate assets into the RMC.

Residents will be encouraged to form a Steering Committee to act as the focal point for communications with Crest Nicholson and Preim, to ensure that the estate is maintained to the agreed standard and to help shape the legacy. You will find information about how relationships with existing and new residents will be developed in section 2.4 of this document.

Crest Nicholson will hand over each completed asset or phase to the RMC as early as possible, so that residents can make a direct connection between the service charge they pay and the service that they receive. However, handover will be dependent upon the assets being fit for purpose and ready to be maintained, and on Crest no longer requiring access. The RMC model has been designed so that the cash

flows from the service charge income will be sufficient to fund the administration and maintenance costs of each communal asset, with the agreed draw down sums, as it is handed over, without recourse to external funding.

Appendix C outlines Crest's proposals for Stroud District Council to have step in rights to take the communal amenities, from the RMC on a 999 year lease. The provision for the step in rights will be incorporated within each property transfer and deed of covenant.

1.3 REALISING THE GARDEN VILLAGE PRINCIPLE THROUGH THE RMC

The idea of the Garden Village is a holistically planned new community where the design, landscaping, open space and public realm are vital elements of the whole development. Inspired by the original Garden Cities at Letchworth and Welwyn, and the ideals established by Ebenezer Howard in the early 1900's, the Garden Village is as relevant today as it was a century ago. At its heart are well maintained, high-quality open spaces and a strong community spirit.

The RMC model supports these principles in practice. Its assets will comprise public open spaces, playing fields, all weather pitches, NEAPs, LEAPs and pocket parks, strategic noise buffer, allotments, watercourses, attenuation ponds, wildlife pond, SUDs and nature conservancy areas. Crest Nicholson believes that managing these assets through an RMC, whose members include all future homeowners, schools, retail and other commercial businesses who own property on the estate, provides the best opportunity to deliver a legacy of which to be proud. We also believe that this will help to create a sense of 'belonging' for everybody who lives on the Hunts Grove development.

The responsibilities of the RMC will be:

- Regular maintenance of the communal amenity areas and infrastructure
- Public Liability insurance cover
- Buildings insurance for flats and maisonettes
- Maintenance and repair of play areas
- Provision of funds for communal amenity areas and infrastructure
- Preparation and submission of annual accounts to Companies House.

As a Limited Company, the RMC must comply with the Companies Act and other legal and regulatory guidelines, maintaining accounts in respect of income and expenditure, audited each year. A Company Secretary will ensure that the formalities of the company structure are correctly performed; this will include filing documents at Companies House, maintaining share registers and calling Annual Meetings.

The RMC will set an annual budget, issue service charge invoices and collect monies. It will fulfil its obligations to provide services by appointing contractors and ensuring they are properly equipped and comply with Health & Safety regulations. Maintenance of the communal amenity areas and infrastructure will be administered against agreed Key Performance Indicators, specifications and levels of service included within the contract between the RMC and Preim.

The Key Performance Indicators are as follows.

Area	KPI	Measure	How Measured
Financial Management	Unaddressed service charge debt (i.e. those who haven't paid or who haven't made arrangements to pay)	< 5%	Measure at year financial end, % of annual service charge
Compliance	Statutory returns filed by due dates	All	No penalties from Companies House etc.
Health & Safety	Pay outs on claims against CIC's public liability insurance	None	12 month rolling total
Customer Satisfaction (Estate Services)	Estate Management Plan in place	Compliant	Annual assessment
Customer Satisfaction (Estate Services)	Complaints about agent's provision of estate services	None	12 month rolling total
Complaints (Estate Works)	Justified complaints about provision of estate works	< 3	12 month rolling total

1.4 MAKING THE MOST OF GREEN SPACES: COMMUNITY WELLBEING

Hunts Grove will provide generous green spaces that will define the character and quality of the development, as well as the lifestyle of residents and the legacy for future generations. If they are well maintained and presented, they will add value to the homes on the development, creating a sought after mixed-use community where property at all price levels is transacted easily and quickly.

Crest Nicholson and our partner Preim are passionate about helping communities to manage green spaces and natural habitat, and have demonstrated on other developments that they can be utilised as a way of engaging and connecting with a new community. From excellent presentation of the green spaces to enabling local food growing co-operatives or taking part in community walking activities, residents are in control and able to make their own decisions about the service that they want.

As one example, we see allotments as a key building block in creating a sense of community. Our partner Preim has significant experience here, for example in working to develop membership-based food co-operatives. The aim is to build an edible landscape where the community can grow their own fruit and vegetables, focusing on exotic crops or those that are cheaper to grow than to buy, and reducing food miles by growing locally. Members can decide what items of healthy, organic fruit and vegetables they would like to grow, and between them determine who will grow what for that year. Membership benefits

include free seeds and compost, access to a gardeners' resource library, and social events. An on-site gardener trains and mentors members in organic horticulture, nutrition and how to grow food in a sustainable and environmentally friendly manner.

The ultimate goal is to develop a core team of residents to take on the management of the food cooperative, reducing Preim's involvement over time. Preim also helps the group to identify and secure additional funding for such activities. Preim have investigated further initiatives: from community shops selling on-site produce to bee-keeping (based on a wild flower meadow), or even an on-site aquaponics 'farm' producing anything from fruit and vegetables to fish, chickens and eggs.

At Hunts Grove, Crest Nicholson and Preim will work to achieve a sense of community and well-being and to deliver education initiatives, encouraging residents to get involved in events and activities. We believe that partnerships like this can be very successful in widening awareness of wildlife and its green spaces and getting people of all ages and backgrounds involved.

1.5 CREATING AND MAINTAINING THE ASSETS: SCOPE OF SERVICE

The services that will be provided are explained in detail in Section 3 of this document. They comprise services in advance of land and plot sales and support to the RMC post-completion, including community activities and estate works.

The approach to estate works will combine routine, proactive, reactive and emergency maintenance to ensure that the public realm, any other green spaces, play areas and other communal assets are kept in great shape at all times. This will be done in the most environmentally effective way - for example, incorporating grass cuttings into onsite compost, or chipping coppiced wood for mulch. We would be working towards a 'closed loop' system where wastes and resources are used totally by residents on the development.

Beyond this day-to-day maintenance, Preim will work with the community to meet the longer-term requirements and aspirations for managing the landscape and local ecology. This will include maintaining the biodiversity value of retained trees and hedgerows, and planting new street trees that benefit the ecosystem, in locations that create green corridor connectivity.

Preim would look at registering newly created woodlands to the Woodland Carbon Code scheme. This enables external companies to offset some of their carbon emissions through the trees that are planted. Registration to the Code means that the woods are responsibly and sustainably managed to national standards and that carbon purchasers contribute to the management of woodlands. The financial assets provided through the Carbon Code will be used towards site management and/or given in benefits to the RMC to 'pump prime' community activities.

For the proposed community building the service charge model assumes that the operating costs will be cost neutral. Currently provision has been made within the annual service charge budget of £5K for reserves, £2.5K for insurance and £1K for utility provisions. Whilst Preim will oversee and administer the community building's obligations related to insurance and Health and Safety, the objective is to develop a core team of residents and members including the wider community prepared to volunteer and take on the running of the building on a day to day basis.

The RMC model and the services that are provided offer total flexibility to incorporate any potential communal asset within the defined development boundary - from electric power points to community centres. In the longer term, there is great potential to incorporate other infrastructure into the RMC, or to accommodate differing communal and infrastructure asset responsibilities across the development.

There is a real opportunity to build a socially cohesive development where green spaces, renewable energy and buildings are used to increase community awareness, engagement and social interaction.

1.6 GIVING VALUE FOR MONEY: COSTS AND MANAGEMENT CHARGES

The RMC funds its responsibilities by levying and collecting an annual service charge from its members (shareholders). The service charge includes:

- The costs of running the RMC (the RMC overhead)
- The annual maintenance costs of the development
- Provision of reserve funds to cover the future repair and replacement of communal infrastructure

The proposed RMC service charge is £195 per property per annum, inclusive of VAT at 20%.

The service charge is estimated on the basis of the whole estate, i.e. on the assumption that all properties (342 homes in Phase 1 plus new build of 1,408 homes) are contributing, and all amenity areas and assets have been transferred to the RMC. This currently excludes any leasehold, commercial, or retail areas.

Prior to this time, any underspend in service charge compared to the budget can be credited back to the members if desired. Likewise, any over-expenditure can be surcharged. However, while Crest Nicholson remains the initial RMC director, we will instruct that any over or under expenditure is debited from or credited to the RMC's reserve fund account.

Preim's management fees are included in the draft service charge budget. These comprise a fixed element reflecting the RMC management, and a variable per-property charge that reduces with the increasing number of property completions. PREIM do not add any "markup" to the cost of works and services provided by third party suppliers or contractors.

The residents' company 'model', is regularly reviewed by the 'Council of Mortgage Lenders'. This 'model' is designed to ensure the long term stability and financial viability of the RMC, and plays a large part in ensuring that the Council of Mortgage Lenders continue to regard properties at such developments as 'mortgageable'

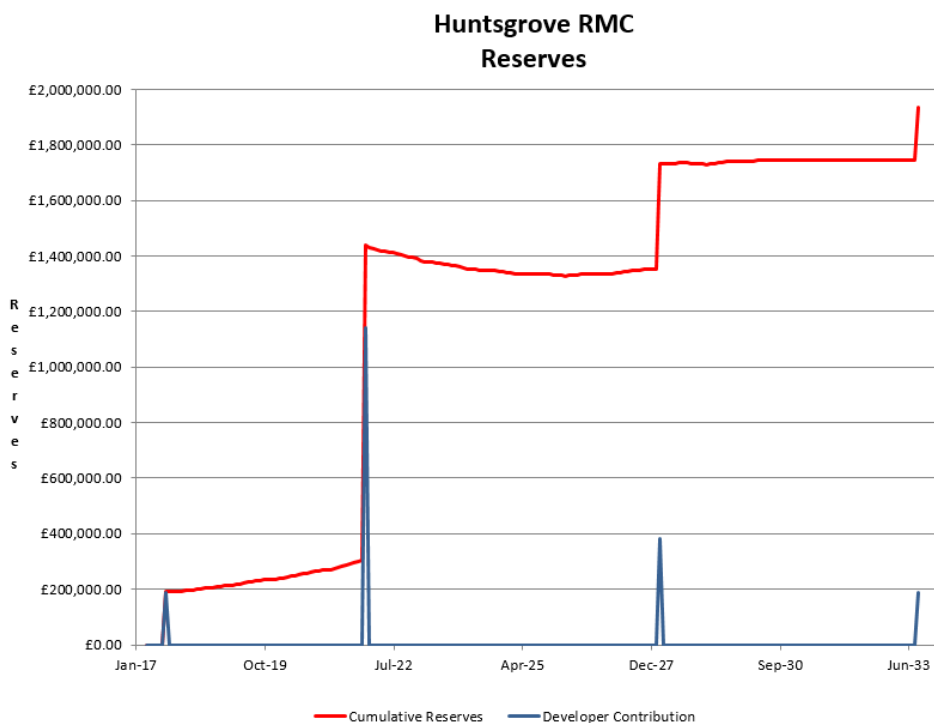
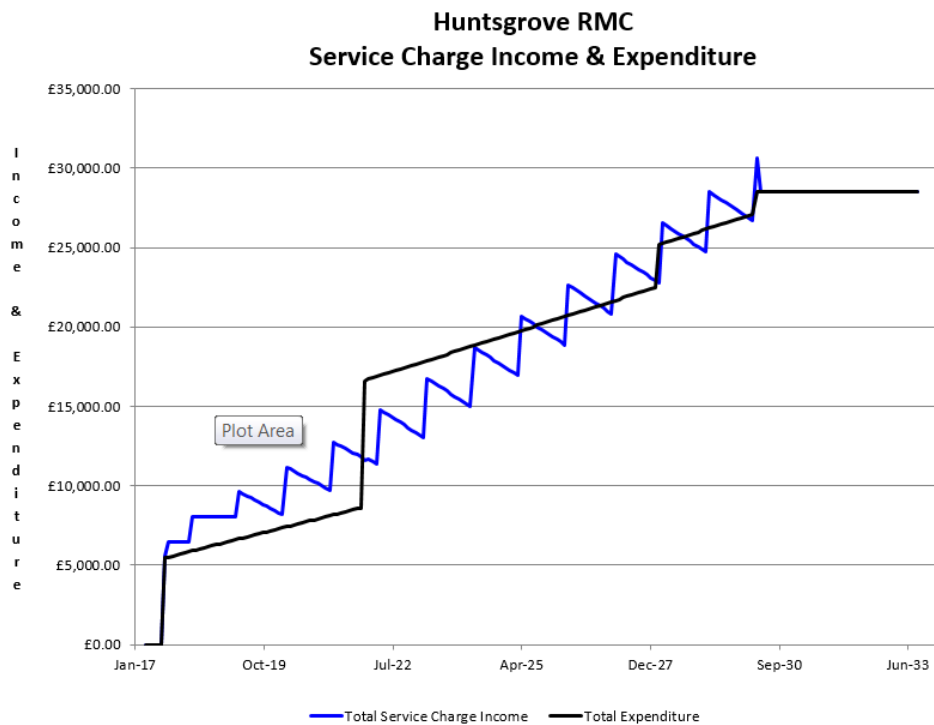
The service charge is secured by an estate rentcharge on each property. This secures the payment of a service charge by each member.

The robust assumptions used in developing the service charge budget are set out in the financial model. The level of charge is based upon the projected build forecast of between 8 and 10 unit completions per month.

The RMC financial model has been designed to ensure that the cash flows from the service charge income will be sufficient to fund the administration and maintenance costs of each communal asset without recourse to external funding.

Crest Nicholson will provide a sum of £ 1.9M to be held in a service charge client account in the name of the RMC. This will be transferred to the RMC in line with the transfer of the amenity areas. The provision of this contribution by Crest is instead of including a charge of £75 per property within the service charge as a contribution to the reserve fund.

The service charges within the client account are held in trust for the members of the RMC.



The service charge budget will be reviewed each year. As it is initially calculated on the basis of the whole estate of 1750 homes, there is no reason to suggest that it would deviate much from RPI, unless there were significant changes in the law such as the rate of VAT.

To ensure the flow of funds needed to shape and manage this community, it is essential to bill customers correctly and collecting monies on time. Preim has invested significantly in information technology, based on Qube property and facilities management software, that will enable them to manage the assets efficiently and transparently on behalf of the residents and other stakeholders. They will also utilise their IT structure as the 'iPad hub' of the community, through a social network site which will become a platform for providing additional services.

Residents will be able to log on to see how they manage their money, from the service charge they pay to the actual cost of the services provided. They will also have access to a whole range of data and information, from Company Accounts to Health and Safety reports.

The service charge budget includes the provision of a full-time 'caretaker team' comprising 2 full time equivalent (FTE) operatives with all plant and materials. This not only helps to keep the development in good order, but also provides the eyes and ears of the community, working proactively to identify and rectify infrastructure, environmental and social issues as they arise. The RMC also acts as a forum to engage the community in future design and planning, and to manage expectations as the plan evolves over the life of the development.

Appendix B contains the proposed annual service charge for the Hunts Grove RMC together with the calculation of the reserves build-up and graphs of service charge cash-flow and reserves.

1.7 IN SUMMARY

- The green spaces and other community assets will be managed in a way that creates opportunities for healthy living and personal wellbeing, now and throughout the lifetime of the Hunts Grove development. The RMC model, supported by proactive management and modern technology, will create community engagement and pride in the development.
- The proposed service charge for the development will be £195 per home per annum and the early income generated from the existing 342 homes included within Phase 1 means that the service charge cash flow model is positive from day 1.
- It also means that the Hunts Grove development is able to procure a caretaker based on the site full time, early in the development to help improve and maintain the existing estate in great order.
- Crest Nicholson will place a total sum of £1.9M into a Service Charge client / escrow account, which will be administered on behalf of the RMC by Preim. This sum will be drawn down in tranches and monitored independently linked to the satisfactory completion of amenity assets.
- Provision has been made for Stroud District Council to have step-in- rights to transfer the communal amenities, from the RMC to Stroud District Council on a 999 year lease in the unlikely event of a default by the RMC,
- Crest Nicholson wants to push the service boundaries – to develop a flexible, transparent 'whole life' private asset model which helps create, engage and galvanise a future community where people aspire to live, work and visit.

2.0 HOW THE RMC WILL WORK

There will be a single RMC for the whole Hunts Grove development, including Phase 1. The freehold title of the communal areas and unadopted infrastructure will eventually be vested into the RMC.

Crest Nicholson has appointed Preim Ltd as managing agent for the Hunts Grove development.

2.1 PROACTIVE MANAGEMENT AND VALUE FOR MONEY

The primary purpose of the RMC is to create a means whereby maintenance and practical management of communal assets and private infrastructure can be performed to a specified standard and funded by those who benefit. It gives residents the right to be involved in the day-to-day decision-making about their estate and to exercise a positive influence over their immediate environment.

Crest believes that a RMC can fulfill much more than these basic requirements. It will be the vehicle through which provision is made for residents to enjoy a quality of life envisaged through our Garden Village concept and ideals. In our view, 'green' assets such as trees, ponds and wildlife add transformational value to bricks and mortar.

Through Preim, our approach will be to offer residents choices about how their service charges are spent. They will provide levels of service that are relevant and specific to the development, its ideals and obligations. This enables Crest as RMC director to set a service charge that will meet the obligations to the community, be sufficient to implement the landscape management plan whilst not adversely affecting plot sales, and indeed be seen by residents as excellent value for money. Part of Preim's role is to work with local suppliers and contractors to ensure that prices are kept as low as possible without compromising quality. Preim will show residents a very visible connection between what they pay and the service that they receive.

2.2 PROCESS FOR ESTABLISHING THE RMC

There are a number of factors that need to be taken into account when establishing an RMC to look after communal amenity areas and infrastructure. This proposal follows a process that will deliver four key outcomes.

- To fulfill Crest Nicholson's development obligations regarding the repair and maintenance of any non-adoptable infrastructure and communal amenity areas.
- To deliver defined works and services for plot purchasers, residents and other stakeholders.
- To establish robust transitional legal arrangements to facilitate control of the development by Crest until such time as we decide to relinquish that control.
- To build a sustainable legacy and enable Crest's eventual exit strategy from the development.

The RMC model and the legal mechanisms that enable it to function, such as the Property Transfer and Deed of Covenants issued for each property sale, are robust and proven. It has been used in the sale of

thousands of homes, with the transfer of communal assets, over the last 15 years. The model has been designed to satisfy mortgage lenders, around the management of infrastructure assets, which in turn means that the sustainability of the RMC is paramount. The model offers total transparency, flexibility and rigour. Two key points around governance and sustainability are:

1. The RMC model includes the provision of an Estate Rentcharge within each property transfer. This secures payment of a service charge from each member (with rights to collect that debt) and satisfies their personal obligations to repair and maintain facilities for the benefit of the whole development.
2. Whilst the communal green spaces are funded ONLY by the primary beneficiaries i.e. the members of Hunts Grove RMC, the Deed of Covenant makes it clear that these assets are not private, they are public realm and may be used by the wider community.

Crest Nicholson will provide a total sum of £1.9M into a Service Charge / Escrow account, paid in tranches. Existing property owners will pay a full service charge annually. New plot purchasers will pay a year's service charge (pro-rata) upon completion of their purchase. Any "unused" portion of their annual service charge in the first year would be credited back to them at the end of the financial year. Thereafter, the full service charge would be payable annually.

Owners can arrange for their payments to be made in 10 instalments by direct debit at no additional cost.

Crest Nicholson will initially control the RMC via an 'A' (voting) share. Existing property owners and new plot purchasers will receive an initial non-voting 'B' share. All stakeholders in the mixed-use community are shareholders: homeowners, schools, retail and commercial units. As Crest completes the development, in distinct phases, it is proposed that communal assets for each completed phase and/or sub-phase will be formally handed over to the RMC through Preim management, with a procedure to allow for defect rectification.

From that point the RMC will bear the full risk of the cost of maintenance and repairs to the communal areas and any unadopted infrastructure within the development. This risk is, of course, partially addressed by including an element within each annual budget to enable a reserve fund to be built up against possible future repair costs. This approach is further reinforced with the payment into the RMC by Crest of £1.9M.

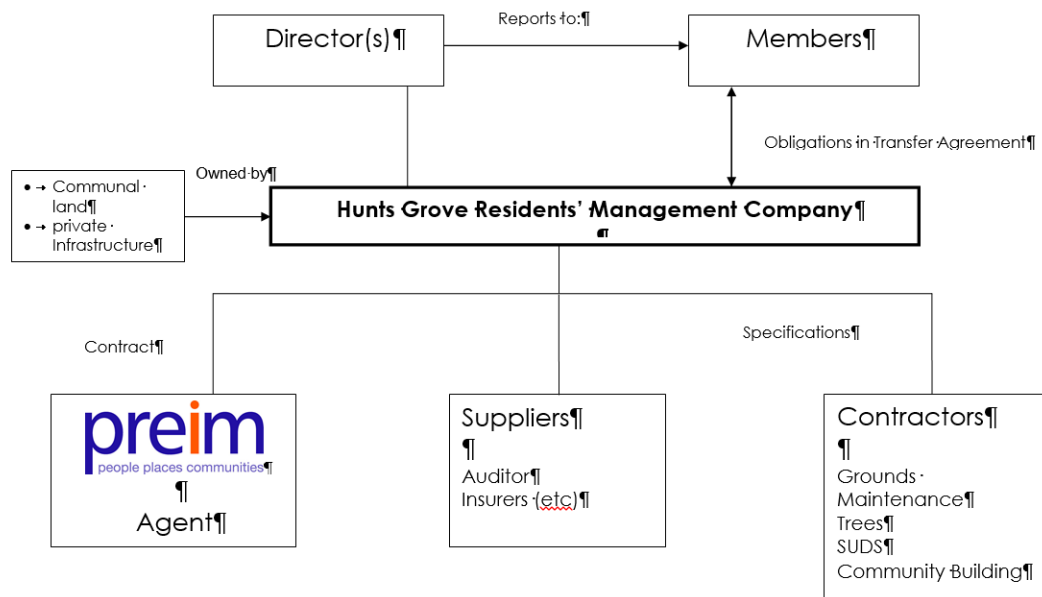
Once Crest has extracted whatever value we require from the development and adjacent environments, we will resign as a Director of the RMC, terminate our 'A' share and hand the RMC over to the 'B' shareholders.

Preim would manage the RMC on our behalf for an agreed period under a professional services NEC contract. After that, residents are under no obligation to use Preim and are able to choose an alternative supplier.

A key element of delivering our legacy is the formation of a properly constituted steering committee of members. The steering committee would be formed through a vote of members, and Preim will work with the steering committee to create a focus for the community to help inform and shape the scope of service required. The objective is that, in due course, the steering committee should step forward to become the future RMC directors.

2.3 THE RESIDENTS MANAGEMENT COMPANY COMMUNAL ASSET AND INFRASTRUCTURE MODEL

The RMC will be based on a communal asset and infrastructure model shown schematically in the diagram below. The model is proven for many thousands of homes on hundred developments and the methods and systems established demonstrate best practice in statutory company administration and secretarial services. The transparency of this model, together with Preim's experienced 'hands on' approach to delivery, will help to reinforce Crest's vision for Garden Village communities at Hunts Grove.



2.4 THE RELATIONSHIP WITH RESIDENTS AND OTHER STAKEHOLDERS

Crest Nicholson want to show residents, members and other stakeholders a very visible connection between what they pay and the service that they receive. Therefore our managing agent Preim will work with contractors to deliver a Hunts Grove community branded workforce with plant and equipment and report regularly on site-based and other activities through the community website, newsletters and face-to-face meetings.

Preim will take responsibility for and ownership of issues that arise, and indeed their proactive stance means that they will often be aware of these and responding before they become problems. Preim are passionate about delivering customer service and their account management team will be available 24/7, 365 days a year. Their response will always be prompt, but they will also take time to analyse contacts to understand where problems reoccur, and come up with long-term solutions. Pre-planned maintenance works will be communicated well in advance and managed to minimise impact on residents.

Preim have invested in a comprehensive integrated Customer Management IT System - QUBE - that enables them to manage customers' assets efficiently and transparently. The software also helps to manage the service from initial resident call to enquiry close down, and generates a wide range of reports and outputs to which members have full access, from Company Accounts to Health and Safety reports. Residents can log on to see how their money is being managed, from the service charge they pay to the actual cost of the services provided.

A dedicated community website with restricted forum through which residents can communicate with each other, will be provided. This website will be developed to provide a 'home-owners club' and trusted neighbours section providing information on local goods and services, from plumbers to IT, that will help benefit this new community. The website will also be utilised to help deliver an integrated travel plan, from collation of survey data to real time bus tables.

2.4.1 ENGAGING THE COMMUNITY

At this stage in the development, Crest Nicholson really want to help 'mobilise' the new community, including the integration of the existing 342 homes within Phase 1, by appointing a Community Mobiliser. This is a role that we have successfully delivered, through Preim, for garden villages at Monksmoor Park, Daventry and Tadpole Farm, Swindon. The idea is to engage with the existing community (Phase 1) during the early phases of the construction process for Phase 2, communicating and problem solving. As the development progresses, the role is about integration, helping people moving onto the new development to meet and get to know their neighbours.

The Community Mobiliser will:

- Act as focus and point of contact for development issues that may affect the local community.
- Build relationships with agencies and groups throughout the local area to make them aware of the new development and facilitate delivery of relevant services within this new community.
- Actively meet existing residents in the neighbouring estates and seek local opinion about community matters.
- Actively welcome new and prospective residents into the community.
- Actively listen to the views of existing and new residents including children, young people, the elderly and families to help them identify and build services from the ground up which address emerging issues arising from community engagement.
- Work in participatory and inclusive ways that helps to build ownership of any activities.
- Develop and implement a programme through which to engage existing and new residents.
- Use a range of communication methods suitable for a wide age range, by organising both face to face and non-face to face community activities.
- Use social media and informal newsletters with articles and plenty of pictures to communicate and organise events.
- Be proactive in utilising the community website and chat forum, maintained by Preim, to enable people to make contact and to find out more about forthcoming events and developments.

Whilst the Community Mobiliser will support the implementation of the debt management process for Phase 1, they will not be involved in its day-to-day administration.

As the number of homeowners in Hunts Grove development increases, the Community Mobiliser will hold bi-monthly events as a way to help people to understand and develop ideas around what it is they want to do with their community. For example, activities that have been implemented in other developments include neighbourhood watch schemes, neighbourhood help for gardening, gardening competitions, 'cuppa clubs', and providing a directory to support residents' businesses. Hunts Grove is a blank canvas with endless possibilities for social interaction. It takes only a handful of like-minded people to make these social groups a real success.

2.4.2 SUSTAINABLE LAND TRUST (SLT)

Crest wishes to secure a sustainable landscape and community at Hunts Grove by integrating the management of land, water, biodiversity and other environmental resources to meet the needs of the members and wider community.

Preim have an established working relationship with the Sustainable Land Trust (SLT) a not-for-profit organisation which creates socially cohesive developments by engaging people with their natural landscapes. SLT comprises a team of environmental, conservation, landscape and arboricultural professionals, who have the qualifications, experience, and appropriate certificates and accreditations to carry out a full range of forestry, habitat, drainage and landscape works on public and private sites. Their ecology and environmental teams are highly experienced in carrying out ecological and environmental surveys and monitoring using UK best practice methods, and they hold relevant licences. All work is carried out to comply with national legal requirements and they carry full insurance. Through the charitable status of SLT, there is an opportunity to raise funds and enter social contracts that would help to offset some costs of delivery to the RMC.

Our Community Mobiliser will work with SLT to help create activities that increase awareness of a range of aspects of the Garden Village (conservation areas, allotments, green infrastructure, land based renewable energy, and wider sustainability principles). A further aim is to identify residents and local people who would be interested in learning the skills to carry out habitat management and run the allotments and other productive growing spaces. We will offer apprenticeships, traineeships and short courses and would initially identify candidates through the development of a volunteer group. Trainees would work alongside Preim's own on-site team and would learn about their area and how to manage it to the highest standards.

Through the SLT's New Communities Programme, Preim aims to be at the heart of Hunts Grove Garden Village, working to maintain new ecosystems, and then working alongside members and residents to help them learn the skills required to maintain these important parts of their new community. Their approach will be to 'host and float', whereby they provide support, train and build the capacity of the proposed steering committee and members / residents, and enable them to support the management/maintenance of the open spaces.

3.0 THE SERVICES OUR MANAGING AGENT PREIM WILL PROVIDE

Preim will provide two types of service to the RMC: **Estate Services**, generally from an office environment, and **Estate Works**, performed on site.

Initially, Preim will self-deliver the estate services. For estate works, they will appoint approved third party sub-contractors as required. As the development grows, Preim will utilise site and office based personnel, who will share and support each other to complete the daily activities required. Preim will supplement their own existing resources with local people, who ideally live in or close to the development.

3.1 ESTATE SERVICES TO RESIDENTS AND THE RMC

These services that are key to operating a successful RMC that engages the community in protecting and developing all the assets in their ownership.

3.1.1 RESIDENT SUPPORT

- A proactive programme of communication with existing residents of the 342 homes already developed.
- A Welcome Pack for new plot purchasers, which will be developed over time as the community grows.
- Information in hard copy and electronically, covering Crest's Garden Village vision for the Hunts Grove development; obligations of the RMC to members; details of Preim as managing agent; and the services that will be provided.
- A 24/7 helpdesk.
- An Account Manager to work proactively with land purchasers, plot owners and residents to ensure that RMC issues are speedily resolved.
- Dealing with enquiries and liaising with property owners and any third parties.
- Convening regular residents' meetings.
- Working with Members and Volunteers to oversee and administer the community building's obligations related to insurance and Health and Safety.
- Working with the steering committee and other stakeholders to support the operation of the community building by members / volunteers and the wider community.
- A Hunts Grove branded community website, to include 'getting to know your community' and Trusted Trader sections.
- A unique login number for each member, enabling them to view, live, their individual property RMC account. This account will show the shareholder's payment plan, together with all transactions and any charges made.

3.1.2 BILLING AND SERVICE CHARGES

- Setting the annual budget.
- Operating and maintaining an integrated customer billing and payment receipts system, including cash book reconciliation and general ledger to ensure payments from members are correctly recorded and allocated.
- Issuing service charge invoices.
- Maintaining records of property owners' accounts with the RMC.
- Proactive debt recovery.
- Compliance with the RICS Code of Practice service charge, Residential Management Code and the ARMA, ICAEW, ACCA & RICS joint guidance on accounting for service charges.

3.1.3 HOW SERVICE CHARGE FUNDS ARE HELD

- Service charge funds are held in a trust of which the directors of the CIC are the trustees.
- Service charge funds are held in a separate interest bearing client bank account. The client bank account is held at: Barclays Bank, Peterborough Branch, 1 Church Street, Peterborough PE1 1XE.
- The name of the account will be 'PREIM Ltd re Hunts Grove RMC Client Account'. No notice is required to withdraw funds from the client bank account without penalty.

3.1.4 PROTECTION OF SERVICE CHARGE FUNDS

- Service charge funds are held in a statutory client account in the name of the RMC in a trust for the members
- Service charge funds held in trust are protected by the Financial Services Compensation Scheme (FSCS); with effect from January 2011 the protection limit for each saver is £75,000.
- Guidance issued by the Communities and Local Government Department in 2009 suggested the FSCS would generally expect to treat the resident company shareholders as being individually entitled to the protection available for that proportion of money in the account to which they were entitled by statutory Trust. This means that each member would be eligible up to a maximum of £75,000 compensation to cover the loss of their particular proportion of the deposited funds.

3.1.5 ACCOUNTS AND ADMINISTRATION

- Preparation of statutory accounts and independent audit provision.
- Certification of annual income and expenditure incurred.
- Statement of income and expenditure together with a balance sheet.

- Company secretarial role.
- Insurances as required, including public liability, buildings, and directors liability insurance,
- Online communication and payment ,
- Audit cash management,
- Checks and authorisation of payment to suppliers.

3.1.6 SURVEYS AND VISITS (FOR COMPLETED DEVELOPMENT AREAS THAT HAVE BEEN HANDED OVER TO RMC)

- Annual surveys for estate health and safety, lifts, electrical gates, lifting beam, play areas and tree works, legionnella.
- Regular fire and electrical surveys.
- Ad-hoc estate visits.

3.1.7 WORKS PLANNING AND PROCUREMENT (FOR COMPLETED DEVELOPMENT AREAS THAT HAVE BEEN HANDED OVER TO THE RMC)

- Identification of works required from surveys and reports.
- Job scheduling, works programming, provision and/or procurement of estate works.
- Close out of completed issues.
- Acting as designer or principal designer as required.
- Online communication and payment.

3.1.8 OTHER SERVICES

- Estate health & safety.
- Technical and financial reports.

3.2 ESTATE WORKS ON SITE

3.2.1 ROUTINE MAINTENANCE

- Works including grass cutting, general estates maintenance, SUD's, water areas and play areas.

- Cleaning of communal areas of leasehold properties, pick litter.

3.2.2 PROACTIVE MAINTENANCE

- Maintaining and managing SUD's, trees and hedges.

3.2.3 REACTIVE MAINTENANCE / REPAIR

- Removing fly tipping, repairing fences, dealing with effects of vandalism.
- Repairing communal buildings, private infrastructure such as footpaths.

3.2.4 EMERGENCY MAINTENANCE / REPAIR

- Repairing damage to communal buildings, removing fallen trees.

3.2.5 OTHER WORKS

- Undertaking neighbourhood enhancements including signage and dog bins.

4.0 IMPLEMENTATION

4.1 ESTATE WORKS

Routine maintenance and proactive maintenance activities are carried out using either:

- Contracts with defined specifications
- Periodic inspections against defined inspection specifications, with works identified being prioritised and estimated for implementation.

Reactive and emergency maintenance and repair activities are carried out in response to particular incidents, in accordance with defined levels of service.

4.2 ESTATE SERVICES

Where possible, Preim will use bulk purchase agreements for items such as Public Liability insurance, Audit Services etc. These bulk purchase agreements will allow the Hunts Grove RMC to save money by benefiting from economies of scale and will help reduce Preim's procurement workload.

5.0 PREIM'S AUTHORITY TO COMMIT ESTATE WORKS

5.1 ROUTINE & PROACTIVE MAINTENANCE

The annual service charge budget approved by the RMC (initially Crest Nicholson) includes budget lines for routine and proactive maintenance activities.

For the communal estate, where the contract prices / anticipated expenditure for these works are within the amount included in the approved budget, no further approval from the RMC is required by Preim to commit the works.

On leasehold properties only, where the proposed expenditure (either for planned maintenance as part of a long term contract, or as a one-off activity) would result in a contribution from each leasehold property that exceeds the threshold set out in Section 20 of the Landlord & Tenant Act 1985 (as amended by the Commonhold & Leasehold Reform Act 2002), a consultation in accordance with S20 must be carried out.

5.2 EMERGENCY WORKS

Emergency repair works are subject to a delegated authority to Preim of £1000 including VAT.

Where proposed expenditure (either for planned maintenance as part of a long-term contract, or as a one-off activity) would result in a contribution from each leasehold property that exceeds the threshold set out in Section 20 of the Landlord & Tenant Act 1985 (as amended by the Commonhold & Leasehold Reform Act 2002) a consultation in accordance with S20 must be carried out. This requirement may however be waived in the event that a genuine emergency situation exists.

5.3 NON URGENT WORKS & ESTATE ENHANCEMENTS

Ideally, requests for works identified as being desirable should be fed to the agent via the steering committee or director(s). Seeking a consensus of what should be done takes time, as requests from one group of residents may not be supported by another. Once it has been agreed what works are to be done, quotations will be sought.

The approval process involves consulting the steering committee for their views, and then seeking the director's approval for unbudgeted expenditure. This approval will depend on the state of the residents' company finances and will be in accordance with Preim's order approval process.

Where proposed expenditure (either for planned maintenance as part of a long term contract, or as a one-off activity) would result in a contribution from each leasehold property that exceeds the threshold set out in Section 20 of the Landlord & Tenant Act 1985 (as amended by the Commonhold & Leasehold Reform Act 2002) a consultation in accordance with S20 must be carried out.

5.4 GROUNDS MAINTENANCE

Works to be provided shall be as defined in the grounds maintenance specification. Grounds maintenance contracts shall be reviewed annually, and may be retendered every 3 years.

5.5 TREE WORKS

Tree works contracts shall be in place. Surveys shall be carried out as defined in the tree works specification. Works to be provided shall be as defined in the tree works specification. Contracts shall be reviewed annually, and may be retendered every 5 years.

5.6 STREETLIGHTS

A streetlight maintenance contract shall be in place for streetlights, lighting in the communal areas of leasehold buildings and electric car charging points. Works shall be as defined in the streetlights specification. Contracts shall be reviewed annually, and may be retendered every 5 years.

5.7 LIFTS

A lift maintenance contract shall be in place for any communal areas with lifts in blocks of flats. Works shall be as defined in the lift manufacturers specification and shall comply with the relevant legislation. Contracts shall be reviewed annually, and may be retendered every 3 years.

5.8 ELECTRIC GATES

A gate maintenance contract shall be in place for any electric gates in communal areas. Works shall be as defined in the gate manufacturers specification and shall comply with the relevant legislation. Contracts shall be reviewed annually, and may be retendered every 3 years.

5.9 GULLIES

A road gully cleaning contract shall be put in place for communal road or footpath gullies. Works shall be as defined in the gully cleaning specification. Contracts shall be reviewed annually, and may be retendered every 5 years.

5.10 SPECIFIC EXCLUSIONS

Routine and proactive maintenance works for which there is no line in the estimated service charge budget are not provided. In particular, the following are normally excluded, unless a specific budget line is included:

Roads	gritting, snow clearance
Footpaths	gritting, snow clearance
Water Supply	routine water quality sampling and analysis
Leakage detection and repair	hydraulic analysis
Sewerage	routine jetting unless included in the budgets underground inspections pressure and atmosphere testing

6.0 ESTATE WORKS: SPECIFICATIONS & SERVICE LEVEL AGREEMENTS (SLA'S)

This section sets out the specifications for the various estate works to be carried out under the contract. Between the RMC and Preim the SLA's for estate works are also identified.

Consultants, suppliers and contractors will be pre-qualified in accordance with Preim's' pre-qualification procedures before being invited to tender for any works.

6.1 PERIODIC INSPECTIONS

The following methodology will be adopted to identify routine and proactive maintenance and repairs through a programme of periodic inspections.

6.1.1 PROCEDURE (ESTATES & BUILDINGS)

- Implement a programme of annual estate and building surveys in accordance with the specification for surveys of private infrastructure and buildings (the survey specification)
- The survey specification defines the infrastructure included in the surveys and categories of defects and associated actions (repair, defer, ignore)
- Output of the surveys as a costed programme of works for implementation
- Where works to estates or buildings include leasehold properties, comply with Section 19 and Section 20 consultation procedures

6.1.2 SPECIFIC EXCLUSIONS

- The inspection specification focuses on identifying health and safety hazards from a visual inspection. Tests for infrastructure serviceability such as:

determining the skid resistance of roads and footpaths
camera surveys of water pipes and sewers
permeability tests of soakaways

are not included in the specification. Similarly, full structural surveys of leasehold buildings are also excluded from the survey specification.

6.1.3 PROCEDURE (OTHER)

- Implement a programme of playground, tree, fire, electrical, legionella and asbestos surveys at the following frequencies:

Playgrounds BS EN 1176	Annual
Trees as treeworks specification	Annual
Fire	Initial Fire Risk Assessment

- Review as per recommendations within assessment.

6.1.4 OTHER RISK MANAGEMENT PROCEDURES

Electrical: every 5 years

Asbestos: initial asbestos survey

Annual review: with buildings survey

Legionella: initial legionella survey

Annual desktop review

6.1.5 OUTPUT OF SURVEYS AS COSTED PROGRAMME OF WORKS FOR IMPLEMENTATION WITHIN THE NEXT YEAR

- The steering committee shall be consulted on the programme of works prior to implementation (other than for Health & Safety related works)
- Requests for other reactive maintenance works received from residents, which do not fit the standards criteria, will be addressed during the next round of surveys.

6.1.6 PRIORITISATION OF WORKS AND IMPLEMENTATION

- Works identified are prioritised by each Preim customer account manager (CAM). Reaction times depend on that priority.
- Immediate health and safety issues identified on our surveys or by contractors receive a high priority and are dealt with accordingly.
- The SLA to implement other works is within 3 months following approval.

6.2 REACTIVE AND EMERGENCY MAINTENANCE AND REPAIRS

- Non-urgent and Emergency maintenance and repair activities are carried out in response to particular incidents. These are normally reported via phone or email by residents/members or third parties from the estate.
- The Emergency procedure defines the categories of incident for which a response “out of hours” will be made. All other incidents will be responded to ‘in hours’. Works identified will be prioritised by the account manager for the estate. Reaction times depend on that priority.
- An urgent incident like blocked drain, burst water main affecting supply or fallen tree etc will have a high priority and will usually be attended to the same day or next day.
- Immediate health and safety issues receive a high priority and will be dealt with accordingly.
- Works will generally be carried out by a retained contractor (grounds maintenance, streetlighting, tree works) or other approved contractors with whom agreements to work are in place.

7.0 RESOURCES AND CONTRACT

7.1 RESOURCES

Preim will manage the estate works required through the proposed services contract with KPI's, using locally approved contractors.

As the development grows and more communal assets are handed over to the RMC, Preim will manage and administer a service that delivers a dedicated full time team, based on the site of 2 caretakers, with 1 person ideally having an ecology background including all plant and materials. They will share the workload and support each other to complete the daily activities required. The caretaker team will work a 40 hour week. It is Preim's intention to employ local people.

7.2 MAINTENANCE BASE

Early in the development, Preim will be provided with an area of land upon which they will keep a lockable container / office. The container will be timber clad and fitted with services (water and electricity). It will be used to store materials and maintain machinery. The maintenance base will be located centrally, at the heart of the community.

7.3 PROPOSED FORM OF CONTRACT

As director of the RMC, Crest Nicholson will enter into a professional services contract (NEC or similar) with Preim for the Estate Services and Estates Works scope of work.

APPENDIX A
WORKS SPECIFICATION

Appendix A

Landscape Management Strategy

1. Vision

Crest Nicholson's Garden Village Principles will shape the outline design concepts for Hunts Grove. Principles of direct relevance to this plan include:

- Community ownership of land and long-term stewardship of assets
- Generous green space linked to the wider natural environment, including a mix of public and private networks of well-managed, high-quality gardens, tree-lined streets and open spaces.

Successful landscape management will sustain these principles for the life of the development. In keeping with the Garden Village Principles, Crest seek to retain important landscape features and, in combination with proposed features, create a high quality character which will unify the development and integrate it into the wider setting. Proposals include opportunities for wildlife and biodiversity enhancement and the provision of amenity/recreational opportunities for existing and new residents.

1.1 Aims and Objectives

The aim is the successful establishment of proposed planting and continued maintenance of landscape features.

Key objectives for the long-term management of Hunts Grove are as follows:

- The management regime will aim to protect and enhance existing habitats and where possible important landscape features such as the hedgerows, trees and ditches.
- The management of the open spaces should optimise the amenity value of these spaces as well as providing areas of informal play.
- Where possible, species of local provenance will be used to ensure that the species planted are suited to their environments e.g. soil type and location e.g. shaded, sunny, or wet.
- Manage any retained ditches and proposed SUDs features to provide additional functions such as wildlife benefit and visual amenity.

- To provide and maintain an attractive/visually appealing and robust landscape setting to the development particularly along the main access roads and frontages.
- To integrate the recreational and ecological aims for the open spaces with other community and infrastructure requirements.
- To supplement existing trees and woodland by ensuring the effective establishment and long term management of new tree planting. This would ensure the longevity of the resource, create a sense of place and character and enhance the existing habitat valuable.
- To retain wherever possible existing mature tree stock and to put in place a management scheme that retains the trees in perpetuity.
- To undertake any essential tree surgery/selective felling to avoid any significant third party risks both internally and on the periphery of the site.
- To maintain health and safety requirements to all areas of public open space for all residents and visitors.

1.2 General management

The Public Realm and water management systems will be managed by Crest Nicholson and following handover by the RMC.

An Estate Maintenance Plan will be developed and implemented. All materials, operations, workmanship and quality shall be in accordance with the relevant British Standards, HSE standards or appropriate code of practice.

Monitoring will be carried out to determine if the Landscape Management Plan requires amendment in order to further enhance a particular habitat.

2. Estate Maintenance Plan

Preim will provide and maintain a defined level of service for estate maintenance. This will be achieved by:

- estate maintenance specifications
- emphasis on management and monitoring of works provided
- visibility on the Hunts Grove estate
- communication with members / residents
- reporting of activity via a community website

The Schedule of Works in 12 below covers the maintenance of all communal areas within the boundary of the Hunts Grove development RMC, excluding all areas that belong to individual owners.

2.1 Service Visit Schedules

Service visits shall be carried out at the estate weekly during the growing season (approximately the second week of March to the third week in November) and fortnightly at any other time. The scope of service is detailed within section 4.0 of this maintenance plan.

All works will be carried out Monday to Friday within the hours of 08:00 – 18:00, unless otherwise agreed with Preim.

2.2 Programming the works

Prior to the start of work for each year, a programme of proposed service visits and planned activities will be provided. This will be presented on the community website so that it can be viewed by the Hunts Grove steering committee and other members.

Where a service visit is delayed, disrupted or abandoned it will be rescheduled as soon as practicable. The Preim helpdesk will be kept informed so that Hunts Grove residents can be made aware of the rescheduled visit.

3. Estate Maintenance Plan Monitoring

The management requirements for new planting will need to change as the planting establishes and begins to mature. This has been divided into three phases.

- Short Term (1 – 3 Years): The initial establishment period will require more frequent maintenance operations to ensure planting thrives without competition and planting sundries are maintained.

- Medium Term (3 – 10 Years): As the planting grows, the management plan identifies operations that will become necessary. However, their precise timing will depend on a programme of monitoring to ensure maintenance is carried out at the appropriate time.
- Long Term (10 – 25 Years): As planting matures, long term management will include initiating a cycle of selective thinning in order to maintain a healthy structure and any works which become necessary to maintain the health and safety of individual trees.

During the initial establishment period of 5 years, it is proposed an annual inspection shall take place to determine the effectiveness of the EMP. If considered necessary the EMP would be revised, with maintenance operations for the following year adjusted.

Annual reviews will continue to take place beyond the initial 5 year period up until 15 years. An assessment of the prevailing situation and conditions on site will determine the need for any further changes to the management plan or operations.

Beyond 15 years, re-assessment shall be undertaken at 5 yearly intervals to monitor and amend if necessary the woodland selective thinning programme.

An annual review of existing hedgerows and trees shall also be carried out to identify any necessary remedial works on planting in close proximity to public access areas.

Safety issues reported by the general public shall also be investigated as soon as practicably possible and remedial works undertaken as necessary. Annual reviews of tree planting shall take place in October/November prior to tree work being carried out.

Monitoring of trees and hedgerow areas shall take place in April/May when ground flora will be visible. Reviews of the basins/emergent planting shall take place in July/August. Grassland monitoring shall take place in June/July. All monitoring shall be in accordance with the Landscape and Ecological objectives.

4. Principles of Landscape Maintenance Operations and Timings

4.1 Herbicide (excludes grassland)

Spot removal of weeds and invasive species will generally be carried out by hand, with the use of chemicals kept to a minimum. Where herbicide is required a glyphosate based product approved by Natural England and the Environment Agency as suitable on weeds in or near water bodies can be used (Refer to 'Guidelines for the use of herbicides on weeds in or near waterbodies' (PB2289) 1995; this document is available from the Health and Safety Executive (HSE) and prior to commencing contractors should check for updates on product approvals).

4.2 Protected Species

In support of the planning application a number of ecological surveys were produced. These indicated the presence of several protected species on site including bats and breeding birds. The effective management of trees, hedgerows and grassland will enhance existing habitats and provide new habitats for protected species.

For licensed working operations and detailed requirements for habitat creation, refer to the Framework Biodiversity and Landscape Management Plan.

4.3 Tree Work

Work on dead, dying and diseased trees that are identified for complete removal or remedial work will be carried out by an Arboricultural Association approved contractor to BS3998: Recommendations for Tree Work 1989.

Any tree work will be carried out between November and February inclusive, to avoid the bird nesting season. A specialist bat survey will be required prior to any tree work on existing or proposed mature trees. Initial daytime assessments could be undertaken at any time of year; however, if these indicate further surveys are required, these surveys will be undertaken between May and September and will be carried out by a suitably qualified ecological specialist.

Deadwood will be retained on site to provide possible habitats for invertebrates, reptiles and small mammals. Arising's will be cut into 1m lengths and laid flat in piles up to 0.5m high in locations to be agreed with the CA. Brash will be removed from site to prevent excessive piling up of cut material. The value of retained deadwood should be monitored and reduced following consultation with an ecologist if it adversely affects the value of the field layer.

Any prescriptions in this 'Landscape Management and Maintenance Plan' should first be referred to the submitted 'Tree Survey Report with TPO Information'.

4.4 Burning

Burning of any arisings resulting from any maintenance operations are not permitted on site at any time.

4.5 Control of Mammalian Pests

To be completed by a specialist firm with suitable experience in dealing with the particular pest.

4.6 Cleanliness

The site is to be maintained in a clean and tidy manner after any maintenance/management operations.

4.7 Workmanship

The landscape maintenance will be carried out by competent individuals suitably qualified and experienced in this type of work.

All landscape maintenance operations shall be subject to the preparation and approval of a project specific Risk Assessment and Method Statement prior to commencing any works on site.

Where and to the extent that materials and workmanship are not fully specified they are to be:

- a) Suitable for the purposes of the stated objectives;
- b) In accordance with good horticultural practice or the current British Standard with particular reference to:
 - BS 3998: Recommendations for tree work
 - BS 4428: Code of practice for general landscape operations
 - BS 7370: Grounds maintenance

4.8 Watering

The Contractor shall water all planting undertaken, at the frequency necessary to ensure establishment and survival, until all planting works are completed. Additional watering may be required during periods of abnormally dry weather to ensure plant survival.

4.9 Removal of Arisings

Any infected (diseased or pest) prunings or timber arisings shall be removed off site immediately after cutting and burned or buried at a depth of no less than 2.0 m in a location to be agreed, except diseased arisings affected by diseases described in Arboriculture Research Notes or Arboriculture Research and Information notes issued by the Arboricultural Advisory and Information Service, which shall be dealt with in accordance with the advice published in these notes.

Healthy arisings shall be removed from site / retained on site to a suitable composting facility or spread on site.

4.10. Litter Clearance

The contractor shall maintain the site to a clean and litter free standard by removing all litter at intervals highlighted with the detailed Landscape and Management Plans and Schedules.

4. 11 Health and Safety

All works shall be carried out in accordance with the Authority's and the Contractor's own Health and Safety Policy and in accordance with all current Statutory Obligations.

5. Schedule of Works

5.1 Existing Trees and Field Hedgerows

- Inspections to identify structural defects, including dead or broken branches, cracks, decay, and root decay should be held annually and after major storms. Findings of these shall be documented in writing.
- Trees and hedgerows to be removed will be identified and approved with the Contract Administrator prior to works starting.
- All works are to be carried out by an approved member of the Arboricultural Association.
- Retained trees to be protected during construction – erect temporary fencing in accordance with BS5873:2005 during the construction period to ensure trees to be retained are not damaged.
- Pruning/Cutting to be carried out in accordance with Arboricultural Association leaflet 'Mature Tree Management'.
- Review and remove any dead, dying or diseased wood, broken branches and stubs at the earliest opportunity.
- Plant gaps within existing hedgerows to improve their function as a corridor feature, using species to match those existing.
- Cut field hedgerows within the Common on a two year rotational basis, hedgerows within residential areas should be cut annually. Avoid trimming all hedges within the Common in the same year, cutting no more than a third of the hedgerow height in any year. Where possible, leave a minimum of 1m strip of uncultivated land between the hedgerow and cut grass. Where appropriate, the density of the planting can be reduced by selective thinning.

- Pruning of hedgerows should encourage the development of tall “A” shaped, full hedgerows (at least 2m in height and at least 1.5 metres in width), with a dense base cover.

5.2 Tree Planting

Short Term Management

- Where planting fails to establish, any underlying problems will be identified and remedied where appropriate. In some instances it may be necessary to use alternative species better suited to the local conditions.
- Replacements - Any dead or dying plants will be replaced with equivalent stock and planted during the next planting season.
- Protection – Stakes, ties and guards will be checked regularly and adjusted, repaired or replaced as necessary.
- Treat pests and diseases as necessary/appropriate.
- Watering – Immediately after planting water tree pit (ensuring not to overwater)
- Heavy standard/semi mature trees are to be watered weekly from the beginning of the growing season (April/May) and throughout the summer, during the first three years of establishment. Outside the growing season, trees are to be watered as necessary to establish healthy growth. During the establishment period all trees are to be monitored by the management team for signs of die back and dehydration. The CA shall be informed of any apparent signs of overdue stress. After 10 continuous days without rain during the growing season the trees shall be watered twice a week as above.
- Weeding – Maintain as required to achieve an 80% weed free area to the base of each tree for a period of 5 years, to ensure the trees satisfactory establishment and development. Remove weeds, including roots with minimum quantity of soil and disturbance to plants. Maintain mulch to 75mm, by topping up twice a year.

Medium Term Management

- Stakes will be removed following a test on sample trees. To test whether trees are root-firm, sample trees within a group (say 10%) shall be untied in spring and monitored over the next growing season. When firmness is proven, remove all remaining stakes and ties, fill in resulting post holes and remove surplus materials. Where stakes and ties are still necessary, further inspections will be required to adjust and maintain them in good order, ensuring that stems are not being damaged.

- General Pruning - As the trees mature, lifting and thinning of crowns may become necessary. Pruning of trees shall have the following objectives:
To remove any dead, dying or diseased wood.
To maintain clearances above and within footpaths and seating areas (excluding multi stem trees).
To achieve satisfactory shape and extent of growth.
To remove suckers or other unwanted growth.
Prune in accordance with good horticultural and arboricultural practice.
- In late autumn of each year the site will be inspected and a programme of tree work for the next twelve months agreed. All tree work shall be carried out in accordance with BS 3998: 1989 - Recommendations for Tree Work. Pruning shall be carried out at the correct time having regard to the species and outside of the bird and bat nesting seasons.
- Continue to weed seasonally.

Long Term Management

- Remove any overhanging branches adjoining a footpath to a height of 2.5m
- Trees with splitting bark, fallen limbs and cavities developing will be retained as a potential bat roost unless the tree becomes dangerous and requires remedial work.
- Continue to weed seasonally.

5. 3 Existing Ditches and Watercourses

- Provide regular maintenance such as litter removal and grass cutting.
- Provide annual inspection for poor vegetation growth due to lack of sunlight, or leaf litter and cut back where possible.
- Undertake remedial actions such as repair erosion or other damage by re-seeding or re-turfing, removing the build-up of sediment etc as required.
- Undertake monitoring e.g. on a monthly basis of inlets, outlets and overflows for blockages. Clear where possible.
- The ditch bed will be inspected and where necessary the ditch will be de-silted in phases over a planned cycle.

5.4 Ornamental Planting

Short Term Management

- Where planting fails to establish, any underlying problems will be identified and remedied where appropriate. In some instances it may be necessary to use alternative species better suited to the local conditions. This will be determined in the annual Landscape Management Plan review.
- Replacements - Any dead or dying plants will be replaced with equivalent stock and planted during the next planting season.
- Refirming - Ensure that the planting remains firmly bedded after strong winds, frost heave and other disturbances. Refirm by treading around the base.
- Watering - Sufficient water is to be applied by bowser to maintain healthy vigorous growth. Watering shall be carried out during the first year of establishment only and only after 10 continuous days without rain during the growing season.
- Weeding and removal of invasive species – Keep the base of all planting areas clear of weeds by hand weeding or cultivation. Maintain mulch to the specified depth for three years. Rake area to a neat clean condition.
- Fertiliser - Spring granular fertiliser shall be applied only as required to help establish a healthy plant (refer to table below): about mid-April a 20:10:10 spring fertiliser at 30g/m². All fertilisers are to be stored and applied in accordance with the manufacturer's instructions. Depending on the vigour and health of the plant, fertiliser applications may be suspended as part of the regular inspection programme.
- Treating pests and diseases as necessary/appropriate.
- Pruning ornamental grasses – remove dead foliage and spent flowers annually in early spring taking care not to cut into new season's growth.

Medium Term Management

- Pruning - Pruning shall have the following objectives:

Ornamental grasses: To cut back previous year's growth and allow for new seasons growth. The grasses should be cut annually in early spring to encourage a good shape during the next growing season.

Shrubs: To maintain healthy, compact growth to natural form and encourage best display of given species. To be pruned at the correct time having regard to the species as indicated in the table below.

Cornus species: To promote the growth of new stems.

- Pruning operations for specific species are indicated in Table 1. Species not shown within Table 1 do not require maintenance or are covered under another management section, e.g. hedgerows and climbers.
- Prunings or other arisings on completion shall be removed.
- Dividing – Species of ornamental grasses and perennials will require dividing to control their spread, refer to the table below. If space in the bed they can be replanted.
- Continue to treat pests and diseases as necessary/appropriate.

Table 1 Ornamental grasses, perennials, shrubs and ground cover maintenance operations per species

Species	Season	Notes			
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Spring	Summer	Autumn	Winter		
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Allium 'Globemaster'	Remove dead foliage in spring				
Anemone nemorosa					No pruning required
Carex oshimensis	Divide plants April – June.	Cut out dead leaves			
Species	Season	Notes			

Spring	Summer	Autumn	Winter		
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'Evergold'					
Cornus	In the second or third spring, cut back to 5-7.5cm				

	(2-3in)				
Berberis × stenophylla Lindl.	Formative pruning after flowering				
Chaenomeles × superba 'Knap Hill Scarlet'	Formative pruning after flowering				
Dechampsia cespitosa	Cut back to base. Divide plants April – June.				
Fritillaria meleagris					No pruning required
Geranium macrorrhizum	Divide plants April – June.	Remove flowered stems and old leaves to encourage the production of fresh leaves and flowers	Remove flowered stems and old leaves to encourage the production of fresh leaves and flowers		
Pachysandra terminalis 'Green Carpet'	Formative pruning late spring				
Persicaria affinis 'Superba'		Cut back after flowering			
Stipa tenuissima	Gently pull out spent growth. Divide plants April – June.				
Lavandula angustifolia	Trim back in April		Cut flowered		

'Hidcote'	taking care not to cut into old wood		stalks and reduce by 2/3 immediately after flowering in late August (to within 2.5cm of previous year's growth)		
Iris sibirica 'Caesar's Brother'			Remove spent foliage		
Vinca minor f. alba					No pruning required

Long Term Management

- Continue weeding as above. Maintain the mulch bed as necessary.
- Continue dividing overgrown and ageing clumps of ornamental grasses and perennials as indicated in the table above.
- The annual review will determine future management operations, this may include selective thinning, additional planting/replacements and further dividing.

6. General standards

6.1 Grass areas

- Grass areas will be maintained as described in BS 7370: Part 3, 1991 in suitable weather conditions. Any shrinkage and/or depressions, bare patches and other failed areas will be rectified if not in conflict with the overall habitat creation objectives as set out in the Site Wide Biodiversity Management Plan.
- Cut arisings will generally be retained on site. Some grass piles within scrub areas have the potential as grass snake habitat.

- No burning, shredding or chipping on site will be allowed.
- Allow naturally colonizing species to emerge but remove invasive 'weed' species.

6.2 Herbicide

Spot removal of perennial weeds or cutting of annual weeds and invasive species will generally be carried out by hand, with the use of chemicals kept to a minimum. If significant patches of weed species (including coarse grasses such as couch or False Oat Grass) occur, an approved selective herbicide (for general application) or non-selective herbicide (for spot treatment) shall be applied in accordance with the manufacturer's instructions on all areas. A glyphosate based product approved by Natural England and the Environment Agency as suitable on weeds in or near water bodies can be used (Refer to "Guidelines for the use of herbicides on weeds in or near waterbodies" (PB2289) 1995; this document is available from the Health and Safety Executive (HSE) and prior to commencing contractors should check for updates on product approvals).

6.3 Aeration

If standing water occurs, aeration with a spiked roller or other approved implement having tines which penetrate 50-100mm into the soil surface shall be carried out once per month between September and April inclusive on all areas.

6.4 Verge and Amenity Grassland

Short Term Management

- Grass areas will be maintained in suitable weather conditions as Category D grass in accordance with the tables 1, 2 and 6 of BS7370: Part 3 1991, i.e. mown weekly or fortnightly to 25mm between April and September with a maximum allowable height of growth of 50mm.
- Time of first cut - Mar/Apr after Autumn sowing or Jun/Jul after Spring sowing. Then cut as necessary to maintain a grass height between 25-50mm.
- The standards to be achieved for short amenity grass shall be as follows, abstracted from Table 6 of BS7370: Part 3 1991:

Total ground cover (by area) to be at least 80%.

No stones or hard litter at the surface with a diameter greater than 25mm.

- Prevent the encroachment of herbaceous or scrub species, keeping amenity grassland areas free of flower stalks, weed species and other grasses.
- Monitor grass erosion annually and reinstate damaged or worn areas. Resow failed areas of grassland with original specification seed mix and protect with temporary fencing until sufficiently established for intended use.

Medium to Long Term Management

- Continue the mowing regime as detailed above. Oversow with the same seed mix as necessary.

7 Bulb Planting

Short to Long Term Management

- Divide winter flowering bulbs in early spring. Removing any faded bulbs to extend the season and improve the vigour of the bulbs. Plant summer flowering bulbs in early spring. Divide clumps of bulbs after flowering. Deadhead bulbs but allow leaves to die down. Cut back dead bulb foliage in summer and plant autumn flowering bulbs.
- Watering - water as necessary to maintain moist soil conditions during the growing season.
- Fertilizer - No feeding should be necessary during the first year. For subsequent years, one or two applications of high potash fertilizer annually will encourage large bulbs to form/promote flower production.
- Overcrowded clumps - After the foliage and flowers have died down, lift the bulbs with their leaves on when the soil is moist, using a border or hand fork. Divide clumps of bulbs by hand, trying to avoid damaging the roots. Ideally replant singly, with
- Check regularly for damage or infection and remove as necessary.

8. Proposed Field Hedgerow Planting

Short Term Management

- Where planting fails to establish, any underlying problems will be identified and remedied where appropriate.

- Refirming - Ensure that plants remain firmly bedded after strong winds, frost heave and other disturbances. Refirm by treading around the base.
- Replacements - Any dead or dying plants will be replaced with equivalent stock and planted during the next planting season.
- Protection – Stakes, ties and guards will be checked regularly and adjusted, repaired or replaced as necessary. Rabbit proof shelters are to be maintained in an upright position firmly fixed with canes.
- Treat pests and diseases as necessary/appropriate.
- Watering – During the first year of establishment sufficient water should be applied to all new planting to maintain a healthy vigorous growth. Planting should be regularly monitored for signs of drought and watering schedules adjusted accordingly.
- Weeding – Ensure mulch mats are replaced or repaired as necessary and keep the base of all planting areas clear of weeds by hand weeding or cultivation for 3 years after planting on a monthly basis. Remove weeds encroaching mulch mats or coming through planting split/hole. Remove weeds entirely, including roots with minimum quantity of soil and disturbance to plants.
- Pruning - Pruning of native hedges shall have the following objectives:
To remove any dead, dying or diseased wood.
To achieve satisfactory shape and extent of growth to 2m high, 1.5m in width.
To remove suckers or other unwanted growth.
- Prune in accordance with good horticultural and arboricultural practice. Heavy pruning shall be carried out in the first year (excluding instant hedgerows) to encourage bushy side growth, thereafter; pruning will be carried out on a 3 year cycle. Avoid trimming all hedgerows in the same year, cutting no more than a third of the hedgerow in any year. Leave a minimum of 1m strip of uncultivated land between the hedgerow and cut grass. Pruning shall be carried out at the correct time having regard to the species, maintenance objectives.

Medium to Long Term Management

- Protection – Remove (remnants of) tree and shrub guards before they start to restrict growth.
- Once good establishment of the hedgerow planting areas has been achieved, the density of the planting can be reduced by selective thinning.

- Continue to weed seasonally
- Continue to prune

9. Formal Hedgerow Planting

Short Term Management

- Where planting fails to establish, any underlying problems will be identified and remedied where appropriate.
- iRefirming - Ensure that plants remain firmly bedded after strong winds, frost heave and other disturbances. Refirm by treading around the base.
- Replacements - Any dead or dying plants will be replaced with equivalent stock and planted during the next planting season.
- Protection – supportive fencing, ties and guards will be checked regularly and adjusted, repaired or replaced as necessary
- Treat pests and diseases as necessary/appropriate.
- Watering – During the first year of establishment sufficient water should be applied to all new planting to maintain a healthy vigorous growth. Planting should be regularly monitored for signs of drought and watering schedules adjusted accordingly.
- Weeding – Ensure bark mulch levels remain at 5cm depth and keep the base of all planting areas clear of weeds by hand weeding on a monthly basis. Remove weeds entirely, including roots with minimum quantity of soil and disturbance to plants.
- Pruning - Pruning of formal hedges shall have the following objectives:
To remove any dead, dying or diseased wood.
To achieve satisfactory shape and extent of growth to 1.2 high, 1m in width.
To remove suckers or other unwanted growth.
Prune in accordance with good horticultural and arboricultural practice.
Pruning shall be carried out as detailed in Table 2 below:

Table 2: Hedge Pruning

Species	Time of pruning
<i>Carpinus betulus</i>	Once, in mid- to late summer
<i>Griselinia littoralis</i>	Once, in late spring
<i>Ligustrum ovalifolium</i>	2/3 times during growing season

Prunus laurocerasus	Twice during growing season
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Medium to Long Term Management

- Protection – Remove supporting fencing and (remnants of) tree and shrub guards before they start to restrict growth.
- Once good establishment of the hedgerow planting areas has been achieved, the density of the planting can be reduced as required by selective thinning.
- Continue to weed seasonally as 7.10 n above.
- Continue to prune as in Table 2 above.

10 Climbers

Short Term Management

- Where planting fails to establish, any underlying problems will be identified and remedied where appropriate. In some instances it may be necessary to use alternative species better suited to the local conditions. This will be determined in the annual Landscape Management Plan review.
- Replacements - Any dead or dying plants will be replaced with equivalent stock and planted during the next planting season.
- Refirming - Ensure that the planting remains firmly bedded after strong winds, frost heave and other disturbances. Refirm by treading around the base.
- Watering - Sufficient water is to be applied by bowser to maintain healthy vigorous growth. Watering shall be carried out during the first year of establishment only and only after 10 continuous days without rain during the growing season.
- Weeding and removal of invasive species – Keep the base of all planting areas clear of weeds by hand weeding or cultivation. Maintain mulch to the specified depth for three years. Rake area to a neat clean condition.
- Fertiliser - Spring granular fertiliser shall be applied only as required to help establish a healthy plant (refer to table below): about mid-April a 20:10:10 spring fertiliser at 30g/m². All fertilisers are to be stored and applied in accordance with the manufacturer's instructions. Depending on the vigour and health of the plant, fertiliser applications may be suspended as part of the regular inspection programme.

- Treating pests and diseases as necessary/appropriate.
- Training climbers -Every two months during growing season remove unwanted leaders and tie in new growth when it has reached 10cm - 15cm in length to support wires.

Medium Term- Long Term management

- Training climbers – continue as above

11 Proposed Hard Areas

Short to Long Term Management

- Standards of maintenance and procedures shall be generally in accordance with BS7370 Part 2: 1994 'Recommendations for the Maintenance of Hard Areas (excluding sports surfaces)'.
- Kerbs and Edge Restraints - Maintenance of all the hard surfaces shall include making good the kerb or edge restraint. If any such units are loose, broken or out of line or level by 6mm or more, the restraint shall be lifted and reset to the original alignment replacing units as necessary.

12 Hard Surfacing

General Management

- Standards of maintenance and procedures shall be generally in accordance with BS7370 Part 2: 1994 'Recommendations for the Maintenance of Hard Areas (excluding sports surfaces)'.
- Weekly inspections to determine the need for maintenance operations.
- Sweeping and litter collection, every 7 – 14 days
- Stain removal – complete within 7 – 14 days
- Weed and moss growth control – so that it doesn't exceed 3% of paved area and 10% of the length of joins within it.

Block Paving

- If blocks become loose fill gaps with sharp sand and reset.
- If any repair is required as a result of damage or settlement, lift and set aside undamaged units within the affected area and relay or replace units in accordance with the original detail specification and BS 6717: Part 3: 1989 – Precast concrete paving blocks: Code of Practice for Laying.
- Brush over annually with sharp sand.

Resin Bound Gravel

- Remove any loose areas and fill any cracks or splits with additional resin bound aggregate as in accordance with original detail specification.

Bark Safety Surfacing

- As required top up bark level to maintain a 300mm depth.

Concrete Kerbs and Edge Restraints

- Maintenance of all the hard surfaces shall include making good the kerb or edge restraint. If any such units are loose, broken or out of line or level by 6mm or more, the restraint shall be lifted and reset to the original alignment replacing units as necessary.

Timber Edge Restraints

- Maintenance of all the hard surfaces shall include making good the kerb or edge restraint. If any such units are loose, broken or out of line or level by 100mm or more, the restraint shall be removed and reset to the original alignment replacing units as necessary.

13 Furniture

General Management

- The contractor should maintain visual appearance and safety of all furniture and structures in accordance with original design intention.
- Cleaning of seats and other structures shall form a part of the routine maintenance programme. Water and mild detergent should be used for washing down and the recommendations in Table 4 in BS 7370: Part 2 for specific stains and graffiti, etc.

- Refer to the original manufacturer for specific guidance on repairs.

Benches

- Inspect for sign of splits and splinters. Splits over 5mm to be filled. Splinters to be sanded out and re-stained/re-treated in accordance with the original specification or manufacturer's guidance where required.
- All fixings to be checked regularly and re-tightened if necessary.

Litter and Dog Waste Bins

- All fixings to be checked regularly and re-tightened if necessary
- Remove waste off site fortnightly
- Clean and disinfect bins annually.

14. Play Equipment

General Management

The contractor should maintain the visual appearance and safety of structures, hard surfaces and play elements in accordance with original design intention. All play areas should be maintained and inspected at a frequency to comply with current legislation and safety regulations. Where defective equipment cannot be repaired immediately it shall be cordoned off with high visibility hazard tape and a warning sign. Cleaning of play equipment, related surfaces and other structures shall form a part of the routine maintenance programme. Water and mild detergent should be used for washing down and the recommendations in Table 4 in BS 7370: Part 2 for specific stains and graffiti, etc.

Short to Long Term Management

- Sweeping up of loose debris and litter collection – every 7-14 days.
- The removal of excess lubricants (wax, grease) which may have been applied to slides – complete within 7 days.
- Removal of any cans or glass from the area – within 7 days.
- Topping up play bark underneath the structures.

13. Attenuation Ponds

- Litter removal - Remove all litter prior to undertaking any grass cutting or other activities.
- Inlets and outlets - Inspect monthly or after a significant storm event, for evidence of clogging or accumulation of debris in retention basin inlets and outlets. Remove off site arisings. Other potential problems that should be checked include subsidence, nuisance plants, erosion and litter accumulation.
- Mowing - Undertake monthly, grass cutting around the retention basin margins and on the basin slopes.
- Scrub clearance - Undertake monthly, the removal of any overhanging branches and encroaching scrub growth on the retention basin banks.
- Wetland vegetation - Once every 5 years cut back 25% to 30% of any wetland vegetation.
- Scarify and spike base of basin - Once every 5 years.
- Desilting of we attenuation pond - When the retention basin volume has reduced significantly or the retention basin becomes eutrophic or once every 5 years, whichever is the sooner, remove silt from Basin base.
- Removal of arisings - Ideally, all cuttings to be retained on site for use to construct and maintain wildlife piles. However, where the retention basin forms part of the public realm, all arisings to be removed and disposed off-site.

14. Woodland Areas (Copses, Dense Woodland etc)

Woodland Areas are areas consisting of deciduous or coniferous species which are growing in groups, copses or areas of semi-forest planting.

During establishment (the first 2 years after planting) the base of trees, circa 500mm radius, will be kept weed and grass free using a glyphosate based herbicide such as Roundup or similar. Suitable rabbit guard fencing, or shelters will be used to protect vegetation from damage. Pruning of dead, diseased or damaged branches will be carried out as appropriate to promote healthy growth and neutral shape, and to favour a single central leading shoot. New planting, will be regularly inspected during the first 5 years following planting to encourage a healthy, vigorous condition. Woodland will be inspected every 5 years to assess extent of encroachment. And where appropriate at year 10, some coppicing will be

carried out on some of the woodland blocks, based on a 5 year coppicing regime. Woodland will be cut back in late summer/early autumn (September/October) to avoid the bird nesting season. Alternatively, trees will be selectively thinned at year 10 and 20 to create variation in structure with thinning to be undertaken in late summer/early autumn (September/October). All established trees to be assessed prior to any work being carried out to evaluate potential impacts on bats.

The boundary of Woodland Areas shall be cut back once annually between October and the end of February to form a neat boundary along the boundary line.

The adherence to the 1981 wildlife and countryside act shall be maintained at all times.

15. Allotments

Allotments will feature as a key area for community involvement, events, and training, and our role would include the creation of demonstration allotments showing the range of techniques from forest gardening, permaculture, small space growing, aquaponics, and superfood spaces. We would help to create and manage the community allotment group and offer support and guidance for new allotmenters. Training and qualifications would be offered to suitable residents who wished to take on the role within the community. The emphasis of the demonstration allotments would be to inspire others, but also as an income generator from the sales of produce and products (food boxes would be sold within the community, as would honey, jam, eggs and other allotment products). Income would be used towards the costs of training and equipment, and surpluses would be directed to the RMC.

16 Sport Facilities

16.1 General conditions The contractor shall allow for and provide all labour, plant, equipment and materials (except where notified) necessary to carry out the maintenance of Sports Facilities in the manner set out in the following specification.

16.1.2 Mowing general sports The contractor shall adhere to the Grass Cutting Specification for the maintenance of grass areas of Sports Facilities, Specification 1.0 and BS7370 Part 3 1991 and European equivalents.

16.1.2.1 The contractor shall mow the pitches during periods of drought where the main objective is to remove bents. The normal period for this will be during dry periods over the summer months.

16.1.3 Marking out general sports Sports facilities shall be marked and ready for use between the first Saturday after the 1st August and the last Friday before 30th April.

16.1.3.1 All markings shall be carried out in accordance with the current requirements of the sports governing body.

16.1.3.2 All markings shall be carried out using approved materials, the use of creosote, lime, any pesticide or herbicide or other unapproved additive will not be permitted. The contractor shall ensure that the marking mix and the applicator are suitable for the prevailing ground and weather conditions. The contractor shall ensure that the marking compound is of sufficient strength to persist for at least one week even under adverse weather conditions.

16.1.3.3 Wet line marking shall be undertaken with an approved compound mix.

16.1.3.4 The contractor shall use only approved dry line marking compound with binding compound included to ensure the marking compound holds on contact with a wet surface.

16.1.3.5 The contractor shall ensure that no spillage of whitening occurs. If there is a spillage of wet or dry marking mix it will be cleaned up immediately at the contractors own expense.

16.1.3.6 In certain conditions where light snow or leaves would impede the line marking operation, the contractor must clear the lines before the commencement of marking operations.

16.1.3.7 Immediately prior to carrying out initial marking of pitches, a 500mm wide strip of grass, a minimum of 250mm either side of the agreed position of the lines shall be cut to ensure that the height of the sward shall not exceed 20mm.

16.1.3.8 The contractor will ensure that following the completion of marking out, all machines are washed out and the remaining compound disposed of in a safe manner with due regard to the environment.

16.1.4 Selective Herbicide Application General Sports The contractor shall use an approved broad-spectrum selective herbicide . The herbicide shall be applied strictly in accordance with the manufacturers instructions at the recommended rates with full regard for the C.O.S.H.H regulations. When using any pesticide the contractor must have due regard for the environment, facility users, wildlife, operatives, and the facility itself.

16.1.4.1 Each sports pitch shall receive two applications of selective herbicide one in May and another in September. Where grass seed is to be sown during the same period, the contractor shall ensure herbiciding is done sufficiently prior to sowing so as not to adversely affect grass seed germination.

16.1.4.2 The contractor shall not spray in weather conditions likely to cause spray drift or when wet weather is imminent, or in particularly dry periods.

16.1.4.3 The grass shall not be cut in three days either prior to or following the application of herbicide.

16.1.4.4 The contractor shall carry out monthly in season maintenance to all playing surfaces when ground conditions allow, including rolling, spiking and harrowing.

16.1.4.5 The contractor shall ensure that any operation on the playing surface such as mowing, harrowing and rolling are programmed to be carried out when they would not adversely damage the grass surface or the pitch markings. If the line marking or playing surface are affected by such operations the contractor will be required to re-mark the lines and reinstate damage.

16.1.4.6 Prior to carrying out any maintenance to the sports pitch areas, all litter, stones and other debris, irrespective of its source shall be cleared from site and disposed of by the contractor.

16.2 Football Pitch Maintenance

16.2.1 Site inspections and litter picking All sports pitches shall be inspected by the contractor during line marking operations, once per week during the playing season (usually on a Thursday or a Friday), and made clean and tidy and ready to play. At each inspection any stones, litter and/or other debris found on the pitches or closely adjacent shall be collected and removed immediately, whether they are discovered during regular inspections or during other visits.

16.2.1.2 At the time of marking operations, the contractor shall carefully examine the surface to ensure that there are no holes, ruts, or any other feature likely to cause injury to facility users. In the event that any dangerous areas are found they should be immediately rectified and filled in with an approved soil/sand mix.

16.2.1.3 The next working day following the completion of a match/fixture the contractor shall inspect the pitch and posts. All divots shall be replaced and firmed into place to form a consistent level with the immediate surrounds.

16.2.3 Rolling (Football) The contractor shall allow for the rolling of all pitches to achieve a level profile and firm surface, to be carried out each month throughout the playing season. This should be carried out with regard to prevailing weather conditions and not when the ground conditions are unsuitable which may damage the playing surface. This should be carried out using a tractor drawn roller at least 3m wide and weighing between 1000kg and 1500kg.

16.2.3.1 Rolling shall be carried out in one pass in one direction longitudinally. Any large stones or potentially hazardous objects are to be removed from the pitch before rolling commences and taken to a designated site for disposal.

16.2.4 Spiking (Football) In order to give players a flat dry surface, the contractor shall be required to aerate all football pitches using 100-150mm spikes, hollow tines or slit tines at a maximum of 300mm centres to their full depth, each month throughout the playing season. The machine passes must overlap by 300mm on each run.

16.2.4.1 Spiking shall only be carried out when ground conditions are suitable, not when the ground is too wet, frosted or covered in snow.

16.2.5 Harrowing (Football) During the playing season the contractor shall allow for the harrowing of all pitches to maintain all surface levels, to be carried out each month throughout the playing season.

16.2.5.1 Harrowing shall be carried out in one pass in one direction longitudinally.

16.2.6 Over marking (Football) The contractor shall over-mark all football pitches weekly during the playing season.

16.2.6.1 As most matches are played on weekends, over-marking will be carried out on either Thursday or Friday of each week. The contractor shall ensure that the pitch measurements remain accurate during the marking process. Through the season, all lines shall be clear and true.

16.2.7 Fertiliser application (Football) In April the contractor shall supply and apply to the surface of the pitches an approved application of Spring and Summer fertiliser to the ratio 4:7:7 N:P:K which will be applied at the rate 35/m².

16.2.7.1 In September the contractor will supply and apply to the surface of the pitches an approved application of Autumn and Winter fertiliser to the ratio 4:7:7 N: P: K which will be applied at the rate 35/m².

16.2.7.2 Fertiliser must not be applied in windy conditions or periods of drought. Applications should be made when rain is imminent; otherwise the area must be irrigated to avoid fertiliser scorch. The fertiliser shall be evenly spread at the correct rate over the whole surface of the playing area, ensuring that there are no overlaps or gaps between passes. This shall be by mechanical means, except for any areas, which have been recently re-seeded.

16.2.8 Sanding and forking The contractor will be required to aerate worn areas such as goal mouths (35m²) and centre spot areas.

16.2.8.1 The application of sand for the purpose of counteracting wet ground conditions may be requested. The main period for sanding shall be between weeks 45-08 but the contractor must ensure that sufficient supplies of sand are available at all times and at short notice.

16.2.8.2 The contractor will spread, rake or lute level approved sand to the depth of approximately 10mm on areas to be specified. The contractor will include in his rate to fork the area prior to applying the sand , to a depth of 150mm, at 150mm intervals, and removed without causing major disturbance to the playing surface.

16.2.8.3 Sand shall be spread to areas to a true and even finish and drag brushed in where necessary.

16.2.8.4 Sand for top dressing shall conform to BS7370/BS3882 and European equivalents and consist of the following proportions:

Category	Diameter	Percentage
Stones	> 8mm	0
Coarse gravel	8mm-4mm	0
Fine gravel	4mm-2mm	5
Very coarse sand	2mm-1mm	13
Coarse sand	1mm-0.5mm	17
Medium sand	0.5mm-0.25mm	44
Fine sand	0.25mm-1.125mm	19
Very fine	0.125mm - 0.05mm	2
Silt and clay	< 0.05mm	0

16.2.8.5 The contractor shall ensure that the addition of sand does not lead to the build-up of 'shoulders', especially where it would reduce the clearance height of the goal post crossbar to below the regulation height.

16.2.9 Erection and removal of posts At the end of playing season, all football posts shall be labelled to ensure they can easily be reassembled at the correct site the following season. They shall then be dismantled and transported by the contractor and be placed in a safe and secure storage area until required for use the following season. 'One set' shall mean both sets of posts on one pitch.

16.2.9.1 Prior to the start of the football playing season, the contractor shall collect, visually inspect and erect all football posts into their retrospective positions. Crease shall be used to ease posts into socket positions.

16.2.9.2 Care shall be exercised by the contractor during the process of erecting , dismantling and storage of the posts.

16.2.9.3 During pre-match operations, the contractor shall regularly inspect the posts whilst they are erected. It is the contractors responsibility to ensure the posts remain securely fixed and maintained in a safe condition at all times.

16.2.10 Painting of posts At the end of the season and before the posts are dismantled, the football posts shall be inspected to ascertain their condition and whether painting of the posts is required. Football posts shall be painted following their dismantling.

16.2.10.1 Before painting, each post shall be thoroughly washed to remove any dirt or grease. Posts shall then be brushed down by the use of a wirebrush or similar implement to remove stubborn dirt, rust, flaking and loose paint.

16.2.10.2 When dry each post shall be painted with a primer, an undercoat and when ready a gloss coat of white lead free paint.

16.2.10.3 Any painting should be carried out indoors in a well ventilated area.

16.2.11 Post sockets (football) Prior to the erection of posts, the contractor shall inspect all post sockets for signs of damage, rot, blockage, corrosion or instability. This inspection should be undertaken 6 weeks before the marking of pitches. All sockets shall be cleaned prior to the erection of posts.

16.2.11.1 All new sockets shall be set into the ground according to the manufacturer's instruction and the grass surroundings reinstated.

16.2.11.2 At the end of the playing season all sockets shall be sealed by a suitable method, to prevent soil, debris etc., clogging the sockets. The top 50mm of the sockets shall then be filled with soil to finish to ground level.

16.2.12 Post-season renovation One month prior the completion of the football season the contractor shall inspect all pitches to ascertain the renovation works necessary to goal mouths, penalty areas and centre circles.

16.2.12.1 It is essential that operations progress quickly, to ensure the rapid recovery of the grass sward. The contractor shall start within five days of the end of the playing season and completed all post season renovations within fourteen days of starting the works.

16.2.12.2 The areas requiring renovation will need to be cultivated using approved methods , materials and equipment. The order the operations are to be carried out are:

- a) Application of pre-seeding fertiliser
- b) One pass slit/punch seeder machine
- c) Application of approved topdressing
- d) Watering

16.2.12.3 A granular pre-seeding fertiliser will be applied to the area at the ratio of 6:9:6 P: K: at a rate of 35/m².

16.2.12.4 The one pass slit/punch seeder shall treat the agreed areas of each pitch ensuring that the seed is sown at a rate of 25g/m² in the slit/hole created. The seed mix shall contain 80% Perennial Ryegrass and 20% Creeping Red Fescue or similar. The second operation of the machine should cover the seed and the third operation should be a light roll to leave a level surface. The contractor shall ensure there are no gaps between passes.

16.2.12.5 The approved topdressing shall be spread evenly over the renovated areas, and worked well into the sward by the use of a dargmatt/brush leaving a level surface.

16.2.12.6 The contractor shall supply and apply sufficient water to moisten the soil to a minimum depth of 50mm, as required, to ensure that a healthy sward is established ready for play the next season.

17. Problem Reporting

Any damage, faults or issues on the estate that become apparent during site visits should be reported to the helpdesk. This could include (but not be limited to):

- abandoned vehicles
- flooding/pooling of surface water
- potholes and damage to hardstandings
- broken communal fences or signs
- damage to play equipment
- fly tipping

APPENDIX B
FINANCIAL MODEL

APPENDIX B (a) ESTATE SERVICE CHARGE

16/17

Residents Company	Budget Line	Hunts Grove Management Company Limited	Per Property
Budgetted Reserve Fund Buildup	Lights Sewers Water Roads Footpaths Pumping Station Community Building Play Area Treeworks Boundary Fencing / Communal Hedges / Ditches Amenity Areas	See Schedule: Annual reserve fund contribution of £131,158 replaced by Developer contribution of £1.9M	See Schedule: Annual reserve fund contribution of £75 per property replaced by Developer contribution of £1.9M
Total: Reserve Fund Buildup		£0.00	£0.00
Company Management	Managing Agents Fees Fixed Fee	£7,250.00	£4.14
Company Management	Managing Agents Fees per Property Fee	£165,900.00	£94.80
Company Management	Public Liability Insurance	£570.00	£0.33
Company Management	Community Building Insurance	£2,500.00	£1.43
Company Management	Directors Liability Insurance	£500.00	£0.29
Company Management	Audit Fees	£1,200.00	£0.69
Company Management	Companies House Fees	£75.00	£0.04
Company Management	Debt Recovery Costs	£0.00	£0.00
Company Management	Bank Charges	£0.00	£0.00
Company Management	Miscellaneous Other Expenses	£1,000.00	£0.57
Surveys	Estate Surveys	£1,000.00	£0.57
Surveys	Building Surveys	£500.00	£0.29
Surveys	Playground Surveys	£1,000.00	£0.57
Surveys	Tree Surveys	£500.00	£0.29
Routine Maintenance	Amenity Area Maintenance Landscaping Contract Phase 1	£25,000.00	£14.29
Routine Maintenance	Amenity Area Maintenance Landscaping Contract Phase 2	£80,000.00	£45.71
Routine Maintenance	Amenity Area Maintenance Landscaping Contract Phase 3	£20,000.00	£11.43
Routine Maintenance	Amenity Area Maintenance Landscaping Contract Phase 4	£20,000.00	£11.43
Routine Maintenance	Amenity Area Maintenance Additional Wks Hedges	£2,500.00	£1.43
Routine Maintenance	Amenity Area Maintenance Additional Wks Fences / Gates	£1,000.00	£0.57
Routine Maintenance	Amenity Area Maintenance Additional Wks Ditch & SUDS clearance etc	£2,500.00	£1.43
Routine Maintenance	Amenity Area Maintenance Additional Wks Fly Tipping / Rubbish Clearance	£1,000.00	£0.57
Routine Maintenance	Gulley Cleaning and Emptying	£0.00	£0.00
Routine Maintenance	Jetting Sewerage System & Drains	£0.00	£0.00
Routine Maintenance	Community Building Maintenance & Running costs	£0.00	£0.00
Routine Maintenance	Street Lights Routine Maintenance Contract	£0.00	£0.00
Routine Maintenance	Dog / Litter Bins	£1,000.00	£0.57
Routine Maintenance	Roadsweeping	£0.00	£0.00
Routine Maintenance	Pond Maintenance	£1,000.00	£0.57
Repairs Infrastructure	Street Lights Repairs	£0.00	£0.00
Repairs Infrastructure	Play Area Repairs	£3,000.00	£1.71
Repairs Infrastructure	Tree Work	£1,000.00	£0.57
Repairs Infrastructure	Other Repairs incl approved works from estate and building surveys	£1,000.00	£0.57
Utilities	Street Light Electricity	£0.00	£0.00
Utilities	Community Building Utilities	£1,000.00	£0.57
Total: Annual Revenue Costs		£341,995.00	195.43
Total: Reserve Fund Buildup		£0.00	0.00
Total Budget to be paid by Residents excl Utility Charges		£341,995.00	195.43
	Property Utility Charges Water	£0.00	£0.00
	Property Utility Charges Sewage	£0.00	£0.00
	Property Utility Charges Electrics	£0.00	£0.00
Total: Utility Charges		£0.00	0.00
Total Budget to be paid by Residents		£341,995.00	195.43

Notes

Assume Adopted
Assume Adopted
Adopted
Assume Adopted
Assume Adopted
None
One
7 play areas, provisions for repairs
provisions for for future major maintenance
provisions for repairs
provisions for repairs

Managing Agent fixed fee
Managing agent per property fee (1750 properties)
For Man Co slips trips & falls etc
Community Building Insurance
Directors Liability Insurance
Audit of Man Co Stat Accounts
Filing & DP
Charge applied to individual debtors
Net against interest
Miscellaneous Other Expenses

Survey of estate for pro active maintenance 2 * per year
Community Building
Assume 3 days for survey and issue of report one visit per annum. All play areas to be surveyed
Annual survey of Man Co trees

2FTE
included
included
included
8500 lin m
1500 lin m
3700 lin m
Estimate
Assume Adopted
Assume Adopted
Assume covered by receipts
Assume Adopted
allowance
Assume Adopted
15000m^2

Assume Adopted
Assume 12 areas @ £250 per annum
Allowance for annual tree maintenance works
Others

Assume adopted
Community Building Water Gas Electric telecoms etc

Invoice direct to property
Invoice direct to property
Invoice direct to property

Total Budget Paid by residents incl utilities	£341,995.00
Average Budget per property incl utils	£195.43
Total Budget Paid by Residents excl Utilities	£341,995.00
Average Budget per property excl Utilities	£195.43

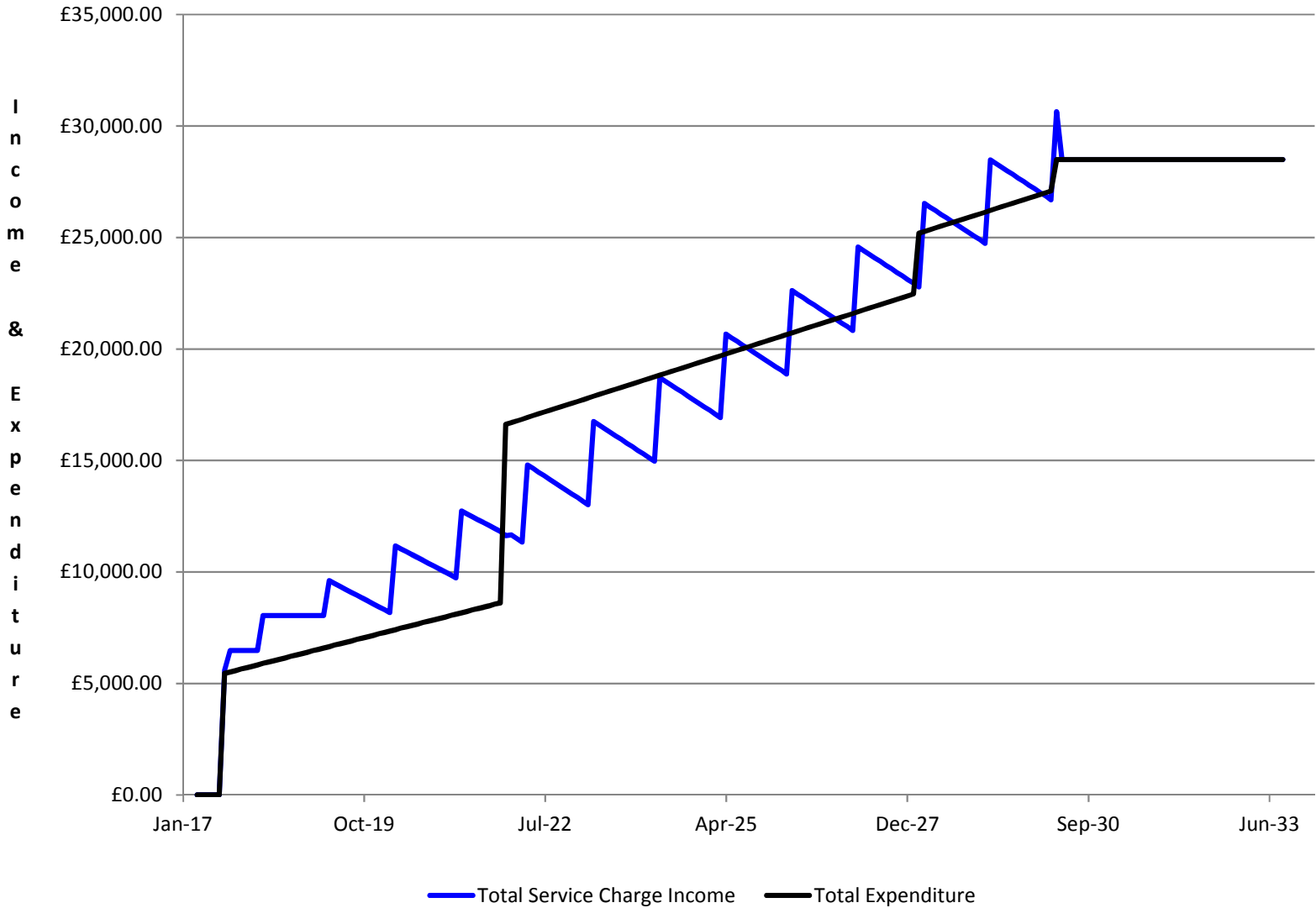
Total £195.43

No. of Properties 1,750

APPENDIX B (b) RESERVES BUILDUP

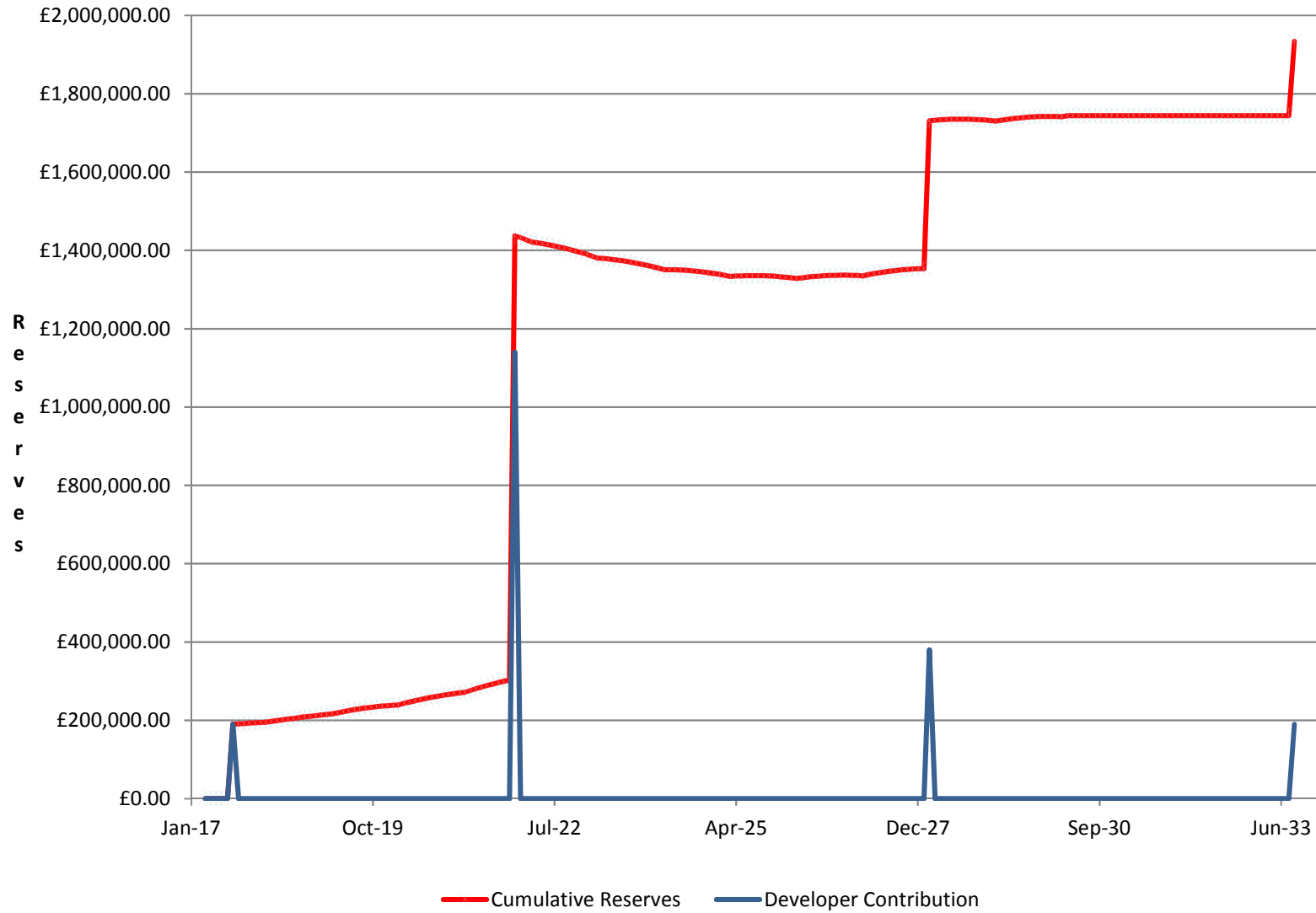
			Costs		4%			
			A	B	C	D	E	F
Quantities		Total	Unit Replacement Cost Now (£) (inc VAT @20%)	Life (yrs)	Unit Replacement Cost at end of life (£) (inc VAT @20%)	% to replace	Replacement Cost (£)	Average Cost / year
Properties	no.	1,750	N/A					
Amenity Areas	m^2	333,000	Allow					£2,500
Shrub Beds	m^2	5,000	Allow					£2,000
Hedges	lin m	8,200	Allow					£2,000
Trees	No.	947	£200	10	£296	20.00%	£56,072	£5,607
Footpaths	m^2	15,523	£75	20	£164	40.00%	£1,020,351	£51,018
Car parks	m^2	865	£75	20	£164	20.00%	£28,430	£1,421
Ponds	m^2	15,500	Allow					£2,500
Watercourse ditches	lin m	3,678	Allow					£1,000
Water course civils	No.	1	£201,700	80	£4,649,144	5.00%	£232,457	£2,906
Community Building	No.	1	Allow					£7,500
Play Areas (NEAPs / LEAPs)	No.	5	£131,715	10	£194,970	20.00%	£194,970	£19,497
Play Areas pocket parks	No.	7	£68,000	10	£100,657	20.00%	£140,919	£14,092
Play Trails	No.	10	Allow					£1,000
Maintain acoustic fence to gaps in noise bund (3m high - close board)	lin m	160	£360	20	£789	25.00%	£31,552	£1,578
Maintain acoustic fence to gaps in noise bund (5m high - close board)	lm	100	£560	20	£1,227	25.00%	£30,676	£1,534
Maintain post and wire/ post and rail fences (1.2m high)	lin m	1354	£25	10	£37	50.00%	£25,053	£2,505
Litter Bins	No.	30	Allow					£5,000
Dog waste bins	No.	15						
Information signs	No.	10						
Estate railings	No.	500						
Access gates	No.	6						
Bollards	No.	30						
Entrance features	No.	2						
Maintain allotments and compost facility	No.	0	Allow					£2,500
Contingency	0	0	Allow					£5,000
							Total	£131,158
							Total / Prop	£75

Huntsgrove RMC
Service Charge Income & Expenditure



APPENDIX B (d)

Huntsgrove RMC Developer Contribution & Reserves



APPENDIX C

Stroud District Council Step-In Rights

Crest Nicholson will incorporate within each new build property transfer and deed of covenant a series of clauses around the right of re-entry with the following approach:

- If at any time following handover from Crest Nicholson to the members, the RMC is in breach of any of its covenants, Stroud Borough Council may serve a Notice in writing on the RMC specifying a breach.
- The RMC will be required to make good the breached covenant to the satisfaction of Stroud District Council within a specified timescale.
- If at the end of that specified timescale the breach has not been rectified then the Council may enter and hold the communal amenities.
- Thereafter the Council shall be entitled to take the communal amenities on a 999 year lease.
- The RMC will provide Stroud District Council with the reserve fund.