

August 2026

re:shape

ESG: Shared Living Operational Management Plan

Tottenham



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ESG: Draft Shared Living Operational Management Plan

Ashley Park

Former Ashley House site, Ashley Road,
Tottenham Hale, London, N17 9LZ

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Executive summary

Re:shape is committed to high standards of governance and transparency through its ESG Framework, focused on resident empowerment, accountability, and regulatory compliance. This Operational Management Plan (OMP) delivers those governance commitments and sets out the proposed operational framework for the management of the proposed Shared Living Building at Ashley Road, Tottenham Hale.

The development will provide a mixed-use, community-focused environment, centred around a new central east-west route; comprising of 522 Purpose-Built Shared Living (PBSL) studios, including 53 wheelchair-accessible studios; 87 affordable C3 homes; 230 sqm GIA of Class E commercial floorspace; 125.5 sqm GIA of Class F2 community floorspace; public realm; landscaping; open space; cycle parking; and 10 Blue Badge parking spaces.

The OMP has been prepared to demonstrate how the development will be operated, managed and maintained to ensure a safe, professionally managed and resident-focused environment. The document outlines the operational structure, staffing model, service standards, resident wellbeing approach, building management procedures and governance framework that will underpin the day-to-day operation of the scheme.

Re:shape's approach combines hospitality-led management with long-term community stewardship. The Shared Living Building will have a dedicated on-site team and continuous staffing, including daytime management and customer-service coverage, night supervision, housekeeping and maintenance. Access control, CCTV, building-safety procedures, planned maintenance, resident communications and a clear complaints and escalation process will support consistent day-to-day operation.

The principal operational objectives are:

- Delivering a safe, secure and professionally managed living environment;
- Supporting resident wellbeing, inclusion and positive community engagement;
- Maintaining high standards of customer service, building management and operational responsiveness;

- Encouraging sustainable travel behaviours and environmentally responsible operations;
- Supporting the long-term integration of shared living, affordable housing, and commercial uses within Tottenham Hale;
- Ensuring compliance with all relevant operational, building safety and regulatory requirements applicable at the time of occupation and operation.
- to maintain compliance with planning obligations, building-safety requirements and other legislation in force at occupation.

This Operational Management Plan is submitted in draft form and will continue to evolve prior to occupation and operation of the development. Operational procedures, management practices and compliance measures will be reviewed and updated where necessary prior to opening to ensure alignment with all relevant legislation, regulatory requirements and operational best practice applicable at that time.

An updated and final Operational Management Plan will be submitted to the LPA prior to the first occupation of the Shared Living Accommodation, as controlled by Planning Condition.

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1. Introduction

1.1 ESG

Re:shape is committed to high standards of governance, transparency and responsible management through its organisational ESG Framework. The framework is embedded into the operating model for Ashley House and is underpinned by three principles:

- empowering residents and ensuring that their views inform the operation of their homes;
- maintaining accountability through monitoring, reporting and senior review; and
- complying with planning obligations, regulatory requirements and recognised industry practice.

Governance is embedded throughout the operation of the development and is reflected within this Operational Management Plan (OMP), which serves as the primary operational framework for the management of the Shared Living accommodation and associated residential uses. The OMP forms a key component of the Governance pillar of Re:shape's ESG Framework and establishes the processes, responsibilities and standards that will guide the day-to-day operation of the development.

The OMP will be subject to periodic review to ensure it remains responsive to operational requirements, resident feedback, regulatory changes and evolving best practice. This approach supports continuous improvement and ensures that the development remains professionally managed, accountable and aligned with Re:shape's wider ESG objectives.

The development has been designed in accordance with wider sustainability objectives including aspirations for BREEAM Excellent certification, biodiversity enhancement, water efficiency measures, sustainable transport provision and reduced operational carbon emissions. These principles will inform both the design and long-term operation of the development.

1.2 Overview of the operating company and credentials

Re:shape specialises in creating professionally managed shared living environments that combine high quality design, hospitality style-led operations and strong resident communities. Re:shape's approach is centred around creating places where residents can feel connected, supported and part of a wider community, whilst benefiting from the flexibility and convenience of contemporary urban living.

As asset managers, the Re:shape team brings extensive operational experience within the living sector, with a focus on delivering a strong residential experience and maintaining long-term operational standards. Each Re:shape building is managed by an experienced on-site team comprising customer service staff, facilities operatives and security personnel. This ensures residents benefit from a safe, responsive and professionally managed environment at all times. It is important for Re:shape that properties are staffed by people who care, who can support residents and who can connect positively with the surrounding communities in which they operate. The on-site team plays an important role in creating a well-managed home and forming positive relationships with the local area.

With Re:shape's operational expertise, commitment to customer service and experience in the living sector, the development will be positioned as a vibrant and professionally managed shared living community within a well-connected East London location.

1.3 Positioning of the building and surrounding development

The site comprises vacant brownfield land on the west side of Ashley Road. The previous buildings were demolished in August 2023. It is bounded by the Rosa Luxemburg residential building to the north, Down Lane Park to the west and residential properties on Hale Road to the south. Berol House, a locally listed building, is located on the opposite side of Ashley Road. Tottenham Hale Underground and railway station is approximately 200 metres to the south-east. The site lies within the Lea Valley Opportunity Area, Tottenham Hale District Centre and the Tottenham Hale Area Action Plan area, and benefits from a highly accessible and rapidly evolving urban context.

The wider Ashley House and Cannon Factory site benefit from extant planning consents that were implemented through demolition works in 2023. There has been no substantive delivery

activity since site clearance. The current application provides a coordinated mixed-use proposal for the former Ashley House site and, finally, enables the highly sustainable sites to be brought forward after a prolonged period of vacancy.

Scheme Summary

Item	Current application information
Application	Full planning application
Applicant	Re:shape T Ltd
Shared Living	522 studios, including 53 wheelchair-accessible studios
Affordable housing	87 C3 affordable homes; 36% by habitable room
Residential floorspace	9,258 sqm GIA (C3) and 20,625 sqm GIA (Shared Living)
Commercial	230 sqm GIA of Class E floorspace across two units
Community	125.5 sqm GIA of Class F2 floorspace within the Shared Living Building
Building heights	Affordable Housing Building: 6 storeys / +32.205m AOD; Shared Living Building: 23 storeys / +85.475m AOD
Parking	Car-free other than 10 Blue Badge spaces: 9 for the affordable homes and 1 for Shared Living
Public realm	Central route, open space, hard and soft landscaping and cycle parking

2. Building information

2.1 Detailed building layout, allocation of accommodation and shared spaces, and rationale

The development comprises two linear buildings (The Affordable Housing Building and the Shared Living Building) running broadly east-west along the northern and southern parts of the site, with a central route through the development. The layout is intended to provide clear addresses for each use, active ground-floor edges and a legible connection between Ashley Road, the public realm and the surrounding neighbourhood. This OMP is centred around the shared-living accommodation.

The shared living element has been designed to provide high-quality accommodation supported by a professionally managed operational model that prioritises resident wellbeing, safety, convenience and community. The amenity strategy supports the rhythms of modern urban living, providing spaces for focused work during the day, informal social interaction in the evening and quieter areas for rest and wellbeing. The final quantum, arrangement and management of amenity spaces will be confirmed as the design progresses.

Shared Living Building

Ground Floor – The ground floor layout has been designed to support efficient operational management by separating resident, visitor, commercial and servicing movements. Active frontages onto the new East-West through route and clearly defined access points help promote natural surveillance, improve wayfinding and minimise operational conflicts between different user groups.

The ground floor incorporates community uses, commercial uses, shared amenity space, cycle storage, refuse facilities and supporting operational infrastructure. Access arrangements have been designed to clearly separate resident, servicing and commercial movements whilst maintaining an active frontage. Each of the different uses within the Block (Community/Shared living/Commercial) have clearly defined access arrangements. These

have been developed with the objective of ensuring safe, legible and well-managed access for shared living residents, commercial/workspace occupiers, visitors and servicing operators.

The current design includes entrances into the Shared Living Accommodation from the new East/West through route. The entrance strategy will enable wayfinding, activity, natural surveillance and alignment with the established pattern of development – with input from Designing Out Crime Officers.

The shared living reception will provide a controlled point of arrival for residents and visitors, supported by the on-site management team. Access beyond reception will be controlled through electronic access systems to protect residential areas and ensure only authorised users can enter private and resident-only spaces. The entrances are clearly delineated from the Affordable Housing Block's entrances, which sits to the north, also accessed from the new East/West link.

Public Realm and Streetscape – The proposed development seeks to deliver a significant enhancement to the surrounding public realm through the introduction of active frontages, improved pedestrian routes, landscaping and high-quality external spaces.

A key feature of the proposed development is the introduction of a central landscaped space between the two Blocks, creating a shared green heart that enhances the quality of the public realm and provides opportunities for informal interaction, play, biodiversity enhancement and passive recreation. The separation between the buildings contributes to a greater sense of openness and improves the overall pedestrian experience through the site.

Public realm improvements are expected to include new Blue Badge car parking, planting, soft landscaping and active ground floor uses that contribute to natural surveillance and activity at street level. The development has been designed to encourage walking and cycling, supported by dedicated cycle storage and strong connections to existing public transport infrastructure.

Typical Residential Floors – Typical Shared Living floors comprise a mix of standard room layouts, bespoke layouts and wheelchair accessible accommodation arranged around a central circulation core. The layout has been designed to support efficient management, resident safety and convenient access to shared facilities throughout the building. The floor

arrangement supports efficient building management by providing clear circulation routes, strong passive surveillance and convenient access to shared facilities. The concentration of accommodation around a central core also assists maintenance operations, housekeeping and emergency response procedures.

Shared amenity and 'The Penthouse for Everyone' – Shared amenity will be distributed across the building and will include co-working, lounge, communal cooking and dining, laundry, fitness and wellbeing spaces. Spaces will be managed through access controls, resident guidance, cleaning schedules, booking arrangements where needed and active oversight by the on-site team.

The upper-level amenity concept, 'The Penthouse for Everyone', places a high-quality shared space at the top of the building for the benefit of the whole resident community. It will support everyday use and a curated programme of resident, cultural and community activity, subject to capacity, access, noise-management and safeguarding requirements.

Typical Shared Living Unit – The proposed shared living units are intended to provide innovative, high quality and efficient private living space within a professionally managed building. Each unit will provide private accommodation supported by access to internal and external shared amenity areas and communal facilities.

All units will be at least 21sqm, in some instances considerably more. These layouts include three distinct zones: a living room area with a kitchen adjacent to the window, a sleeping and working zone, and a changing and washing zone, complemented with a private shower and WC. This provides a high-quality private living environment, alongside access to shared kitchens, lounges, co-working areas, laundry and other resident amenities where provided. The units are elegant, inviting and highly efficient, with a thoughtful use of space and materials. Built-in storage solutions are carefully designed to suit day-to-day needs and include:

- U-shaped sofa; • Double Bed Space with built in storage;
- Television;
- Desk Space for home working;
- Private Shower Room;

- Built-in Wardrobe;
- Open shelving;
- Kitchenette with cooking facilities and washing up facilities;
- Well-designed storage space for hats, coats and shoes;
- Stylish, high-quality interior finishes;
- A minimum of 10% of the rooms will be accessible.

All rooms comply with Part M of the building regulations and good practice guidance.



Figure 1 – Room Layout – Indicative



Figure 2 – Room Layout – Indicative

2.2 Overview of health and safety and maintenance of the development

During the mobilisation phase, Re:shape's trusted Health and Safety partner will assist the General Manager in preparing a suite of site-specific risk assessments. These will be reviewed regularly with input from the team they affect. Full in-person training on risk assessments will be given to the whole team annually, alongside Re:shape's mandatory training portal.

The Health and Safety partner will also complete the Fire Risk Assessment and support the Fire Safety Management Plan in accordance with the Fire Safety Statement, building design, M&E equipment and planning requirements. The final fire safety procedures will be aligned with the final building design and statutory requirements applicable at the time of occupation.

Each team member will complete a DSE assessment and, where required, a personal risk assessment for lone working. The General Manager will maintain an accident book which will also record near misses. These will be shared with the Operations Director every month to help shape better working practices.

For the internal maintenance and fabric of the building, the General Manager will lead on a detailed annual proactive maintenance plan, using the format applied across Re:shape properties.

- All mandatory life safety equipment requiring technical servicing, such as fire alarm systems, man-safe systems and lightning protection;
- All internal compliance that can be carried out by staff, such as water temperature checks, fire door visual inspections and PAT testing;
- All recommended proactive M&E maintenance, such as boilers, generators, lifts, automatic gates and booster sets;
- All proactive building condition maintenance, such as roof and gulley cleans, drain jetting and regular rubbish clearance;
- All contractors engaged for the building will be approved once they have passed Re:shape procurement criteria and provided RAMS for contracted functions;
- Re:shape will endeavour to use contractors from within the local community wherever possible.

The General Manager will be responsible for contractor management and assessing the ongoing quality of their work. Contracts will usually be benchmarked for cost and service annually. The management team will be trained on how to deal with a major incident. This will be cascaded where appropriate to other team members during regular training sessions. Major incident management plans are detailed in Re:shape's SOP guide, to which all staff have access.

- An outbreak of infectious disease;
- Fire or flood;
- An act of terrorism;
- A large-scale power outage;
- Any cause of displacement of more than ten residents.

General Managers will have a clear escalation process to relevant emergency services and Re:shape's Senior Leadership team 24 hours a day.

Building Safety Act compliance

The Shared Living Building will be managed in accordance with the Building Safety Act and associated regulations applicable at the relevant time. Prior to opening, the building will be registered with the Building Safety Regulator where required and an appropriate Building Safety Case will be prepared and maintained. Re:shape will work alongside the building owner and relevant duty holders to ensure that building safety responsibilities are clearly defined and effectively managed.

A Principal Accountable Person will be identified in accordance with the statutory requirements, with appropriate arrangements established for reporting, monitoring and reviewing building safety risks. Residents will be provided with clear information relating to building safety and will be encouraged to engage with building management through an appropriate Resident Engagement Strategy. Any mandatory reporting obligations and occurrence reporting requirements will be managed in accordance with the relevant legislation and guidance in force at the time.

2.3 Security plan

The property will be covered by a dedicated team 24 hours a day, 7 days a week.

The external and communal internal areas of the property will be covered by a comprehensive CCTV system. The cameras will feed into a central hard drive and recordings will be retained in accordance with the final system specification, GDPR requirements and relevant operational policies. Only authorised members of the management team and night supervisors will have access to the password protected system. E

Each door will be linked to an electronic access control system, connected to Re:shape's dedicated tech stack. Staff will have access only to the zones required for their roles.

Residents will have access to their personal spaces and relevant communal spaces. This system will prevent unauthorised access beyond the front reception to anyone who is not directly involved with the property.

Residents will be informed at least 24 hours in advance should access be needed to their private spaces for planned maintenance, cleaning or inspection purposes, except in cases of emergency or where immediate access is required for health and safety reasons.

Re:shape properties are managed proactively from a security perspective. Night Supervisors will provide a visible presence throughout their shifts, wearing branded uniform and high-visibility PPE when patrolling externally. Full patrols will be carried out at irregular intervals, with timed and detailed logs maintained electronically.

The whole property team has a responsibility to assist both residents and staff in monitoring the security of all buildings. This extends to checking the validity of residents, staff and visitors to all areas of the property.

Covered during each site walk day and night, the patrol will check and ensure that block, office and common space doors together with entrance gates are locked and unlocked where applicable and at times specified by the General Manager.

The safeguarding of personal property is primarily the responsibility of the owner. The property team will always help to reduce the incidence of crime occurring on the complex by way of technology, patrol, advice and education and the introduction of crime reducing initiatives if required.

Guests are welcome; their conduct is the responsibility of the resident.

2.4 Traffic management, servicing and resident moves

Site access, loading, deliveries and refuse collection will be managed in accordance with the final Delivery and Servicing Plan, Travel Plan and approved drawings for the Ashley House site. Bookings, supplier coordination and staff oversight will be used to minimise conflict with residents, neighbours, pedestrians, cyclists and the operation of Ashley Road and the central route through the development.

The development is car-free other than 10 Blue Badge parking spaces (nine associated with the Affordable Housing Building and one with the Shared Living Building). The space for the Shared Living Building will not be permanently allocated to a particular studio and will remain available to eligible Blue Badge holders associated with the building.

The space will be managed by the on-site team. Anyone wishing to use it will be required to display a valid Blue Badge and register their vehicle details with reception. The management team will maintain a record of authorised users and monitor the space to prevent unauthorised parking. Cycle parking and visitor cycle provision will be managed in accordance with the approved Transport Assessment and Travel Plan.

No communal or shared bicycle fleet is currently proposed as part of the Shared Living offer.

Secure cycle parking will be provided for residents bringing their own bicycles. Access to the resident cycle stores will be controlled through the building's resident access system. Cycle spaces will generally be available on a first-come basis, unless particular spaces are designated or allocated for specific types of bicycle or accessibility requirements.

The cycle stores will provide capacity in accordance with the approved plans and Transport Assessment. Visitor cycle parking will be provided separately and managed in accordance with the approved Travel Plan.

The proposed refuse strategy will make use of dedicated refuse stores within the development, identified at ground floor level and managed directly by the on-site team.

Collection arrangements will be coordinated to minimise impacts on residents, neighbours, pedestrians, cyclists and the local highway network.

Servicing and deliveries for the residential, commercial and community elements of the development will be managed through designated arrangements. Given the nature of shared living, particular attention will be given to parcel deliveries, food deliveries, grocery deliveries, courier activity, cargo bikes, mopeds and e-bike/scooter movements.

Due to the phased leasing strategy within the shared living sector, arrivals of new residents will be gradual, rather than concentrated within one set week or weekend. The majority of new residents arrive with minimal belongings, so the transition from arrival to the studio is quick. Residents will arrive on foot, bike or by taxi. The team will have liaised with each new resident several days ahead of arrival to confirm an arrival time and who they will be arriving with, ensuring sufficient team members are on hand to assist with belongings and minimise queuing. Where more than one arrival falls within the same hour, the team will help co-ordinate the group.

Goods ordered by the property team will be pre-arranged and coordinated through the ordering arrangements, with preferred suppliers used where possible to consolidate deliveries. Post and small parcel items for residents will be delivered through the main reception area to the post room and parcel room; non-perishable items will be signed for by the on-site team and the resident notified by email and QR code for collection. As reception is staffed 24 hours a day, deliveries will be accepted immediately, minimising vehicle wait-times in the designated delivery area. Perishable goods, such as groceries or food deliveries, will be collected directly by the resident at reception.

Guests and visitors may arrive on foot, cycle, public transport or taxi/PHV to the Shared Living reception. Visitor cycle parking is provided through cycle stands within the public realm and internal cycle stores in accordance with the approved cycle parking provision. No visitor car parking is provided.

3. Staff operations

3.1 Organisational structure

The General Manager will oversee all operations across the Shared Living Building. Into them will report the Assistant General Manager, Customer Service Advisors, Maintenance Operatives, the Housekeeping team and Night Supervisors. Re:shape's Communities Manager works alongside the on-site team at portfolio level to embed community building into day-to-day operation.

The current indicative staffing model anticipates a permanent on-site operational team at stabilisation, informed by the current Opex assumptions for a scheme of this scale.

Operational function	Staffing	Composition / delivery
Senior oversight	Off-site	Operations Director, Regional Manager and Communities Manager (portfolio-level CIP support)
Building management	2	One General Manager and one Assistant General Manager
Customer service	5	Customer Service Advisors covering front-of-house, leasing, viewings and community activity across day and evening shifts
Night Supervisors	2	Two Night Supervisor posts providing continuous overnight reception, patrol and incident response
Maintenance	3	Building Services and Maintenance Operatives covering planned maintenance, compliance and M&E systems

Operational function	Staffing	Composition / delivery
Total permanent on-site team	12	Excludes contracted housekeeping and agency cover
Housekeeping / absence cover	Contracted	Specialist housekeeping contractor and agency cover as required

This is an indicative operational benchmark. The appointed operator will confirm the Ashley House-specific staffing structure, contracted housekeeping hours and detailed rotas before occupation. Resourcing will be kept under review as occupancy increases, while maintaining the 24-hour on-site presence described in this OMP, and will be coordinated with the appointed manager of the Affordable Housing Building and the commercial/community occupiers through the whole-site protocols set out in Section 7.1.

3.2 Job roles

Customer service is at the forefront of every position within the business. Each member of the team will understand this is a key part of their role and will be trained in the following areas:

- Greeting residents at every opportunity during the day;
- Answering the phone correctly;
- Escorting a new resident to their studio;
- Learning residents' names;
- Identifying any resident wellbeing issues;
- Promoting the property to visitors;
- Keeping the property tidy and presentable;
- Completing departure inspections;
- Fixing basic faults, such as changing a light bulb or isolating a leak.

Every member of the team will be trained to staff the front reception desk if needed and may be invited to support or curate resident events where appropriate.

General Manager

The General Manager will be key to the successful implementation of the Shared Living development, leading the business on site and taking responsibility for operational decision-making, including:

- The end-to-end leasing process, with a focus on minimising void periods;
- Monitoring resident welfare and resolving complaints and issues quickly and efficiently;
- The financial performance of the business, including procurement of high value contracts and value for money;
- The management of all on-site staff, including regular briefings and communication updates;
- The personal development of each team member;
- The upkeep and maintenance of the building;
- Regular site walks and property audits;
- Managing out-of-hours emergencies;
- Liaising with the manager of the Affordable Housing Building, the commercial and community occupiers and local stakeholders through the whole-site protocols; and
- Delivering a high standard of service for residents throughout their time at the property.

The General Manager will be fully trained before the property takes in its first residents and will be supported by Re:shape's senior leadership team.

Assistant General Manager

The Assistant General Manager will support the General Manager and benefit from the same level of training. They will cover the position during periods of annual leave and sickness and will be coached towards the next level of leadership.

Communities Manager

Re:shape's Communities Manager will work alongside the on-site management team to ensure that community building is embedded into the day-to-day operation of the development. As the lead for the Community Investment Programme (CIP), the Communities

Manager will act as the key link between residents, local organisations and community partners, identifying opportunities to create meaningful social impact through the Class F2 community space and other suitable areas. By curating a programme of activities, partnerships and volunteering opportunities, the Communities Manager will help cultivate a place where residents feel connected, empowered and encouraged to contribute positively to the wider Tottenham Hale community.

Customer Service Advisor

The primary role of the Customer Service Advisor is to be the main point of contact for residents on the front desk. Although both managers will also be expected to support the desk throughout the day, the Customer Service Advisor will:

- Respond to phone calls;
- Reply to emails;
- Manage bookings;
- Conduct viewings;
- Receive and distribute packages;
- Assist residents with queries.

Maintenance Operative

The Maintenance Operative will be responsible for essential repairs and day-to-day building maintenance, including the Shared Living Building's mechanical, electrical and life-safety systems. They will be expected to:

- Maintain stock levels of consumable items;
- Manage waste stores and rotate bins to prevent poor hygiene conditions;
- Carry out basic daily and weekly compliance tests and checks;
- Keep plant rooms and stores clean and tidy;
- Support external landscaping and public realm inspections, including the central route and Green Link, where required;
- Respond to emergency situations and adhere to all security procedures and systems;
- Report maintenance incidents to the General Manager and Health and Safety team;

- Liaise with subcontractors when required and accompany operatives to resident studios where necessary;
- Assist in maintaining the cleanliness of the site and property to a high standard.

Housekeeping Team

Covering a seven-day rota, the housekeeping team will be responsible for:

- General cleaning and upkeep of all common and shared spaces;
- Compliance with COSHH assessments and safe working practices;
- Managing cleaning consumable stock levels;
- Daily site walks and checks, reporting any issues to the management team;
- Observing trends within shared spaces to identify better cleaning practices for residents.

Night Supervisor

Re:shape considers the Night Supervisor role to be one of the most important operational functions within the building. Working predominantly outside standard management hours, Night Supervisors are expected to provide both a visible security presence and a high standard of resident support and customer service.

Unlike a traditional security-focused role, the position has been designed to reflect the operational nature of a modern shared living environment, where residents actively use the building and amenity spaces throughout the evening and night. Night Supervisors will be fully integrated into the wider operational team through regular handovers, reporting procedures and team meetings to ensure continuity of service and communication across all shifts.

- **Security and Welfare:** Night Supervisors will maintain a visible presence throughout the building and surrounding areas during their shifts. When not based at reception, they will undertake internal and external patrols and remain contactable via mobile phone for urgent responses. They will also receive training to identify potential wellbeing concerns and provide appropriate first-level support and signposting where required.

- **Resident Support and Service:** During quieter operational periods, Night Supervisors are often able to provide additional assistance and support to residents, responding to queries, assisting with operational issues and developing a broader understanding of resident needs and building activity outside standard daytime hours.

3.3 Recruitment

Re:shape believes that the reputation of the business is in the hands of each individual within the team. While DBS checks are essential, Re:shape is committed to selecting the best people available and actively seeking talent from both within and outside the sector.

The Ashley House recruitment programme will be developed prior to opening and will follow the principles applied across Re:shape's operational portfolio:

- The use of specialist recruitment consultants for senior hires;
- A staff referral scheme, where existing staff are rewarded for recommending new people to the business;
- An industry-leading salary scale, designed to attract the best talent;
- An industry-leading bonus structure to reward performance and retain the best people;
- A commitment to succession planning, allowing everyone to reach their potential.

The General Manager will be recruited six months prior to practical completion, supported by a trusted sector specialist consultant, and will recruit the supporting team using existing networks and paid advertising. The Assistant General Manager will be recruited two months prior to practical completion, allowing them to learn the essential systems and support the next phase of recruitment.

The Customer Service Advisors and Maintenance team will be recruited one month prior to practical completion. This will allow the maintenance team to learn the layout of the development, the building's M&E systems and complete handover from the contractor, and start the compliance and planned-maintenance programme. The Customer Service Advisors will learn the booking software, assist with lease-up and forward-plan the events strategy with the management team.

The Night Supervisors and housekeepers will be recruited one week prior to practical completion, allowing them to learn the layout of the building, meet their colleagues and prepare for opening.

Given the mixed-tenure nature of the Ashley House development, mobilisation will also include agreeing joint protocols with the appointed manager of the Affordable Housing Building and the commercial and community occupiers, covering emergency response, safeguarding, servicing, waste, public realm and stakeholder liaison, and completing building handover, systems testing and pre-opening inspections before residents move in.

Re:shape will ensure that each new team member completes statutory training modules online within the first week of employment.

3.4 Training

Re:shape provides a full suite of operational processes covering every area of the running of the business. These are reviewed and updated every year in line with changing legislation and business needs. In the months ahead of practical completion, the General Manager will be trained on all areas of the business process:

- Leasing and marketing;
- HR process;
- Health and Safety / building compliance;
- Specialist software platforms;
- Service standards;
- Procurement and contractor management;
- Finance, AP/AR, budgets and arrears.

The General Manager will then cascade the relevant training to each member of the team during mobilisation and is responsible for tracking each employee's learning progress. The General Manager will be encouraged and supported to work towards an IOSH 'Managing Safely' qualification, and will review the Health and Safety policy, accident book and site-specific risk assessments annually with a specialist consultant to ensure ongoing suitability.

3.5 Rotas

The Shared Living Building will be staffed 24 hours a day, seven days a week. The initial coverage model is shown below and will be validated through mobilisation, occupancy forecasts and risk assessment.

Function	Core coverage	Operational note
Management and community	08:00–20:00 daily, 4-on / 4-off	General Manager and Assistant General Manager, supported by a Customer Service Advisor on the busiest leasing and events days
Customer Service Advisors	08:00–20:00 daily	Front-desk coverage supplemented at peak periods; hours flexed to occupancy and leasing activity
Night Supervisors	20:00–08:00 daily, 4-on / 4-off	Two Night Supervisor posts providing continuous overnight reception, patrol and incident response; annual leave and sickness covered by an approved third-party contractor
Housekeeping contractor	Seven-day deployment	Contracted hours flexed to occupancy and use of shared and resident areas; fortnightly studio cleaning by a specialist subcontractor
Maintenance	Daytime weekday coverage	Maintenance Operatives with out-of-hours call-out arrangements; Night Supervisors triage emergency routine repairs overnight

Annual leave and sickness across the Customer Service Advisor and Night Supervisor rotas will be covered by an approved third-party contractor, with all contract staff receiving a thorough site induction before starting any shift.

4. Sales and marketing

4.1 Types of tenancy and lengths of stay

Shared Living studios will be for single occupancy only, in accordance with London Plan Policy H16 and the Large-scale Purpose-Built Shared Living (LSPBSL) London Plan Guidance. Through the fortnightly housekeeping visit and general daily on-site observation, any unauthorised co-habiting will be identified and managed in accordance with the tenancy agreement.

Residents will be offered tenancy agreements in accordance with the legislative framework in force at the time of occupation. There will be no lettings of less than three months, governed through the website and property-management/booking system. Tenancy start and end dates will be flexible around the resident's requirements, subject to availability.

The property will charge a monthly all-inclusive fee, taken by direct debit on the first of each month in advance, covering rent, council tax, utilities and broadband. Residents will not be required to pay a deposit. Residents will not be permitted to establish individual utility or broadband connections.

4.2 The leasing process

Enquiries from all platforms will be delivered to a central portal accessible by all team members from the front desk. The whole property team will be trained and coached in enquiry management, phone call handling, conducting viewings and selling and closing, through specialised SOPs and training modules.

Once a prospective resident has chosen to live with us, the application and allocation process begins. A new resident will complete an online application linked to the booking portal. In addition to basic information, applicants will need to satisfy one of the following:

- To pay rent monthly, a valid contract of employment, three most recent payslips and a UK-based guarantor if their salary is less than 30 times the monthly rent; the guarantor must also provide proof of income of at least 40 times the monthly rent; or
- Where a UK guarantor cannot be provided, a commercial guarantor service such as Housing Hand may be used.

The customer service team will carry out identity checks and use a referencing company to check the applicant's credit status and affordability, and will approve, request further information on, or reject each application. Full training on this process is given through the Re:shape Resident Application SOP. Once the application is accepted and the first instalment paid, the resident completes their online induction and prepares for arrival; the team will liaise with each new resident during the week before arrival to plan rotas accordingly.

4.3 Prospective resident demographic

Based on current shared living market data and the location of the site, the prospective resident demographic is expected to include recent graduates, young professionals, local workers, public sector workers, remote and hybrid workers, people relocating to London, employees on short contracts and recently single households.

These residents may choose to live at Ashley House as an alternative to HMO accommodation, living with parents, or isolated or insecure independent living options, benefiting from managed accommodation, shared amenity, professional support and a stronger sense of community.

4.4 Revenue management

Re:shape will provide a dedicated revenue manager who will work in partnership with the General Manager to ensure pricing is balanced against demand, market conditions and affordability. The General Manager will maintain an up-to-date competitor analysis, populated weekly during mobilisation and shared with the revenue manager, who will overlay wider market analysis and seasonal trends to set the pricing structure twelve months in advance. Pricing decisions will be made within the approved business plan and will not alter the planning status or management commitments of the scheme.

4.5 Customer service approach

Re:shape believes every resident should benefit from an authentic and supportive living experience that encourages meaningful social and professional connections to develop naturally, alongside a high standard of operational service, a welcoming, people-focused environment and clear operational boundaries and professional standards.

5. Service levels

5.1 Checking in

Due to the flexibility offered in Shared Living tenancy agreements, arrivals will be gradual and spread out. The check-in experience will follow a consistent procedure every time. Prior to arrival, the resident will complete a short online induction, pay their first rental instalment and provide any additional information (such as guarantor documents) to avoid delays. The team will prepare access keys for everyone arriving that day, and all studios will have had a pre-arrival inspection.

On arrival, the resident's identity will be confirmed and they will be invited to book a personal tour of the shared spaces if they have not previously viewed the building. They will then be taken to their studio by a member of the team, who will explain door and access operations, how to connect to the internet and use the resident app, and inform them of the events planned for the rest of the week.

5.2 Keys and access

The building will use a specialised access control system using digitally programmed access cards, branded for the property but not displaying room numbers in case of loss.

The building will be divided into zones and categories, allowing access to authorised people only. The management team, housekeeping, maintenance, customer service staff and night supervisors will have full access to all areas, with cards individually programmed for audit purposes; system access can be tracked by the master terminal and at each door point.

Cards will be programmed at reception through a passcode-protected system accessible only by the management team. Programming a new card for a studio automatically deletes the previous card. Access cards will be prepared a day in advance or on arrival for new move-ins. Three separate contractor access cards will be held at reception, issued on sign-in with identification and returned at the end of each day.

If a resident loses their card, the management team will programme a replacement, with a £20 charge to the account. If a card is reported lost overnight, the Night Supervisor may allow

access to the resident's studio following relevant ID checks, with a permanent replacement issued the following day.

Access to a resident's studio will only be in the following circumstances:

- A reported maintenance issue, covered within the tenancy agreement to allow the team to enter;
- Fortnightly housekeeping, on a pre-arranged cycle with reminders sent via the resident app;
- A specific cause for inspection, with 24 hours' notice sent to the resident in advance; or
- An urgent health and safety issue, such as a smoke or fire detection alert or ingress/egress of water, requiring immediate access.

5.3 Housekeeping

Housekeeping is split into communal-space cleaning and studio cleaning. Communal areas will be cleaned by a directly-employed housekeeping team on a seven-day rota, with high-footfall areas monitored throughout the day. The communal scope is expected to include entrances, reception, lifts, stairwells, corridors, kitchens, workspaces, fitness spaces, laundry rooms, bin stores and general access sanitary facilities.

Each studio will be cleaned fortnightly between 10am and 4pm by a specialist subcontracted cleaning company, selected through a stringent procurement process, with all staff DBS-checked for additional security. Contract cleaners will be trained to report wellbeing concerns or significant hygiene issues that may affect other residents to the management team.

5.4 Event curation

Re:shape recognises that curated programming plays an important role in fostering community, wellbeing and resident engagement within Shared Living environments. A programme of regular events and activities will be developed by the on-site management team, informed by resident feedback, seasonal opportunities and local partnerships. Programming will be designed to encourage inclusive participation whilst respecting the operational needs of the building and the wellbeing of residents, and will be risk assessed and

managed with appropriate booking, capacity, accessibility, noise, safeguarding and closing procedures.

5.5 Community activities and the Community Investment Programme

The community space and other suitable multi-use areas will support local activity through the Community Investment Programme (CIP).

The CIP will provide a structured route for eligible Haringey-based organisations to request regular or occasional use on a free or at-cost basis.

In addition to regular and occasional bookings, an eligible community organisation may be permitted to occupy and manage the community space for an agreed fixed period under a licence.

Any longer-term arrangement will be subject to the relevant planning requirements, the suitability of the organisation and agreed provisions relating to the use and management of the space, accessibility, safeguarding and the delivery of community benefit. The arrangement will be reviewed periodically to ensure that these requirements continue to be met.

The Communities Manager, supported by the General Manager, will administer the programme. Access decisions will follow transparent criteria covering local benefit, inclusion, safeguarding, operational fit, capacity, insurance and equality. Programming will seek a balanced range of cultural, youth, sport, wellbeing, skills, environmental and neighbourhood activity.

Community users will enter through the agreed route, sign in where required and remain within authorised spaces. Booking terms will cover responsible use, supervision, cleaning, noise, security, cancellations and incident reporting. Resident-only areas will remain access controlled.

5.6 Residents' App (Members App)

The Residents' App, also referred to as the Members App, will be a primary digital channel for operational information and resident participation, covering:

- Property details, address and phone number;
- Site-specific safety information;
- Fire evacuation procedures;
- Important contact numbers;
- Out-of-hours information;
- Repair reporting process;
- Resident events and social activities;
- Local travel guides;
- Facilities and how to use them;
- Energy efficiency information;
- Complaint process;
- Behaviour and conduct guidelines;
- Rent payment guide.

Distributing this information prior to arrival, and keeping it available online, enables a swift and largely trouble-free process, allowing the team to welcome residents and direct them to their studios quickly and efficiently. Alternative channels will remain available for residents who cannot or do not wish to use the app.

5.7 Welfare and wellbeing

The welfare and wellbeing of residents will always be at the forefront of decisions made, from the design and use of the spaces to curated events and how the team interact with everyone. The design of the building allows the fostering of social interactions but also allows residents to live peacefully in their own spaces when they prefer.

The management team will be Mental Health First Aid qualified, and all team members will receive basic-level signposting training. No team member will be expected to handle

complicated resident issues outside their training; points of contact listed in the management suite and on the resident's app will include:

- Samaritans;
- LA support;
- MIND.

Change in Resident Circumstances

Where a resident experiences (or is anticipating) a significant change in personal circumstances during their tenancy, the Management Team will engage with the resident on an individual and confidential basis to understand their needs and provide appropriate support.

Where the resident's circumstances may affect the suitability of their accommodation, the Management Team will work with them to consider appropriate options, which may include supporting an early termination of the tenancy or providing reasonable assistance with their transition to alternative accommodation.

Any such circumstances will be managed sensitively and on a case-by-case basis, having regard to the resident's needs, the suitability of the accommodation and the terms of the tenancy agreement.

5.8 Shared spaces and how they operate

All property facilities are accessible 24 hours a day, seven days a week. Re:shape wants residents to feel that the team is working in their home, rather than that they are living in Re:shape's building. While the housekeeping team will pay care and attention to shared spaces every day, residents are expected to respect the needs of the whole community and clean equipment after use, with full details covered in the app.

5.9 Managing behaviour

Within a Shared Living development there will be a diverse cross-section of residents and occasional guest visits. Whilst a strong community feel is anticipated, the team will also need to be prepared to manage situations that may affect this. A more detailed account of the security arrangements is set out in Section 2.3.

In the first instance, concerns will normally be addressed through a recorded conversation and proportionate warning, unless the seriousness of the incident requires immediate escalation. Examples of incidents that may warrant a first warning include:

- Creating noise at a level that can be heard by other residents;
- Causing general disturbance to other residents;
- Having guests who create a disturbance;
- Leaving shared spaces in an unacceptable condition.

In the event of repeated or serious conduct, the management team may pursue a behaviour agreement, restricted access to an amenity, a report to the police in the event of unlawful activity, relocation to an alternative studio where available, withdrawal of the offer of renewal, or formal tenancy enforcement action as a last resort, in accordance with the tenancy agreement and applicable law. Where incidents affect the Affordable Housing Building, commercial/community users or the public realm, the relevant management teams will share information lawfully and coordinate the response.

5.10 Payments and financial matters

Payment arrangements will be managed in accordance with the relevant tenancy terms and applicable legislation in force at the time. Payments can be made by bank transfer or by debit/credit card at reception; cash is not accepted. Payment dates will be detailed in each resident's tenancy agreement and payments must be made on or before the due date.

If a resident is unable to meet a payment date, they must discuss this with the General Manager at the earliest opportunity. Any extension to a payment date will be at the discretion of the Regional Manager or Operations Director.

5.11 Arrears management

The General Manager will be able to extract financial reports from the property-management system to identify, in real time, any residents who have passed their payment due dates.

While reminders can be sent at the General Manager's discretion, it remains the resident's responsibility to adhere to their rent payment dates. Where a resident, or multiple residents, have exceeded their payment due dates, a documented arrears management procedure will apply, balancing the resident experience with the need to manage financial and behavioural infractions.

5.12 Maintenance for residents

Residents will be able to log maintenance requests via the app. All jobs will be logged correctly for audit purposes; where a resident reports an issue at reception, the customer service team will assist them in logging it on their own app account. This ensures compliance with access procedures and allows the maintenance team to manage the asset register and track warranties.

The General Manager will hold an electronic asset register for all electrical appliances supplied and installed by the developer.

5.13 Other key facilities

Co-working

Co-working areas will be thoughtfully designed to support a variety of working styles, from open collaborative workstations and comfortable lounge seating to quiet focus areas and private acoustic booths for calls and virtual meetings. Whether residents are working from home full time, studying, running a business or simply need a productive space away from their studio, the co-working areas will offer a professional, high-quality environment that promotes wellbeing, productivity and connection, subject to respectful-noise, booking and guest rules.

Laundry

The shared laundry will be open 24 hours a day, managed by a third-party operator using an app-based cashless payment and reporting system. Malfunctions can be reported directly to the third-party operator, who will send their own technicians. Guidance on using the equipment will be clearly marked in the room and available on the app. The room will be cleaned daily, with lint filters removed and cleaned daily in line with the Fire Risk Assessment.

Fitness and wellbeing

The fitness centre will also be open to residents 24 hours a day. Equipment will be serviced every six months as part of the proactive maintenance schedule, and residents will be required to sign a disclaimer as part of their induction before using any equipment.

Communal cooking and dining

Residents will have access to communal kitchens designed to allow multiple people to cook at the same time, complementing the private kitchenettes within each studio and helping promote social connection. Basic cookware will be provided alongside the appliances, and residents will be expected to clean what they have used; the housekeeping team will check the areas regularly to ensure they are ready for the next users. Any out-of-date food left in the kitchens will be disposed of by the housekeeping team.

Resident and Visitor Cycle parking

The operation and management of the resident and visitor cycle parking facilities are set out in Section 2.4 of this OMP.

5.14 Parcels and deliveries

While the property can accept parcels on behalf of residents, Re:shape does not accept responsibility for loss or damage. A dedicated post room will store larger items that do not fit into residents' mailboxes. Any member of staff can sign for a parcel, which must be scanned using Re:shape's preferred parcel tracking service and app; the resident will receive an email notification and QR code to collect it. Post and letters will be delivered directly into mailboxes by Royal Mail.

Other deliveries, such as fast food and meal boxes, must be collected directly from reception by the resident. The customer service team will allow couriers to wait in reception until the resident arrives; couriers will not be allowed access beyond the reception area under any circumstances. For parcels not collected within seven days, the customer service team will send a text alert, repeated as necessary until collection. The parcel store will be checked regularly to prevent a build-up, and unclaimed parcels for departed residents will be returned to the relevant courier unless the resident has advised otherwise.

5.15 Checking out

The departure process is as important as the arrival. The studio will be inspected with the resident on the day of departure, with any significant damage noted, photographed and logged by both parties on the check-out inspection form. The resident will be offered a referral code to give to a friend who may wish to book with Re:shape and will be invited to leave a review of their time at Ashley House.

5.16 Complaints handling

All complaints will be dealt with in the first instance by the customer service team; if they are unable to resolve it, it will be passed to the management team. All complaints, whether verbal or written, will be acknowledged in writing by the General Manager on the day of receipt wherever practicable and followed up within five working days.

All complaints are logged within the property's complaint log, recording dates, action taken and outcome. The Operations Director will review every complaint during the General

Manager's one-to-one process and determine whether an underlying site issue requires further investigation.

5.17 Referrals and reviews

What residents say about Ashley House in public forums is a significant driver of the business. Residents will always be encouraged to leave honest reviews, without incentivisation, via HomeViews and Google. In the event of a less-than-positive review, the General Manager must respond within two days, addressing the issue fully and setting out the steps taken to prevent recurrence.

5.18 Property standards auditing

Re:shape has a robust approach to ensuring high standards of service delivery. The General Manager will regularly complete property audits:

- Daily property walks, alternated between the management team, the customer service team and the Night Supervisors, following a checklist covering high-footfall areas, health and safety risks, breached access points, building damage and a full external perimeter inspection;
- Weekly inspections of all common spaces against a checklist, generally a self-audit but carried out directly by senior Re:shape management when visiting;
- Monthly checks collating four weeks of the weekly inspections and a top-line review of key compliance dates, with the Regional Manager or Operations Director carrying out a spot check of front-desk resident interactions on each monthly visit; and
- Studios are removed from the formal inspection process, since fortnightly housekeeping visits provide the opportunity for cleaners to report any issues of concern.

6. The environment

6.1 Waste and recycling

Residents will have small general waste and recycling bins provided in their studios to facilitate separation of waste into residual, mixed dry recycling and organic/food waste

streams; it is each resident's responsibility to take their own waste regularly to the bin stores. Clear guidance will be provided in the bin stores and on the resident's app. Waste collections will be made weekly by the local authority unless agreed otherwise with a private refuse company; on collection days, the maintenance and housekeeping team will bring bins from the lower ground to the ground floor exit via the service lift.

The team will encourage and support residents, particularly those unfamiliar with UK practices, to maximise recycling and minimise residual waste volumes.

6.2 Utilities management and environmental impact

Re:shape will use best-in-class software to actively monitor utility usage throughout the building, with residents also able to see their own usage in real time and how it compares to the average. A fair-usage policy will be included within the tenancy agreement. Readings will be monitored weekly, and where there is significant over-usage the team will contact the resident and discuss consumption informally, with advice given on reducing usage in specific areas. In the unlikely event that over-usage continues with disregard for the environment, the resident will not be permitted to renew their tenancy.

Operational procedures will support the development's BREEAM Excellent target and biodiversity commitments through responsible procurement, maintenance of landscaping and habitat features (including the Green Link), pollution prevention, waste reduction and regular performance review.

7. Governance, monitoring and impact

7.1 Organisational accountability

The structure in Section 3 establishes clear lines of responsibility and accountability, from the on-site customer service team through to the Regional Manager and Operations Director, ensuring senior oversight of all operational activity. The structured complaints-handling and escalation procedures in Section 5.16, the multi-tier auditing and inspection regime in Section 5.18, and the financial controls and arrears management protocols in Sections 5.10 and 5.11 together provide the accountability mechanisms required under Re:shape's ESG Framework.

A whole-site management forum will be established before occupation with representatives of the Shared Living, Affordable Housing, commercial/community and estate-management functions. The forum will coordinate shared risks and review public realm (including the Green Link and central route), servicing, waste, safety, complaints, behaviour and community-space matters. Resident empowerment is delivered through the Residents' App, welfare and wellbeing provision and community engagement activities, ensuring residents have a meaningful voice in the life of the building.

7.2 Performance monitoring

Performance will be monitored through a concise set of operational, resident, environmental and social-impact indicators. Targets that depend on the final design or operating systems will be agreed during mobilisation.

Theme	Illustrative measures	Review
Safety and compliance	Statutory tasks completed; incidents, near misses and corrective actions	Monthly
Customer service	Enquiry response; complaint acknowledgement and resolution; recurring themes	Monthly
Maintenance	Open jobs by priority; completion performance; repeat defects; planned maintenance	Monthly
Resident experience	Satisfaction, wellbeing, participation, move-in and move-out feedback	Quarterly
Community impact	CIP partners, community-space hours, attendance, outcomes and local volunteering	Quarterly
Environment	Energy and water trends; waste volumes and contamination; Travel Plan indicators	Monthly/annual
People and procurement	Training completion, staff retention, local recruitment and local supplier spend	Quarterly

7.3 Social impact and community stewardship

A structured feedback loop will support ongoing social-impact reporting across all occupier groups at Ashley House.

For residents, Re:shape will conduct regular surveys and engagement activities capturing lived experience across key social-value themes, including community integration, health and wellbeing, access to opportunities and satisfaction with the building's management and services. For occupants of the commercial and community space, feedback will be gathered through periodic engagement with business tenants and community users to understand the social and economic value generated through the CIP.

The CIP will be reviewed for reach, inclusion, quality and outcomes, not only the number of bookings. Findings will be assessed against the social-value commitments set out in Re:shape's Social Impact Report for the scheme, prepared in alignment with the National TOMs Framework and MeasureUp wellbeing standards, and will feed into Re:shape's annual social-value reporting cycle, allowing targets to be reviewed, initiatives refined and progress communicated transparently to the London Borough of Haringey. The Communities Manager will maintain ongoing dialogue with Haringey-based organisations and relevant council teams, enabling the programme to respond to local priorities and help resolve concerns before they become embedded.

7.4 Environmental reporting

Re:shape is committed to the ongoing monitoring of environmental performance throughout the operational phase. As set out in Section 6.2, best-in-class utility monitoring software will be used to track energy and water consumption in real time at both building and individual resident level, with readings reviewed weekly by the on-site management team. Operational energy consumption will be reported annually and benchmarked against the EUI targets established in Re:shape's ESG Framework.

Re:shape will explore annual verification of the building's operational carbon performance against the UK Net Zero Carbon Buildings Standard as it continues to evolve, ensuring that the environmental commitments made at planning stage are evidenced by independently verifiable performance data over time. Where operational data indicates a risk of

underperformance against targets, the management team will implement remedial measures in accordance with Re:shape's continuous improvement protocols, keeping Ashley House on a trajectory consistent with Re:shape's net zero carbon ambitions.

7.5 Operational data, review and document control

All operational data, including maintenance records, complaint logs, utility usage and audit findings, will be retained electronically and subject to regular senior review, enabling Re:shape to report transparently on performance against its ESG commitments to residents, the London Borough of Haringey and wider stakeholders.

The commitments set out across this OMP will be subject to regular review by Re:shape's senior leadership team, ensuring that governance standards are maintained, performance is transparently reported, and the building continues to meet the expectations of residents, the London Borough of Haringey and the wider Tottenham Hale community throughout its operational life.

