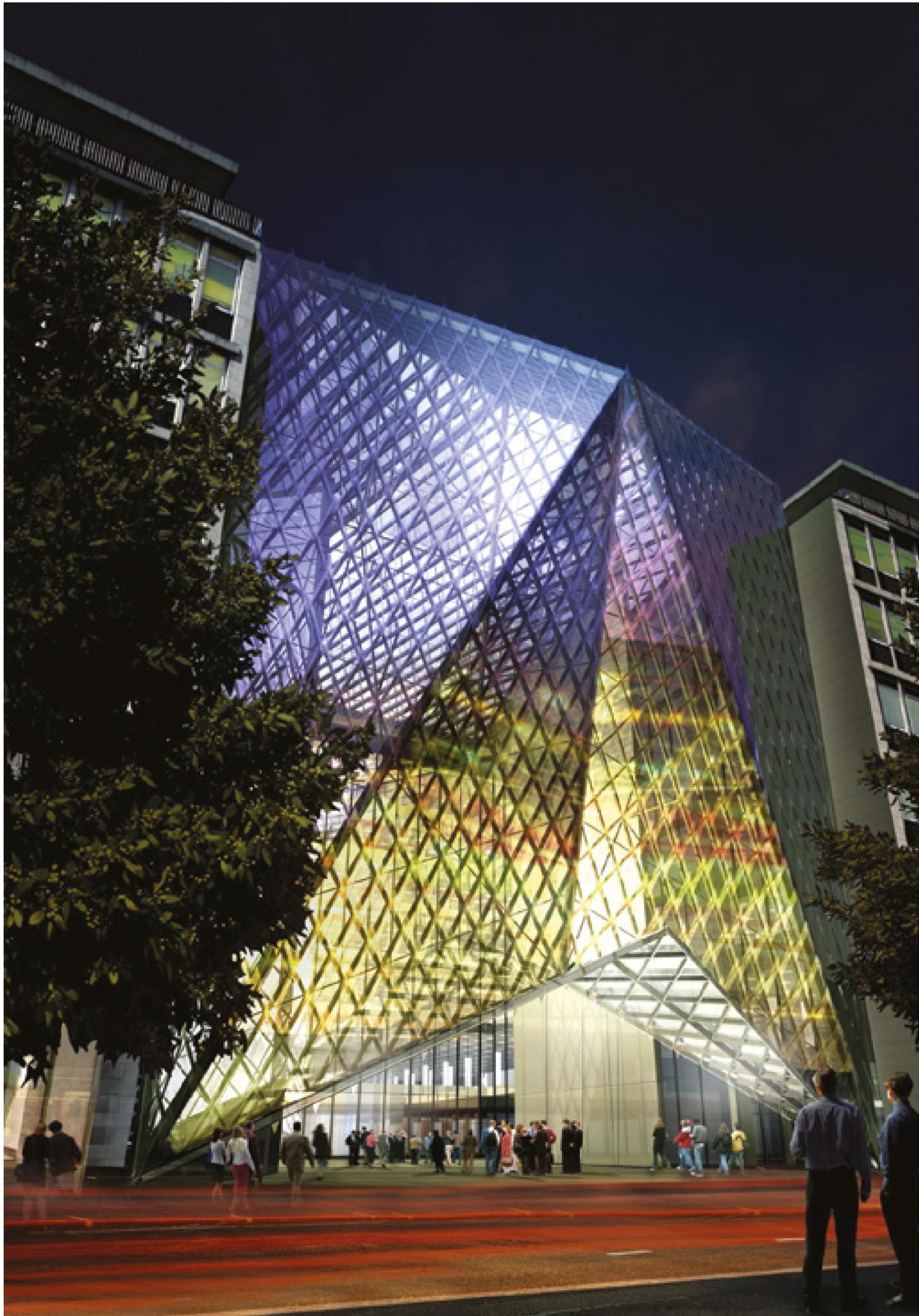


RAM

RESIDENTIAL ASSET MANAGEMENT



“KNIGHT FRANK  
IS COMMITTED TO THE  
SETTING AND MAINTAINING  
OF A NEW BENCHMARK  
IN QUALITY FOR  
BLOCK AND ESTATE  
MANAGEMENT.”

“OUR FOCUS IS TO  
PROTECT THE VALUE  
OF OUR CLIENTS’  
ASSETS AND THE  
REPUTATION OF  
THEIR BUILDINGS.”



Computer generated image for indicative purposes only.



# SETTING NEW STANDARDS

Welcome to our world of property management. We have produced this book to detail some of the passion and professionalism behind the Knight Frank block and estate management service for landlords, developers, Right-to-Manage and Resident Management Companies.

In the increasingly demanding world in which we operate, we are committed to achieving excellence for our clients in everything we do, particularly:

1. Exemplary health and safety
2. Impeccable customer service
3. Excellent financial management

We hope you enjoy our review of how we do this as well as finding out more about some of the exceptional people that make it happen.

It is unsurprising that new home buyers around the world look to Knight Frank as block manager when considering new purchases – we are proud of this and look to work with our developer partners to ensure that we continue to justify this trust.

# PUTTING OUR CLIENTS AT THE HEART OF EVERY SERVICE

16

CLIENTS

140

BLOCKS

2,979

UNITS IN  
TOTAL

123

ON-SITE  
STAFF

32

HEAD OFFICE  
STAFF

Our clients demand the highest of standards. We in turn demand high standards of our people, our systems and processes. Our partner led teams of surveyors, client managers, accountants and facilities managers have many years' of experience and knowledge of residential block management. That's why our teams can deliver the exceptional service that residents of the very best property in Central London have come to expect.



# CONSULTANCY AND IMPLEMENTATION APPROACH

For each project, we work in three distinct phases:

**PHASE 1**  
Management Consultancy

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**PHASE 2**  
Mobilisation

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**PHASE 3**  
Block and Estate management

Our clients have different requirements and we are happy to work across all three phases or provide a standalone consultancy service. By offering consultancy separately we are able to provide comprehensive and impartial advice that provides a clear separation between us as consultant and our subsequent role as managing agent. Our clients can expect and will receive unbiased advice.



# OUR PHASED APPROACH IN ACTION

PHASE 1 CONSULTANCY				PHASE 2 MOBILISATION				PHASE 3 MANAGEMENT	PRACTICAL COMPLETION
Consultancy Appointment	Agree Overall Strategy With Client and Sales Teams	Present Draft Strategy and Budget to Client	Meeting with Legal Teams to Agree Lease Terms	Mobilisation Appointment	Agree Mobilisation Strategy and Budget	Agreement of On-Site Systems with Client	Agreement of Defects and Move-In Procedures with Client	Management Appointment	Completion
<b>MONTH 1</b>	<b>MONTH 2</b>	<b>MONTH 3</b>	<b>MONTH 4</b>	<b>MONTH 5</b>	<b>MONTH 6</b>	<b>MONTH 7</b>	<b>MONTH 8</b>	<b>MONTH 9</b>	
INFORMATION GATHERING									
MEETINGS WITH ARCHITECTS & OTHER CONSULTANTS									
	MANAGEMENT STRATEGY REPORT								
	SERVICE CHARGE BUDGET CALCULATIONS								
	CONTINUING DESIGN ADVICE FOR ARCHITECTS AND CONSULTANTS								
		LEASE REVIEW							
			REVIEW & UPDATE STRATEGY & BUDGET						
			MOBILISATION BUDGET CALCULATIONS						
				SET UP OF CONTRACTS & BUILDING PROTOCOLS					
				PROGRESS MEETINGS WITH CLIENT					
					STAFF INTERVIEWS, CONTRACTS AND TRAINING				
						SET UP OF ON-SITE SYSTEMS			
							ADVISING ON MOVE IN AND DEFECTS MANAGEMENT		
							ONGOING MANAGEMENT		
								COMPLETION PHASE	

# PHASE 1: CONSULTANCY

# CONSULTANCY

Knight Frank's team of Management Consultants work alongside Residential Asset Management advising clients on the effective management of their residential and mixed-use developments.





Our consultants add value by being involved from the beginning and by offering bespoke advice throughout the development process.

Our market-leading consultancy services include:

- Management Strategy
- Service Charge Budgets
- Design
- Lease Review
- Register of Critical Issues.

We assist developers of Prime Central London schemes to turn their visions into reality. They regard our advice as;

- an invaluable aid to ensuring the optimisation of building designs
- essential to ensure that exemplary services are provided at the most efficient service charge levels
- vital for setting up management structures to ensure all legal obligations under the leases can and will be met.

# PHASE 2: MOBILISATION



# MOBILISATION

The Mobilisation process combines the Management Strategy with the landlord's vision and resident expectations, with the ultimate goal of ensuring the development is ready for occupation on the day of practical completion.

This process normally includes:

- Analysis of set-up requirements and production budget
- Review of initial service charge budget and apportionments from the Management Strategy report
- Implementing design changes subsequent to strategy report
- Recruitment of on-site staff and training
- Contract procurement
- Specialist consultancy procurement, where required i.e. heat & energy, gym, M&E
- Building protocols, agreement and implementation
- Agreeing move-in protocols
- Lease input including accounting information and systems set-up
- Assisting with design and implementation of landlord's defect procedure
- Preparation of initial budget pack for lessees
- Fortnightly progress meetings.

# PHASE 3: MANAGEMENT

# MANAGEMENT

Excellent management is underpinned by robust accounting systems which are compliant with RICS and ARMA Q standards. Knight Frank is audited by RICS and we are proud that our procedures and processes consistently meet and exceed relevant audit standards.

## Facilities Management

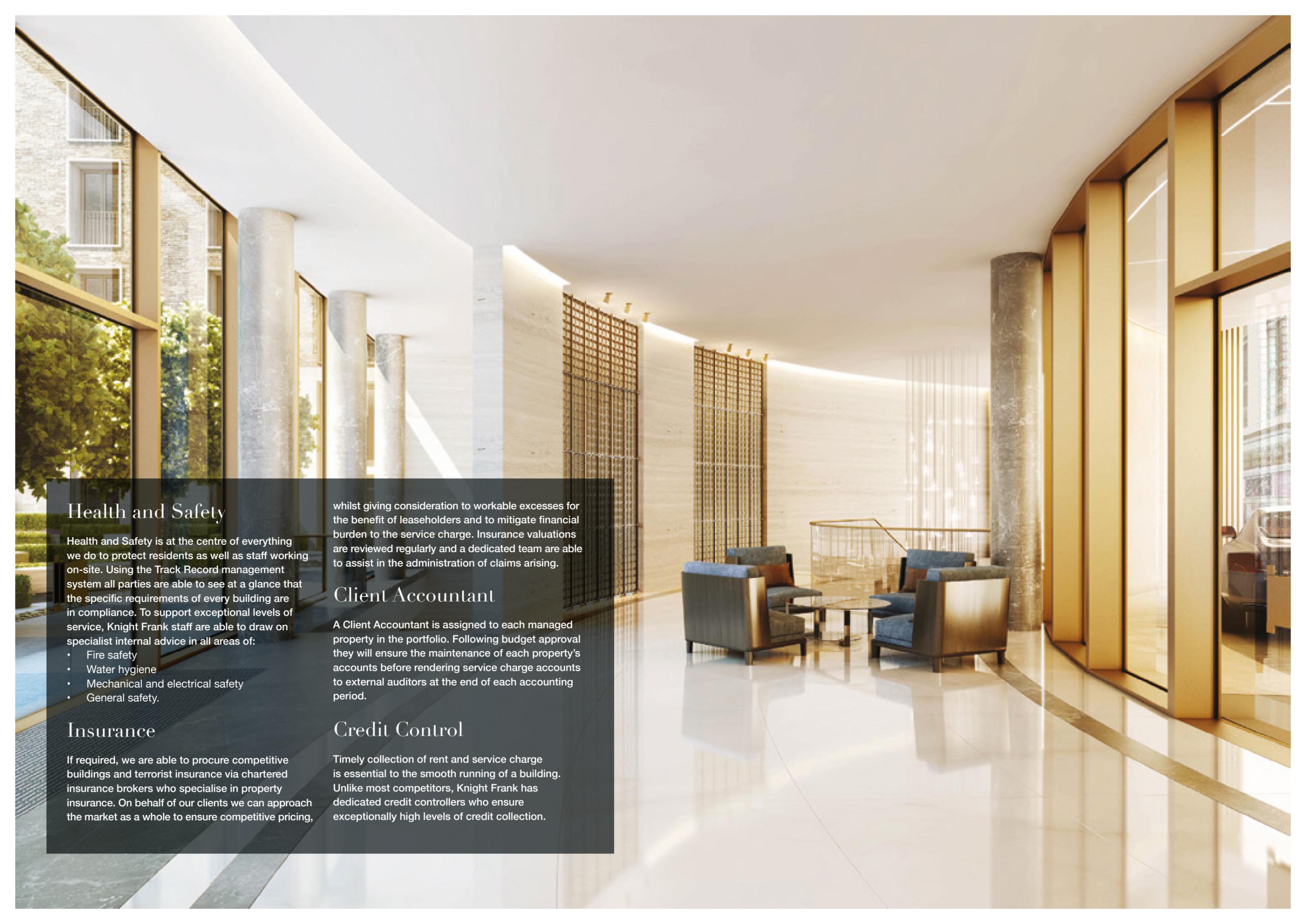
Our team of NEBOSH qualified Facilities Managers are a unique resource who ensure:

- Safe and effective management of on-site staff
- Safe working and supervision of contractors whilst on-site
- Management of rigorous Health and Safety standards.

## On-Site Staff

We often employ on-site staff on behalf of clients offering unequalled access to the best talent in the marketplace. Our investment in staff ensures continuous development and provides career structure and opportunities. The quality of our staff is first priority in everything we do and we are justly proud of our team.

For these reasons, Knight Frank is consistently ranked as a top employer within the industry which enables clients to minimise recruitment costs.



## Health and Safety

Health and Safety is at the centre of everything we do to protect residents as well as staff working on-site. Using the Track Record management system all parties are able to see at a glance that the specific requirements of every building are in compliance. To support exceptional levels of service, Knight Frank staff are able to draw on specialist internal advice in all areas of:

- Fire safety
- Water hygiene
- Mechanical and electrical safety
- General safety.

## Insurance

If required, we are able to procure competitive buildings and terrorist insurance via chartered insurance brokers who specialise in property insurance. On behalf of our clients we can approach the market as a whole to ensure competitive pricing,

whilst giving consideration to workable excesses for the benefit of leaseholders and to mitigate financial burden to the service charge. Insurance valuations are reviewed regularly and a dedicated team are able to assist in the administration of claims arising.

## Client Accountant

A Client Accountant is assigned to each managed property in the portfolio. Following budget approval they will ensure the maintenance of each property's accounts before rendering service charge accounts to external auditors at the end of each accounting period.

## Credit Control

Timely collection of rent and service charge is essential to the smooth running of a building. Unlike most competitors, Knight Frank has dedicated credit controllers who ensure exceptionally high levels of credit collection.

# OUR EXPERIENCE

# OUR GLOBAL REACH

417  
OFFICES

58  
COUNTRIES

13,000  
EMPLOYEES



## THE AMERICAS

4,640 PEOPLE  
163 OFFICES  
14 COUNTRIES

ARGENTINA  
BRAZIL  
CANADA  
CHILE  
COLOMBIA  
DOMINICAN REPUBLIC  
MEXICO  
PERU  
PUERTO RICO  
THE CARIBBEAN  
USA

## UNITED KINGDOM

1,990 PEOPLE  
84 OFFICES

ENGLAND  
SCOTLAND  
WALES



## AFRICA

700 PEOPLE  
23 OFFICES  
10 COUNTRIES

BOTSWANA  
KENYA  
MALAWI  
NIGERIA  
RWANDA  
SOUTH AFRICA  
TANZANIA  
UGANDA  
ZAMBIA  
ZIMBABWE

## CONTINENTAL EUROPE

1,040 PEOPLE  
87 OFFICES  
16 COUNTRIES

AUSTRIA  
BELGIUM  
CYPRUS  
CZECH REPUBLIC  
FRANCE  
GERMANY  
IRELAND  
ITALY  
MONACO  
NETHERLANDS  
POLAND  
PORTUGAL  
ROMANIA  
RUSSIA  
SPAIN  
SWITZERLAND

## MIDDLE EAST

50 PEOPLE  
3 OFFICES  
2 COUNTRIES

KINGDOM OF SAUDI ARABIA  
UNITED ARAB EMIRATES

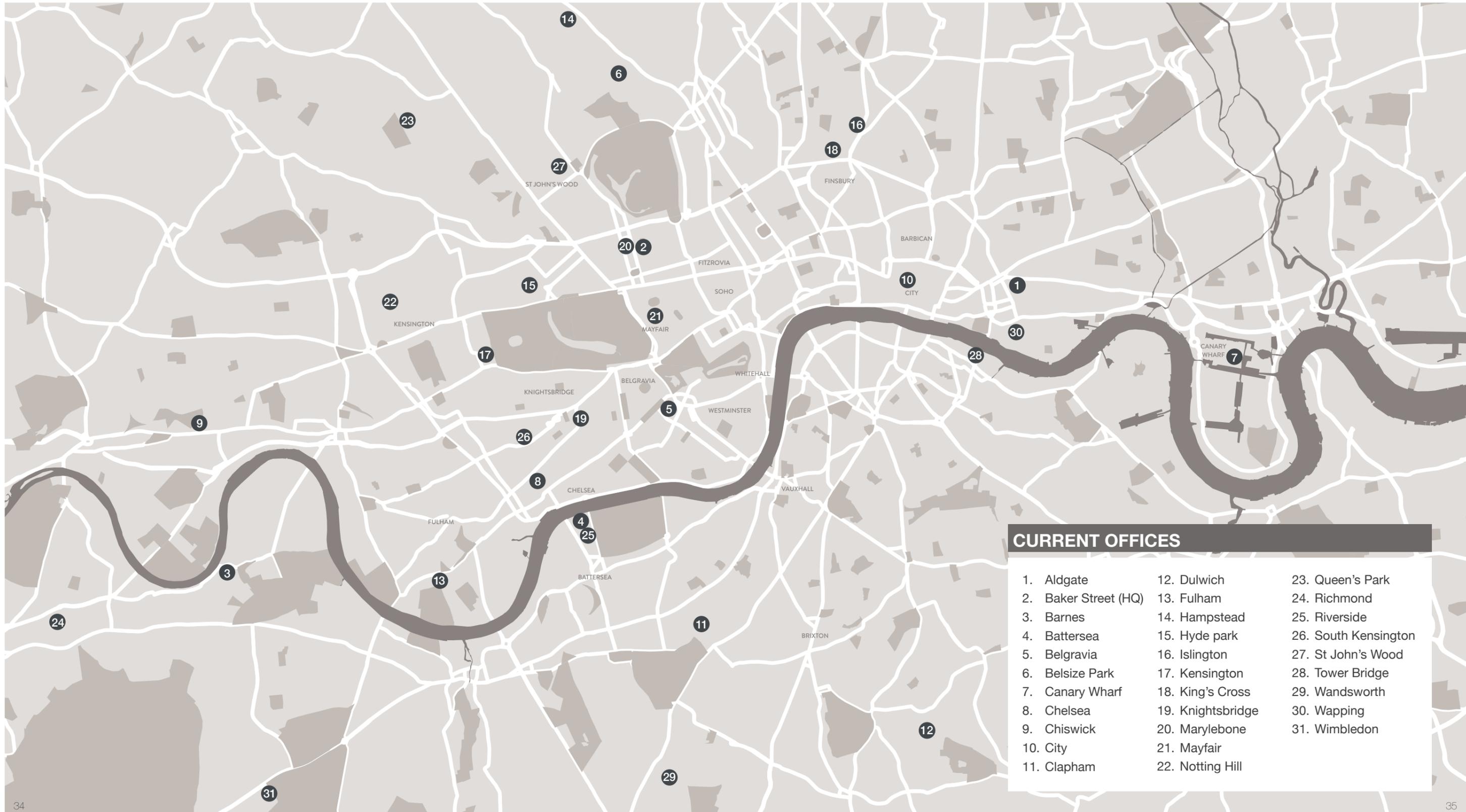
## ASIA PACIFIC

5,190 PEOPLE  
57 OFFICES  
13 COUNTRIES

AUSTRALIA  
CAMBODIA  
CHINA  
HONG KONG  
INDIA  
INDONESIA  
JAPAN  
MALAYSIA  
NEW ZEALAND  
SINGAPORE  
SOUTH KOREA  
TAIWAN  
THAILAND

# COMPREHENSIVE LOCAL EXPERTISE ACROSS CENTRAL LONDON

# 31 OFFICES





## CASE STUDY

# *Cheyne Terrace*

CHELSEA, SW3

*Key Personnel:* James Dobson, Charlotte Last, Carolyn Bolton

*Client:* Grosvenor & Native Land

*Development:* 26 luxury apartments, a private swimming pool and leisure facility; along with extensive car parking, 24-hour security and concierge.

*Budget:* The service charge totalled over £650k and broke down to £7.00 per square foot.

The residential management consultancy team provided strategic advice on the future management of the development, including advice on the required levels of staff, their duties and hours of working, arrangements needed for dealing with emergencies, waste disposal procedures, cleaning and maintenance of common parts and security requirements. The team also provided an estimate for the first year's service charges required to provide these services efficiently and effectively and an explanation of how these costs would be recovered.

The mobilisation strategy and set-up budget were also provided by Knight Frank and this ensured that the necessary staff and equipment was in place prior to practical completion and handover. The team advised there were certain items it considered essential to be provided by the developer to ensure the services expected by residents were delivered on schedule and to a high standard. This included recommending that wifi was provided in the leisure facility, and treatment beds were provided in the treatment rooms. The inclusion of these items into the set-up costs ensured that the services provided are used by residents and fulfil their expectations.

The maintenance contracts for all plant and equipment were tendered prior to practical completion, allowing all the service and maintenance works to ensure minimal disruption for residents. All contractors underwent the necessary training.

## CASE STUDY

# *Kings Gate*

VICTORIA, SW1

*Key Personnel:* James Dobson, Charlotte Last, Carolyn Bolton

*Client:* Land Securities

*Development:* 99 luxury apartments and 1 restaurant, along with extensive car parking, 24-hour security and concierge.

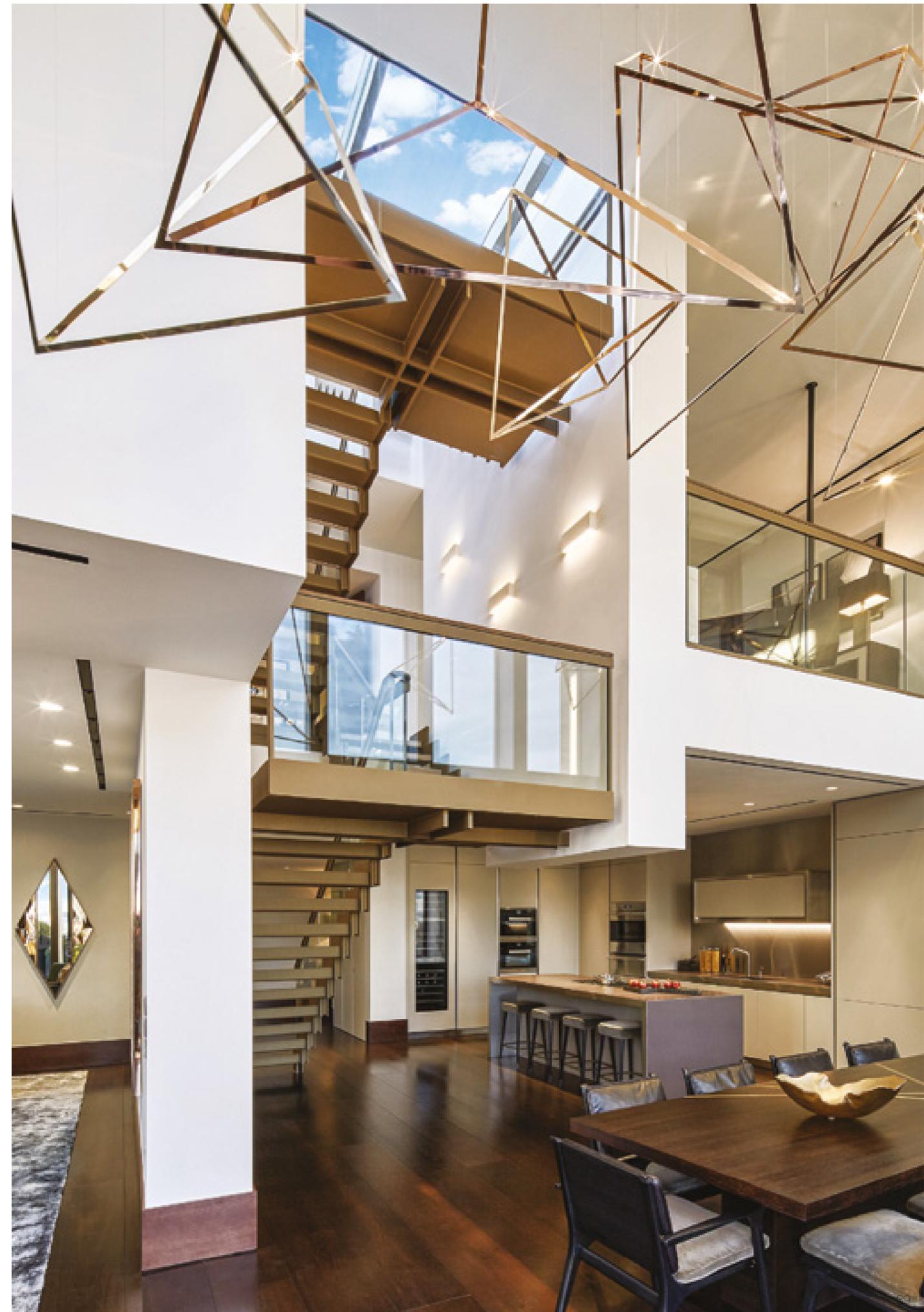
*Budget:* The service charge budget totalled over £976k excluding insurance and broke down to £8.58 per square foot.

We were appointed for all three stages including Consultancy, Mobilisation and Management, with completion in September 2015.

We were asked to work towards a budget of under £9.00 per square foot, and were pleased to be able to deliver this requirement. Kings Gate forms part of a larger mixed-use scheme of commercial and office space and car parking known as the Zig Zag development. This in turn forms part of an additional and important phase of Land Securities PLC's redevelopment of the Central Victoria area.

Due to the complexities, there were a number of different service providers working on this development. It was vital that a co-ordinated approach to services and a 'one team' culture was developed to provide residents with a consistent high standard.

During Mobilisation we managed the transition of the Building Manager from an existing Land Securities site to Kings Gate, on a month by month basis. This was successful financially for the client and also prevented any disruption to residents of the existing building.





## CASE STUDY

# *Clarges Mayfair*

PICCADILLY, W1

*Key Personnel:* James Dobson

*Client:* British Land

*Development:* A prestige development of 34 luxury apartments with extensive amenities and large staff team.

*Budget:* Confidential

We were instructed to prepare a service charge budget and a management strategy for the prestigious 192,000 sq ft residential-led, mixed-use scheme comprising over 30 Super Prime apartments and 50,000 sq ft of Grade A office space with destination retail at ground level.

The development features a high level of communal services for residents including 24-hour concierge, meeting/dining rooms, a cinema and games room and a state of the art leisure suite including a 25 metre swimming pool, saunas and wet rooms, a fully equipped gym with an adjoining weights room, treatment rooms and a post treatment relaxation facility.

Our instruction was to ensure that these services could be provided to an extremely high standard at a service charge level that would be acceptable to potential purchasers. We produced three service charge budgets demonstrating how different team structures and service offerings impacted the budget and then were able to work with the client to reach a figure that was acceptable whilst also providing a service that was appropriate for the building.

We have also advised on the service charge budgets and management strategy for the separate affordable accommodation block to assist with the negotiations to appoint a Registered Provider.



Leasehold property remains the dominant form of tenure for London apartments and some houses. Whether it's developers seeking to bestow their new landmark developments with the very best manager, landlords wishing to achieve the very best joined-up management of their complex estates or the leaseholders and freeholders of individual blocks wishing to exercise their right to manage their apartments, Knight Frank recognised an opportunity in 2009 when it started its Residential Asset Management department to offer a truly exceptional service.

I joined in 2012 recognising that rising expectations of stakeholders required a new and passionate approach. Today we can be confident in saying that we now lead the field in the provision of block and estate management services to leading London landowners such as The Church Commissioners' Hyde Park Estate and The Wellcome Trust's South Kensington Estate as well as working for developers such as Native Land, Grosvenor, Candy & Candy, Land Securities to name but a few.

It is often said that excellent property management relies on individuals taking ownership of property issues - the partnership structure of Knight Frank underpins the willingness of every member of our team to use their professional skills to analyse and create solutions that improve the lives of residents.

What surprises me most is how we can create genuine partnerships with our clients. 'Daring to dream of better' is a challenge for every member of the team - but considered recruitment, excellent training and development, constant appraisal, modest property portfolio sizes and passionate support and leadership combine to exceed our clients' expectations.

I hope you enjoy meeting a few of our team in the following pages - some of the unsung heroes who deliver time and time again.

**MICHAEL TOOGOOD**  
*Head of Residential Asset Management*





“UNCOMPROMISING CUSTOMER SERVICE IS WHAT SETS US APART AND OUR CLIENTS VALUE MOST.”

# HELEN CAVANAGH

*Operations Manager  
Kings Gate*

Helen joined Knight Frank seven years ago having previously worked for a number of Blue Chip companies as well as running her own consultancy.

“ My primary focus is to ensure that as the primary interface with residents here, contracts are adhered to and that the clients, investors and residents’ expectations are delivered.

●  
Understanding our client’s vision is key to ensuring successful service delivery.

●  
It’s my goal to provide a worry-free environment where our clients can live, work and relax without the concern of Health & Safety issues.

●  
The most rewarding part of my job is being part of a highly professional team where every day is different and brings a new opportunity to excel.

”

# ZOLTAN KELEMEN

*Head Concierge  
Neo Bankside*

Zoltan has been working for Knight Frank for three years, and is now Head Concierge of the prestigious Neo Bankside development.

“ I spend all day dealing with a wide range of requests and problems no two days are ever the same.

•  
My job is all about dealing with residents and their visitors it's all about people.

•  
To do my job well, I have to be proactive, open-minded and relaxed. I'm representing our staff and our residents at the same time.

•  
The most rewarding aspect of my job is when past tenants come back to see us to let us know how much they miss us and our service. ”



“ PROVIDING EXCELLENT CUSTOMER SERVICE IS AT THE FOREFRONT OF EVERYTHING I DO ”



# SAMANTHA SIMPSON

*Credit Controller  
Knight Frank*

With over 14 years' experience in credit management and nine years in the property sector, Samantha now works in credit control at the Knight Frank Head Office.

“ My role involves pursuing outstanding debt. I also liaise with solicitors and the client to obtain instructions on more challenging accounts. Being polite but firm at all times ensures we achieve exceptional collection rates.

•  
By constantly remaining vigilant I can often anticipate issues with non-payment.

•  
The most important skills required to do my job well are providing good customer service, showing empathy and being diplomatic in my approach to all circumstances.

•  
The most rewarding aspect of my job is seeing the client's satisfaction when we take over properties where the credit control has been done badly in the past. ”

“ ENSURING THE LESSEES PAY IN A TIMELY MANNER ENSURES THE ASSET MANAGERS HAVE SUFFICIENT FUNDS TO PROVIDE A QUALITY SERVICE ”



“HEALTH & SAFETY IS VITAL TO THE MANAGEMENT OF DEVELOPMENTS - LEGALLY, MORALLY AND FINANCIALLY.”

# LUIS DA SILVA

*Building Manager  
Devonport, Hyde Park Estate*

Luis has been the Building Manager at Devonport for nearly two years, having previously managed the Brassworks, one of the Church Commissioners' most prestigious buildings.

“ I am responsible for the day-to-day running of the building with Health & Safety and security of residents our top priority.

•  
Time management is probably the most important of all skills required to be a Building Manager. Team building, conflict management and problem-solving are also important.

•  
Experience and knowledge are ineffective without being able to communicate with staff, contractors and residents.

•  
I'm in daily contact with residents answering questions and dealing with problems that arise.

•  
One of the most rewarding aspects of my job is receiving praise from the residents for making their building a better and more enjoyable place to live in and also appreciation from our employer and client for performing well.”

# ANDREW CLEAVER

*Head Gardener  
South Kensington Estate*

Andrew started working at Knight Frank in 2014 with over 10 years' experience in horticulture and landscape gardening. He is now the Gardens Manager at Welcome Trust, South Kensington Estate.

“ My day-to-day role varies depending on the time of year and the garden and site requirements. I can be mowing a lawn one day or carrying out general maintenance the next. I then have to fit any office work around these responsibilities.

• Health and safety is important in my role as it is a physically demanding job with a lot of potential hazards. Risk assessments and COSHH assessments need to be followed to ensure the safety of staff and residents alike.

• I'm in daily contact with residents – answering questions and dealing with problems that arise. Being friendly and approachable is the key to happy residents.

• The estate is unique within London as it's spread over a large area which is mainly accessed by walking paths only. This creates both problems for access but also makes the gardens quiet, private areas. And with approximately 950 trees across the estate it becomes a huge task to keep them well-maintained.

• One of the most rewarding aspects of my job is working in a lovely picturesque estate and seeing the gardens change from season to season and being able to add a variety of new plants.

”

“ THESE GARDENS  
PROVIDE A TANGIBLE  
HEART TO THE LOCAL  
COMMUNITY. ”

