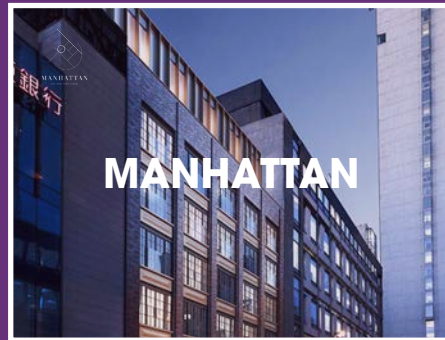
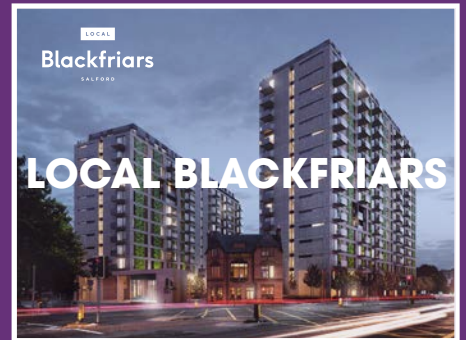
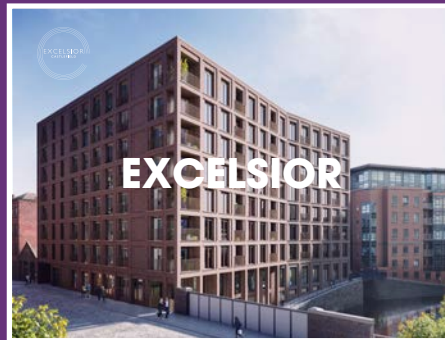
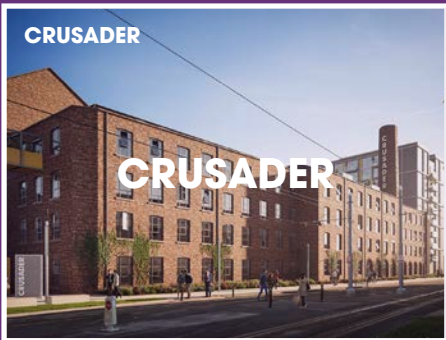
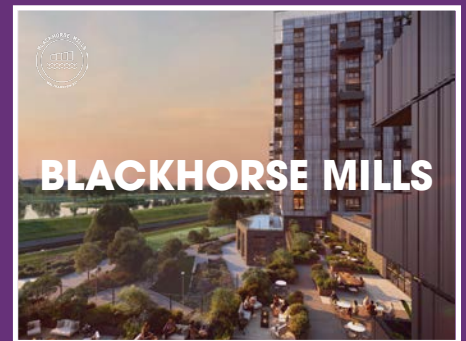


# Extraordinary starts here...

Proudly appointed by the Nation's leading developers and investors, for the new wave of residential communities about to grace our cities.



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# ABOUT.

**Founded** March 2008

**Head office** 7,000 sq. ft. office in Sevendale House, Northern Quarter, Manchester

**Locations** Operating Build to Rent communities in every UK region

**People** Total of 250 (and growing)

**Portfolio** Over 11,000 units, over 85 communities and growing

**Awards** 23 Prestigious Awards

**Vision** To be the greatest residential property manager and make our cities better places to live.

**Mission** To deliver an unrivalled service that places our customers at the heart of everything we do. We make our owners confident in their investment, residents proud of their home, competitors revere what we do and employees be inspired to stay and grow with us.

**Values** Professional, Hardworking, Innovative, Engaging, Effective and Passionate.

**Latest update:** Preparing for the launch of leading schemes in Manchester, Liverpool and Nationally by L&G, Salboy, Property Alliance Group, Mulberry, DTZi, and Capital & Centric.

**urbanbubble is a holistic Residential Property Management Service that covers:**

- Block and Estate Management,
- Facilities Management,
- Sales and Lettings,
- Maintenance and Repairs,
- Build to Rent Operations,
- Development Appraisal,
- BtR Financial Consultation.



**Deliver THE best service and highest quality work**

'Be amazing'

**Drive Customer Service Excellence**

'Delight your customers'

**Support growth and business development**

'Grow your area'

**Strong financial position and commercials**

'Make the numbers work'

**Develop the capability of our people**

'Promote a high performance culture'



**5 STRATEGIC OBJECTIVES**

# MEET THE BOARD

**Founded** 2016    **Frequency of meetings** Monthly    **No. of members** 9



**Michael Howard**  
Managing Director



**Clare Howard**  
HR & OD Director



**Nadeem Butt**  
Head of Build to Rent



**Rachel Pedigrew**  
Head of Mobilisation and  
Strategic Leasing



**Menno de Vree**  
Head of Operations  
Residential



**Gemma Price**  
Director of Residential



**Andrea Thornhill**  
Head of Change and  
Technology



**Debbie Yarrow**  
Head of Finance



**Lily Newman**  
Non-Executive Director

# BTR

# PORTFOLIO

# & PIPELINE

## Axis

By Alliance City Living  
Location: Manchester  
Residential Units: 180

## LOCAL Burlington

By Salboy  
Location: Manchester  
Residential Units: 273

## Transmission House

By Salboy  
Location: Manchester  
Residential Units: 200

## LOCAL Blackfriars

By Legal & General  
Location: Salford  
Residential Units: 380

## Anco&Co

By DTZi  
Location: Manchester  
Residential Units: 143

## Blackhorse Mills

By Legal & General  
Location: London  
Residential Units: 479

## LOCAL Crescent

By Salboy  
Location: Salford  
Residential Units: 390

## Whitmore Collection

By Legal & General  
Location: Birmingham  
Residential Units: 220

## Box Makers Yard

By Legal & General  
Location: Bristol  
Residential Units: 376

## ACL Oxygen

By Alliance City Living  
Location: Manchester  
Residential Units: 500

## West Tower

By Legal & General  
Location: Manchester  
Residential Units: 350

## Mustard Wharf

By Legal & General  
Location: Leeds  
Residential Units: 239

## New England St

By Legal & General  
Location: Brighton  
Residential Units: 209

## The Slate Yard

By Legal & General  
Location: Salford  
Residential Units: 225

## Spring Wharf

By Legal & General  
Location: Bath  
Residential Units: 175

## Chelmer Waterside

By Legal & General  
Location: Chelmsford  
Residential Units: 194

## Croydon

By Legal & General  
Location: Croydon  
Residential Units: 251

2017

2019

2020

2021

...a preview of what's to come

City	Existing	Pipeline	City	Existing	Pipeline
<b>Manchester</b>	1,368	1,859	<b>Brighton</b>	-	209
<b>Bath</b>	175	200	<b>Bristol</b>	376	-
<b>Birmingham</b>	200	500	<b>Glasgow</b>	-	700
<b>Leeds</b>	260	250	<b>Edinburgh</b>	-	338
<b>London</b>	479	1,878	<b>Cardiff</b>	-	318

## BTR Team Structure &

## Roles Explained



### HEAD OF BTR

- Overseeing the performance and management of the BtR teams.
- Support and coaching to General Managers.
- Client liaison.
- Ensuring standards are consistent and maintained across all sites nationally.

### GENERAL MANAGER

- Day to day management of the business.
- Accountable for all aspects of the business - Occupancy, H&S, P&L, HR, Coaching & Training.
- Delivering the PMA.

### FACILITIES MANAGER

- Site 100% H&S compliant.
- Onsite maintenance completed within the agreed SLA timelines.
- Site standards to be impeccable.

### RESIDENTS SERVICE MANAGER

- Achieve & maintain 98% occupancy by managing prospect pipeline.
- Engage with residents and deliver exceptional events throughout the year.
- 100% compliance on all resident files.

# Our Systems

Our software and systems include people management and HR, processes and project management, building management and compliance, as well as resident interaction and engagement (lettings and portal).





# WE MAKE SURE TO GET TO KNOW OUR RESIDENTS...

We use a variety of mediums to gauge residents' views.

## Performance

Performance is governed through a variety of checks at Weekly, Monthly and Quarterly reporting.

- Performance management
- Weekly reports on lettings performance to UB and client
- Weekly reporting on building compliance and H&S
- Monthly reporting on financial management
- Quarterly reporting on all aspects of business relating to each site – complaints, satisfaction, maintenance, compliance, finance (including arrears), lettings performance, marketing, resident engagement, competitor analyses
- Bi-monthly meetings on site with client reviewing and developing future response to H&S, compliance, finance and lettings strategy

Any site issues are captured immediately, Letting performance is constantly monitored to maximise conversion rates and refine marketing strategies - Back office functions and tenancy progression is also supported by head office teams to back up in the mobilisation stage. This allows us to flex to demand without losing service standards while keeping operational site staff running costs lower.

## Formal Feedback

- Bright Navigator gives instant feedback with real time alerts to low scores
- Homeviews and Google reviews give public feedback and give people confidence
- Lift QR codes for instant mobile feedback

## Resident & Community

- Place-making
- Wider Community
- Renewals
- Resident Engagement
- Well-being

## Building & Amenity

- Cleaning
- Maintenance
- Repairs
- Compliance
- Sustainability
- Informal 'temperature checks'

## Events

- Informal events to get to know our residents, Get feedback on events or ideas for new community building

# FEES & PERFORMANCE MANAGEMENT

We have a proven holistic end to end service which supports our clients from conception to completion through to ongoing management. We are able to bespoke our service to our individual clients needs and be brought in at any stage. However, we feel we add the most value when we are engaged as early as possible.

Below is a brief outline of some of the services we offer and some headline costs but please get in touch to have a chat so we can design the service around you.

## ROBUST PERFORMANCE MANAGEMENT REGIMES

**We hold ourselves accountable to achieve the best service for you.** At urbanbubble, we are experienced in creating robust performance management regimes in conjunction with clients. A property management agreement (PMA) will be in place outlining clear targets agreed by ourselves and the client addressing a variety of areas. Our stringent system can be negotiated with clients and covers the following:

- Achieving high levels of rent collection and minimising arrears
- Negotiating targets regarding timescales for reaching full occupancy of your building
- Achieving our service level agreement targets around maintenance requests
- Achieving stringent targets for voids and occupancy rates
- Achieving outstanding customer feedback scores

## OUR FEES

- End to End Mobilisation and Lease Up – per unit fee for agreed period (we recommend 12 to 9 months pre PC and 6 to 9 months post PC)
- Ongoing Op Management - typically a % of Gross Rent and a % of Net Rent, to link our performance to both income and cost performance.
- Bespoke Services - these products or outputs can be produced as an appointed consultant or as one off's within our Research and Consultancy division, typically at appraisal, purchase or planning phases.

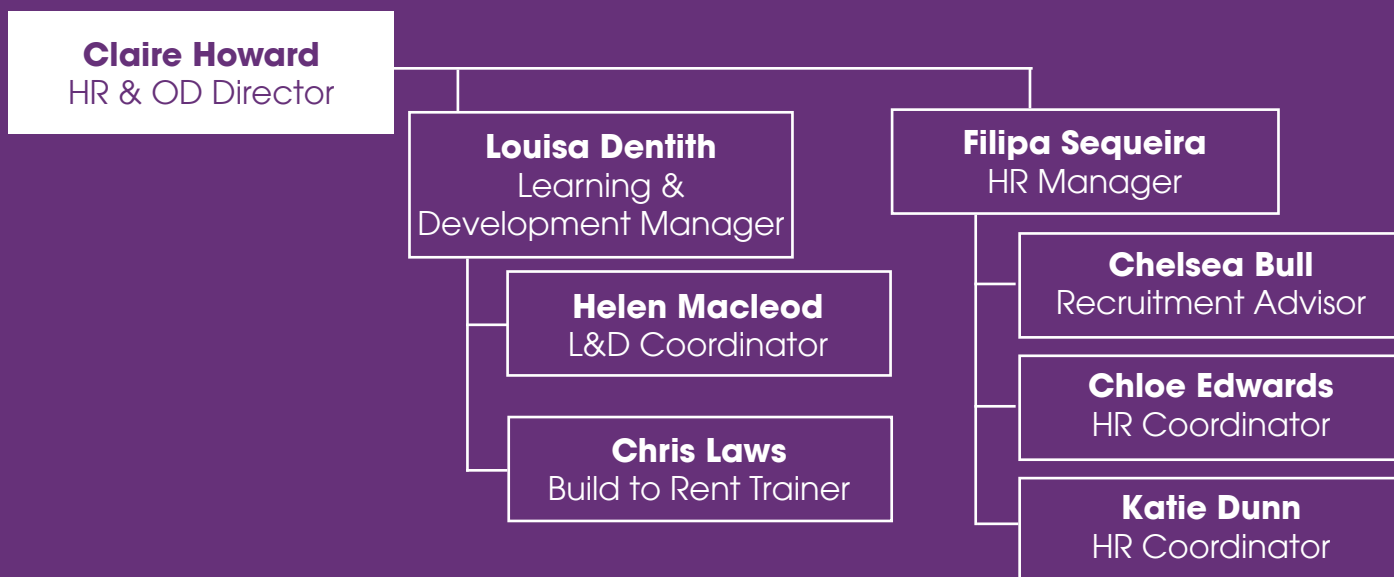
### Bespoke Services:

- Design Review (minimum term three months)
- Initial City Report considering the city research and analyses
- Consumer insight report
- ERV and comparable report
- Lettings Strategy
- Opex and Management Strategy

We can also work on a retainer basis which can be negotiated with the individual client to meet their needs.

# HR & PEOPLE STRATEGY

Being a residential property operator is a people focused business, providing a leasing customer centric service through motivated, passionate and inspired people. At urbanbubble, the most cherished part of our mission statement is to “inspire our people to stay and grow with us”.



## INSPIRATIONAL MANAGEMENT AND LEADERSHIP

- Develop exceptional Managers and Leaders with sophisticated programmes of activity.
- Set high baseline standards through intensive Foundation learning programme.
- Continue through an action-based learning springboard – Stretch.
- Focused support, challenge and leadership development for SLT.

## TALENT AND PEOPLE DEVELOPMENT

- Robust recruitment and selection, placing the best people in the right roles.
- Blended learning opportunities, from qualifications, e-learning through to classroom-based.
- Comprehensive induction framework – organisational and departmental structure – global platform.
- Robust performance management framework.
- Effective succession planning – clear progression routes and training opportunities.

## ‘THE’ BEST PLACE TO WORK

- Competitive benefit framework and remuneration.
- Charity, health and wellbeing initiatives – driving social value.
- People policies - with a quirky touch.
- Social opportunities.
- Team engagement initiatives.

## A CUSTOMER-FOCUSED COLLABORATIVE CULTURE

- Bringing the values to life, underpinning everything we do. Our DNA.
- Awards Framework.
- Annual Away Day.
- Company-wide customer service programme.
- Initiatives to partner and involve site staff and remote teams.

## ‘PAIN-FREE’ HYPER GROWTH

- Ensure fitting structures are in place.
- Delivery of a sophisticated HR&OD service, underpinned by streamlined processes and the effective use of technology.
- Robust role specific inductions.
- Continuous improvement focus and framework.

# STRATEGIC DRIVERS FOR L&D

## Organisational Development

Facilitating Communities – Knowledge Exchange

Talent & Succession Planning – Continuous Improvement

## External Influences

PESTLE

## Culture

Onboarding & Welcome – Values Events - Recognition

Leadership – Feedback – Communication & Engagement

## People & Performance Management

Management Development Programme

Leadership – Embedding Coaching – Feedback – 360

## Core Competencies

Role Knowledge – Business Modules – Core Skills

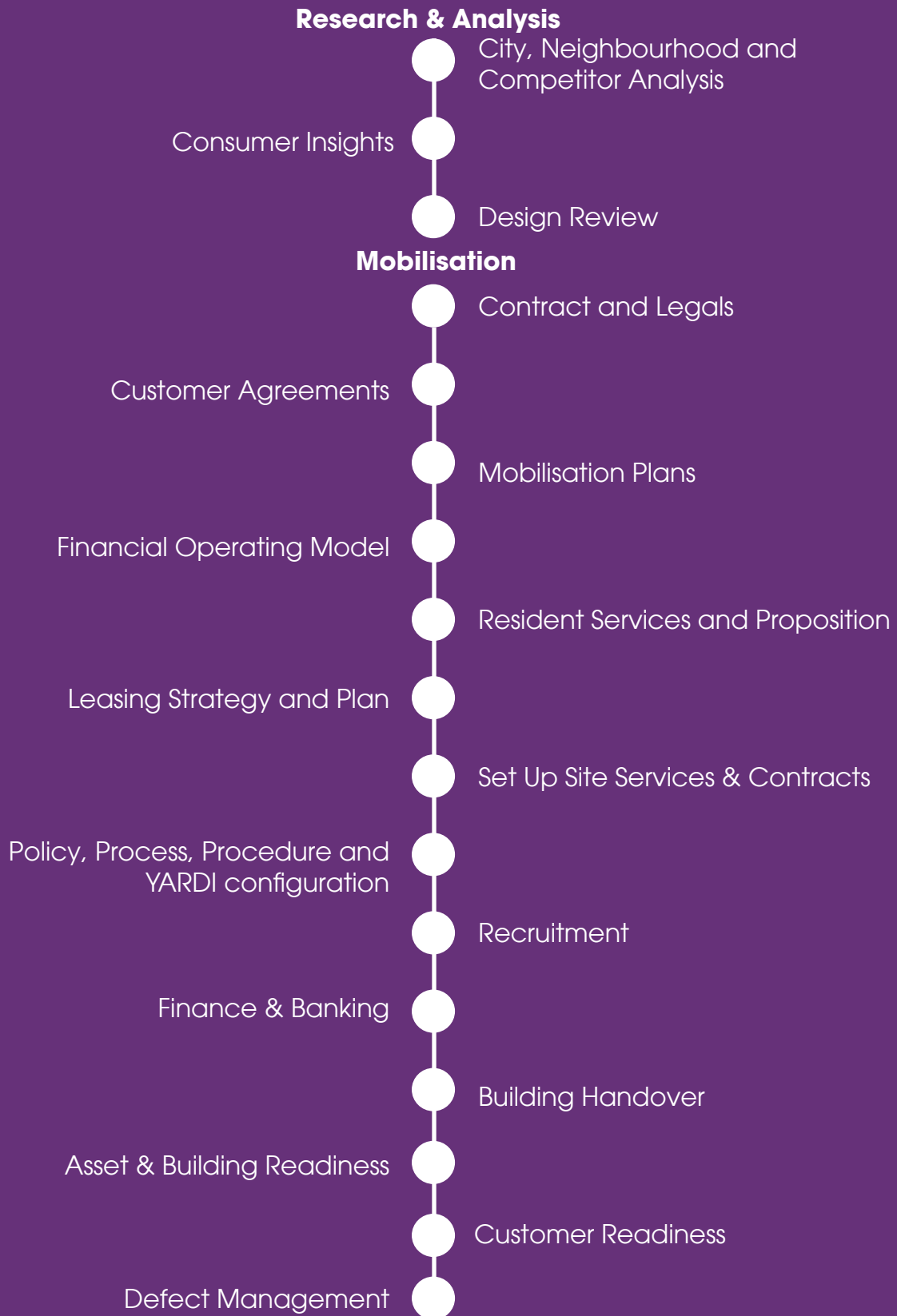
Qualifications

## CORE COMPETENCIES LEARNBUBBLE

In a high growth business and sector such as BtR, where innovation and service is expected, we have had to develop the right tools and systems to support the training and development of our people. This is delivered through our bespoke Learnbubble online training portal.



# MOBILISATION



Building these communities starts with our dedicated mobilisation team. We generally get involved 12-15 months pre PC with the research and analysis. We work hand in hand with our client to ensure the building is as operationally and financially effective as possible and this includes getting involved with design reviews to influence the operational efficiency. We then develop a bespoke mobilisation plan which includes the production of the Opex, resident services proposition, leasing strategy, recruitment, site step up with contracts, finance and systems we oversee the handover of the building and manage the defect process on site to ensure the building is customer ready.

City  
Analysis Report

Consumer  
Insights  
Questions &  
Report

Scheme  
Design Review  
& Suggested  
Changes

Financial  
Operation  
Model  
(GtN Model)

Management  
Strategy &  
Operations  
Plan

Scheme Team  
Resourcing &  
Staffing Paper

Property  
Management  
Agreement  
Fund  
Management  
Agreement

Mobilisation  
Plan

Resident Services  
Proposition

Leasing  
Strategy

Brand,  
Marketing &  
Advertising  
Plan &  
Budget

Mobilisation  
& Lease Up  
Report  
Send Monthly

Property  
Readiness  
/ Building  
Handover  
Checklist

Lessons  
Learned

**PROVIDING THE  
PERFECT SERVICE...**

# CITY REPORT

**WHERE IT ALL BEGINS...** The City Report is created right at the start of the Mobilisation process and it details every aspect of that city:

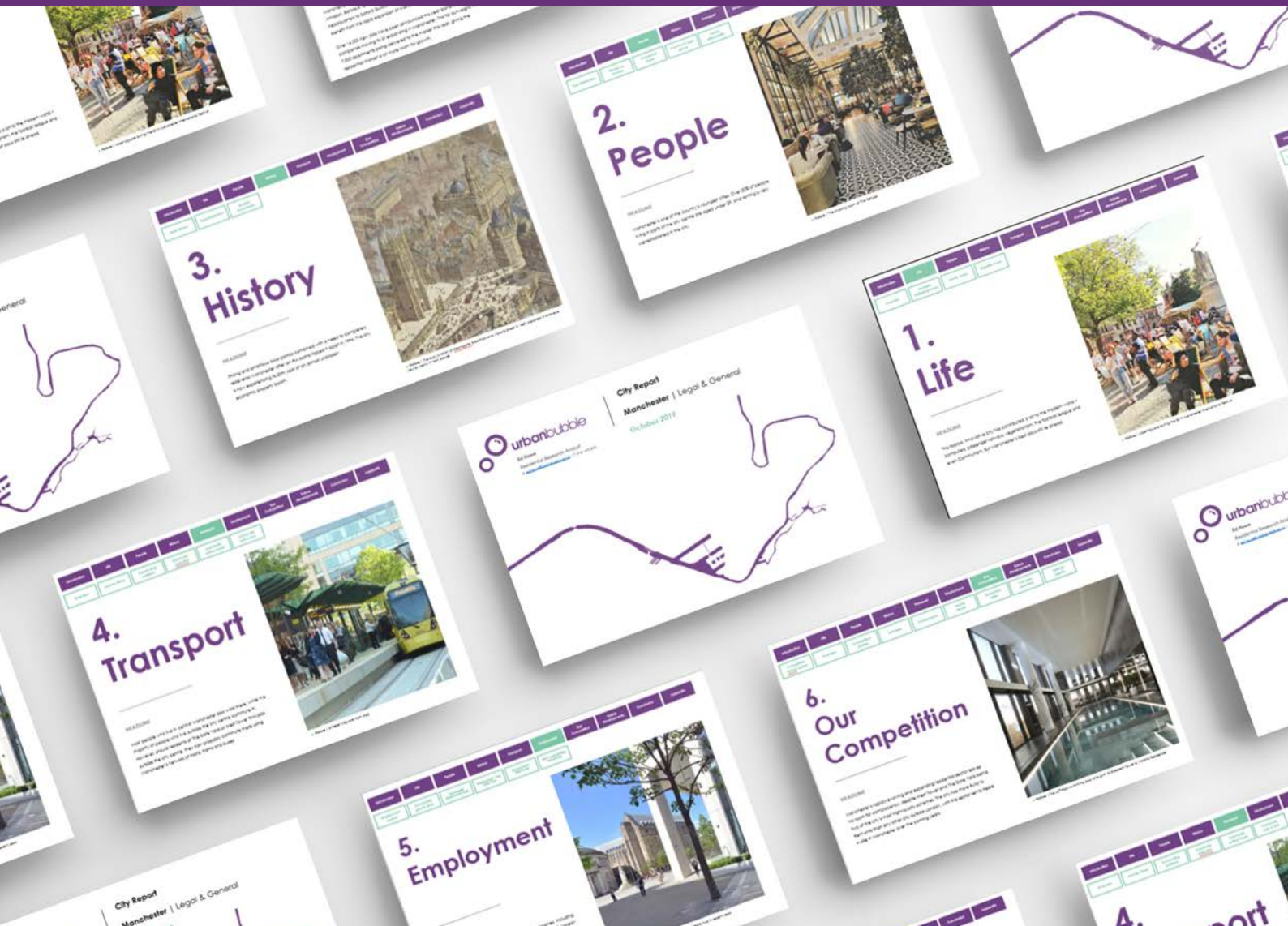
- Statistics on the people that live there, employment rates, wages, rental affordability.
- The history of the city.
- The transport and employment sections find out where people commute from/to and how they get there, and what their jobs are.

The competition section is the main part of the city report. The purpose of this section is primarily to gain insight into our competitors in a certain city.

We delve into...

- Planning applications to find out how big are their apartments compared to ours, are they dual aspect, do they have balconies?
- What amenities they have. But not just whether they have a gym, or a cinema room, or a swimming pool.
- How big is the gym, what floor is it on? Does it have a nice view?
- Is the resident's lounge tucked away in the basement or do people use and enjoy it on a daily basis and use it to meet with their neighbours?
- We do a lot of mystery shopping which feeds into this because a development might have a big gym or a big pool but it might feel grotty or you might find nobody uses it.

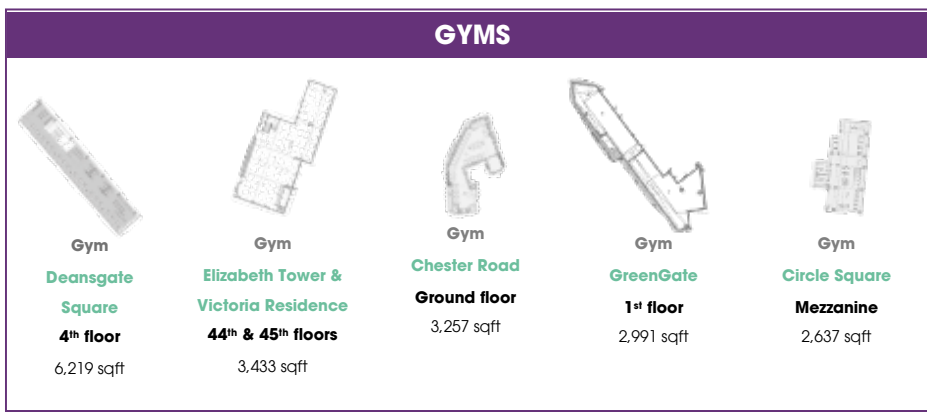
These are the things you can't really find out from a planning application.



# KNOWING OUR MARKET

## EXAMPLE RENTAL VALUES

### AMENITY UPLIFT



#### **BASELINE**

£31.22 / sq.ft. pa



#### **CONCIERGE**

+ £8.00 / sq.ft. pa



#### **SWIMMING POOL**

+ £3.57 / sq.ft. pa



#### **RESIDENTS' GYM**

+ £8.96 / sq.ft. pa



#### **BALCONY**

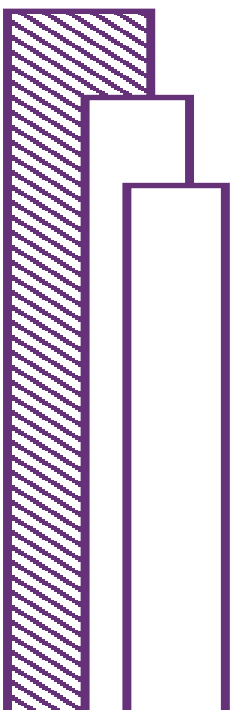
+ £4.39 / sq.ft. pa



#### **NEWBUILD**

- £1.16 / sq.ft. pa

## FLOOR HEIGHTS



#### **30th floor or above**

Studio: £1,989 | 1 bed: £2,089 | 2 bed: £2,574 | 3 bed: £2,745

**Monthly rent per sq.ft. per annum: £41.98**

#### **20th to 29th floors**

Studio: £1,786 | 1 bed: £1,833 | 2 bed: £2,130 | 3 bed: £3,079

**Monthly rent per sq.ft. per annum: £38.84**

#### **10th to 14th floors**

Studio: £1,604 | 1 bed: £1,906 | 2 bed: £2,115 | 3 bed: £2,567

**Monthly rent per sq.ft. per annum: £34.68**

#### **4th floor**

Studio: £1,497 | 1 bed: £1,536 | 2 bed: £2,132 | 3 bed: £2,396

**Monthly rent per sq.ft. per annum: £31.93**

#### **Ground floor**

Studio: £1,300 | 1 bed: £1,428 | 2 bed: £1,898 | 3 bed: £2,216

**Monthly rent per sq.ft. per annum: £29.16**



## EXAMPLE CONSUMER INSIGHTS

INCOMES IN  
STRATFORD INCREASED  
BY **£366 PER MONTH**  
BETWEEN DECEMBER  
2015 AND DECEMBER  
2019.

Stratford residents  
now earn **£2,451** per  
month on average.

This means we can  
increase rents by  
**£36.62 pcm** per  
unit per year and  
keep up with local  
affordability.

### RENTERS vs OWNERS



## HOW WE DO

## LEASING

We know the  
market

We invest in our  
onsite team

We recruit a  
roaming leasing  
team

We're strong on  
brand  
awareness

We're lead  
generators and  
heavily focus on  
marketing

We have a  
strong leasing  
strategy

We create  
bespoke  
customer  
journeys

We involve  
3rd Parties



# PHASING TABLE

Our release and phasing approach is always bespoke to allow us to respond to the individual market:

- Pricing approach.
- Phasing and let up.
- Short term revenue/impact on demand and pricing.
- Long term growth impact vs impact of longer lease up period.

We take our transparent unit by unit pricing and agree soft phases to allow us to offer a range of units. Using this data enables us to better inform pricing and demand.

We use our city report data to understand the demand and supply within a market and how quickly the average units take to let. We apply this to our phasing and release plan to ensure we are not saturating the market.

We look at market and seasonal trends to predict conversion rates which then directly inform our targeted leads required for conversion and optimum lease up. This then feeds into our lead generation strategy.

Index	Key Dates & Recruitment	Population overview	Market summary	Demand	Absorption Rates	Rental Rates	Income & Affordability	Existing competitors				
Future competitors	Comparable rents	Pricing Overview & Rationale	Release Plan	Lease Up Projections	Marketing Activity Options	Proposed Marketing Activity	Risk Awareness	Leads Major Events				
<h2>Lease-up Projections</h2>												
No Of Months until PC	Month/ Week	Units Available (PO's or chunk of 30%)	un-allocated estimated reservations	Cumulative estimated reservations	Estimated No. of Move ins	Cumulative Estimated No	No Of Prospects/ Applicants Required (c. 25% Conversion)	No Of Viewings Required (c. 80% Conversion)	Tracking Future Supply of 8th Competitors	Marketing Focus/ Deployment	Placemaking Focus/ Deployment	
									1 Bed	2 Bed	3 Bed	Darker colours = higher intensity workload months
-1	Apr-20	2 x Show Flat	20	20	0	0	80	40	0	0	0	
PC	May-20		42	22	42	0	88	44	130	128	0	
+1	Jun-20		42	0	42	30	0	0	0	0	0	
+2	Jul-20	Phase 2 (pre-lets)	30	72	12	42	120	60	0	0	0	
+3	Aug-20	Phase 3 (pre-lets)	40	102	0	42	160	80	66	118	1	
+4	Sept-20	Phase 2 goes live (148 total units)	40	142	40	82	160	80	279	242	14	
+5	Oct-20	Phase 3 goes live (247 total units)	35	175	40	122	140	70	0	0	0	

# BTR AMENITIES & SERVICES

TRIED AND TESTED BY URBANBUBBLE



## Flexible leases

Stay as long or as short as you want / need



## Social events



## Pet friendly buildings



## Car clubs



## Gym



## Leisure facilities

Pool, sauna, steam room



## Work from home spaces

with printing capabilities



## Dry cleaning



## Outdoor spaces

BBQs and covered seating



## Bike clubs



## Coffee and breakfast



## No fees



## 24/7 Concierge offering



## No deposits



## Onsite property management team



## Onsite leasing team



## Dedicated maintenance manager



## Transport links



## Online application

# BRANDING

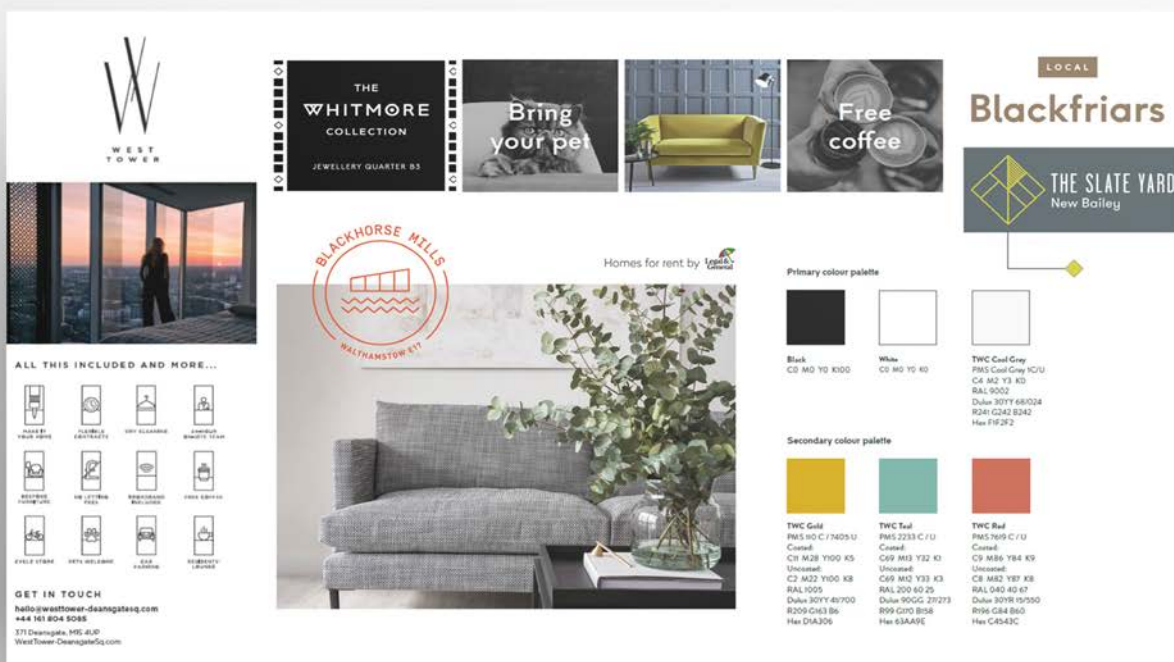
It is important to have a focus on how we differentiate ourselves, our product and our service and establishing a strong brand for your community is key to this.

urbanbubble does not currently have a branding expert in house and would recommend that our clients instruct a third party branding agency to create the scheme brand, this agency will be crucial to successfully delivering our key messages and to develop a location-specific brand identity.

The brand is embedded within every customer touch point. The agency will support urbanbubble by advising you on the following:

- Logo and colour palette
- Branding Guidelines
- Target market
- Key messages and tone of voice
- Website (including policy documents)
- Social media
- Naming of assets
- Graphics (typography and visuals)
- Design of collateral, e.g. hoarding, brochures, copywriting, images, video, residents' welcome pack, templates, stationery, email signatures
- Marketing and advertising campaign, i.e. print and digital advertising, media planning and buying

The agency should be engaged well in advance of building completion, ideally as soon as planning permission has been obtained. This is in order to allow sufficient time for specification/defining the brief and field research.



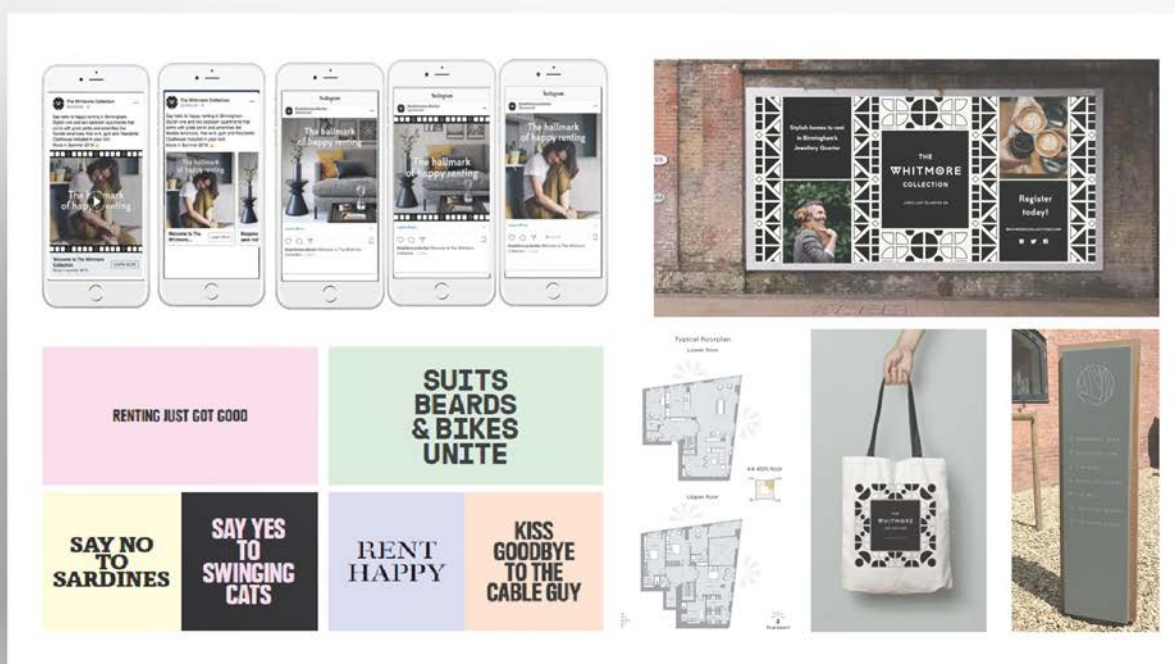
Our advice would be for the marketing to be a predominantly digital experience supported by personal interaction.

urbanbubble will develop a scheme specific marketing strategy, setting out the following:

- Key messages
- Target demographic, including consideration of Corporate Lets and Students
- Marketing channels and costings
- SEO and costings
- Social media and costings
- Collateral and costings
- PR and costings
- Headline rents
- Amenities/services included in the rent
- Amenities/services available at extra cost
- Incentives for new Residents As a minimum

The marketing website should comprise the following information:

- About owner/operator
- Neighbourhood guide (local infrastructure)
- Photography – local area, aspects, communal interiors, apartment interiors
- Floor plans with measurements
- Register your interest button / Book a viewing button / Make an offer button and complete Application Form
- Standard Tenancy Agreement / details on documents required for referencing
- Scheduling feature for customers to understand the application process and the timeline
- Completion of Tenancy through digital signature
- FAQs



# PERFORMANCE MANAGEMENT

- Weekly reports on lettings performance to UB and client
- Weekly reporting on building compliance and H&S
- Monthly reporting on financial management
- Quarterly reporting on all aspects of business relating to each site – complaints, satisfaction, maintenance, compliance, finance (including arrears), lettings performance, marketing, resident engagement, competitor analyses
- Bi-monthly meetings on site with client reviewing and developing future response to H&S, compliance, finance and lettings strategy

# INVESTING FOR THE LONG TERM

## Quality

- A memorable service with frequent engagement.
- A sense of community.
- Onsite provision of services: concierge, maintenance, lettings, gym, residents lounge.
- A holistic service for residents.

## Security

- Leases to suit people's needs (whether it's for a "short stay" or long-term).
- Flexible renting with two month rolling notice period.

## Lifestyle

- Residents are encouraged to personalise their space.
- No letting fees.
- A competitive 'cost of living' not just maximising rent.
- A sense of community whereby residents are encouraged to socialise.



THERE'S A REASON WHY  
THE NATION'S LEADING  
DEVELOPERS AND  
INVESTORS CHOOSE  
URBANBUBBLE...

BUT DON'T JUST TAKE  
OUR WORD FOR IT.



 **homeviews**  
HomeViews, the first  
residential development  
review site.



# A SELECTION OF OUR LATEST BTR CASE STUDIES

**LOCATION** Manchester

**CLIENT** Legal & General

**LAUNCH** 2019

**UNITS** 350

1 bed (72) / 2 bed (234) / 3 bed (40) /  
4 bed (4)

## HOMEVIEWS REVIEW

Ranked 3rd out of 26 in Manchester and received the following ratings out of 5:

- 4.63 for Facilities
- 4.74 for Design
- 4.68 for Location
- 4.42 for Value
- 4.66 for Management

HomeViews Review



## WEST TOWER



## THE SLATE YARD

**LOCATION** Salford, Manchester

**CLIENT** Legal & General

**LAUNCH** 2017/18

**UNITS** 424

Phase 1-2: 1 bed (98) / 2 bed (81) / 3 bed (20)

Phase 3: 1 bed (98), 2 bed (81) / 3 bed (20)

## HOMEVIEWS REVIEW

Ranked 4th out of 26 in Manchester and received the following ratings out of 5:

- 4.72 for Facilities
- 4.56 for Design
- 4.63 for Location
- 4.26 for Value
- 4.72 for Management

HomeViews Review

**LOCATION** Bath  
**CLIENT** Legal & General  
**LAUNCH** 2019  
**UNITS** 171  
1 bed (124) / 2 bed (47)

### HOMEVIEWS REVIEW

Received the following ratings out of 5:

- 4.24 for Facilities
- 4.68 for Design
- 4.24 for Location
- 3.84 for Value
- 4.28 for Management

[HomeViews Review](#)



## SPRING WHARF



## BLACKHORSE MILLS

**LOCATION** Walthamstow

**CLIENT** Legal & General

**LAUNCH** 2019

**UNITS** 479

Studio (37) / 1 bed (228) / 2 bed (158)  
/ 3 bed (56)

### HOMEVIEWS REVIEW

HomeViews review currently unavailable, however, on Google, the scheme has 5 star reviews.

[HomeViews Review](#)

## Other schemes with strong Google Reviews...

The Whitmore Collection

4.1 ★★★★★ (9)

LOCAL Blackfriars

4.3 ★★★★★ (9)

# Want to know more? Get in touch...



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