



# Touchstone

Part of Places for People

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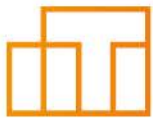
## The Charter Residential Management Plan



### The Charter – Bank Street, Gravesend

October 2025



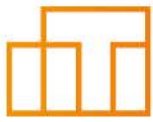


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## Contents

Heading	Page Number
Introduction	3
Touchstone	3
Section 106 Compliance Summary	3/4
The Charter	5
Demographic	5
Management Team and Service Standards	6/7/8
Building Safety Act	8/9
Fire Safety ( Operational Phase)	9/10
Facilities Management	11/12
Contractor Management	11/12
Technology	12/13
Community	13
Resident Feedback and Continuous Improvement	14
Move in/ Move out	14/15
Tenant Rights and Responsibilities	15
Appendix A	Site Location Plan
Appendix B	Site Layout/ Block Plan / Amenity & Services Plan



# Touchstone

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## **Introduction**

Touchstone has been appointed by Rosherville Ltd to manage *The Charter*, Bank Street, Gravesend. This Residential Management Plan outlines how the development will be managed as a Build to Rent (BTR) residential community in accordance with the requirements of the Section 106 Agreement and relevant planning obligations.

A *Build to Rent development* is purpose-built housing that is professionally managed, held under single ownership, and offered entirely for rent.

This document sets out the overarching management framework for *The Charter*, including tenancy terms, property management standards, maintenance approach, customer service delivery, and governance. It should be read in conjunction with the supporting plans submitted under the Section 106 Agreement, namely:

- The Affordable BTR Management Plan (covering Discount Market Rent homes and affordability compliance); and
- The Marketing Strategy (detailing marketing, phasing, and local connection priorities).

(See **Appendix A** – Site Location Plan and **Appendix B** – Site Layout / Block Plan / Amenity & Services Plan for visual context of the development.)

Together, these documents ensure that *The Charter* meets all requirements of the Section 106 Agreement, providing consistent management and service standards across all dwellings, both market and affordable.

## **Touchstone**

With over 30 years of experience in the private rented sector and over 7 years of experience in Build to Rent, Touchstone has the necessary experience, infrastructure, and industry accreditation to manage *The Charter*. For example, as a professional property manager, we are accredited with the Property Ombudsman, are a member of the British Property Federation, and are regulated by the RICS. As such, we comply with the Royal Institute of Chartered Surveyors Private Rented Sector Code.

We manage 16,000 homes across the UK, retaining over 70 clients with a total annual rent roll in excess of £200m, some of whom have relied on our services for over 20 years.

We are backed by Places for People, one of the largest placemaking and development businesses in the UK. They provide and manage every kind of housing, plan and build new developments and manage leisure facilities.



## **Section 106 Compliance Summary**

In accordance with the Section 106 obligations, this Residential Management Plan demonstrates compliance with clauses (c)–(xi) as set out below.

S106 Clause	Requirement	Location within this Plan	Summary of Compliance
(c)	Each Dwelling to be offered at a minimum 3-year term unless a shorter term requested.	<i>Introduction</i> (p3); <i>Move-In / Move-Out</i> (p14/15)	Tenancy options include 12-, 24-, or 36-month terms, with 3 years as standard in line with S106.
(d)	Tenant-only break clause after 6 months with one month's notice.	<i>Move-In / Move-Out</i> (p14/15)	Tenancy terms include a tenant-only break clause after 6 months, with one month's notice required.
(e)	Dwellings under unified ownership and single professional management.	<i>Introduction</i> (p3); <i>Touchstone</i> (p3); <i>Management Team &amp; Service Standards</i> (p6-8)	Confirms unified ownership under Rosherville Ltd and management by accredited agent Touchstone, a single professional manager.
(e)(i)	Provides consistent and quality level of housing management.	<i>Management Team &amp; Service Standards</i> (p6–8)	Service standards and KPIs demonstrate high-quality housing management and service delivery.
(e)(ii)	On-site management with prompt issue resolution.	<i>Management Team &amp; Service Standards</i> (p6–8); <i>Facilities Management</i> (p11/12)	On-site management team available daily; maintenance response targets within 4 hours for emergencies and 7 days for routine repairs.
(e)(iii)	Manager part of an accredited Ombudsman scheme.	<i>Touchstone</i> (p3)	Touchstone is a member of the Property Ombudsman Scheme.
(e)(iv)	Manager member of BPF and/or regulated by RICS.	<i>Touchstone</i> (p3)	Touchstone is a member of the BPF and regulated by RICS.
(e)(v)	Compliance with RICS Private Rented Sector Code.	<i>Touchstone</i> (p3)	Confirms compliance with the RICS Private Rented Sector Code.
(e)(vi)	Has a complaints procedure.	<i>Management Team &amp; Service Standards</i> (p6-8)	Touchstone operates a formal complaints handling procedure (CHP) in line with RICS requirements.
(e)(vii)	Must not charge up-front fees other than deposits and one month's rent.	<i>Move-In / Move-Out</i> (p14/15)	Confirms no up-front fees; only deposit and first month's rent collected.





S106 Clause	Requirement	Location within this Plan	Summary of Compliance
(e)(viii)	Rent increases indexed by reference to OMR, agreed with LPA.	<i>Introduction</i> (p3); <i>Affordable BTR Plan</i> cross-ref.	Rent reviews indexed annually (CPI +1%) and benchmarked to OMR, in accordance with S106.
(e)(ix)	Each Dwelling self-contained and let separately.	<i>The Charter</i> (p5)	Confirms all units are self-contained with own kitchen, bathroom, and living spaces.

## The Charter

The Charter is a Build to Rent Residential Development located in Gravesend, which is Practically Complete over 3 phases from December 2025 to February 2026. It is comprised of 242 apartments which are split into 34 Studios, 75 1-bed, 117 2-bed, and 16 3-bed apartments. All apartments will be for rental purposes only, with customers able to secure tenures of either 12, 24 or 36 months.

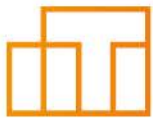
Discount Market Rents, which are priced at least 20% below the relevant Open Market Rent, will also be available for eligible persons (Please see 'The Charter Lettings Policy', page 15 for a definition). These apartments will be pepper-potted around the scheme and will be indistinguishable from those apartments priced at the Open Market Rent. As such, whilst the allocation process of those who pass eligibility criteria for the Discount Market Rents will differ, the management of these apartments and the service received will otherwise be identical.

The Charter will contain amenity shared spaces which have been designed with the customer in mind. We anticipate that The Charter will contain a variety of Co-Working Spaces, a Private Dining Room, a Games area, a Multi-function events space, A multimedia lounge, a shared kitchen space, and outdoor spaces. These spaces are for customers to use and enjoy, and will also be used for events to help develop a sense of community within The Charter.

All Apartments (some of which are duplexes) will be self-contained and will comprise of a living area, a kitchen, bathroom(s), and bedroom(s).

Other facilities available to the tenants include a car park for a limited number of tenants (75 spaces, which will be allocated by Touchstone), secure bicycle storage, Wi-Fi/ internet, and communal bin stores.

The Charter and its customers will also benefit from the presence of an on-site team and maintenance operatives in order to provide a strong customer experience. **(Refer to Appendix A for Site Location Plan and Appendix B for Site Layout/ Block Plan/ Amenity Services Plan)**



## **Demographic**

Given the mix of the apartments, location, and facilities on offer, we expect that The Charter will attract a diverse profile of customers.

As such, we would expect renters to fall into the following groups:

- Discount Market Rent housing to be allocated to local renters with links to Gravesham only.
- Existing families and persons living in Gravesham — looking for better quality housing, located near the town centre for ease of reaching local shops and amenities.
- Professionals who currently reside in Gravesham but work in London — attracted by a 23-minute train from King's Cross, or 16 minutes from Stratford International.
- Couples & sharers — those looking to rent as a lifestyle choice.
- Those who wish for flexible, fully managed living and desirable amenities.

Affordability for all apartment types will be characterised as 30 x the monthly rent with household incomes expected to be in excess of this metric. This metric is a good benchmark often used in the lettings industry to assess an individual's ability to afford the rent.

## **Management Team and Service Standards**

The Charter will be managed via an on-site presence that will be available to the customers 24/7. The community team (Community Manager and Resident Service Coordinators) will be available between 8 am and 8 pm Monday – Saturday, offering a concierge service during these hours – a 3<sup>rd</sup> party security company will provide a manned presence outside of these hours, supporting our customers with basic enquiries e.g., parcel service. The concierge service will be provided at the front desk, which will be staffed by a member of the management team who will be on hand to support with any requests relating to their stay at The Charter. They will also be responsible for helping to build a community within the scheme through hosting events and other such initiatives. In addition to this, they will also reach out and create links with the wider community, hosting events and helping to integrate the scheme within Gravesham.

The concierge service will also accept and securely hold any parcel deliveries a customer may receive whilst they are out.

The anticipated staffing structure for The Charter will be:

- X1 Community Manager
- X4 Resident Service Coordinators (RSCs)
- X1.5 Maintenance Operatives
- Security
- Housekeepers



The Community Manager is responsible for the overall running of The Charter, ensuring that high levels of customer service are delivered whilst overseeing the Health and Safety/ general facilities of the property.

The RSCs will be responsible for providing a concierge service to the customers along with planning events and letting the apartments.

The Maintenance Operatives will be responsible for conducting any planned and reactive maintenance within the property.

A 3<sup>rd</sup> party security company will be employed to staff the site out of hours. They will be responsible for the general security of the property as well as offering a basic concierge service to our customers.

The cleaning team will be responsible for cleaning the communal areas of The Charter.

Touchstone is committed to providing high quality services. On occasions where complaints may be received, to deal with such matters, as a firm regulated by RICS, we operate a complaint handling procedure (CHP) in accordance with RICS Policy standards. The complaints handling procedure is available to download on the website or can be discussed with the concierge team.

The following table sets out the Key Performance Indicators (KPIs) and Service Standards that will be used to monitor the effectiveness of the Residential Management Plan at The Charter. These metrics will ensure high-quality service delivery, compliance with statutory obligations, and a positive resident experience.

Area	KPI / Service Standard	Target	Monitoring Method
Resident Experience	Resident satisfaction with management services	≥ 85% satisfaction in annual surveys	Annual resident survey and feedback forms
Resident Experience	Response time to resident enquiries	95% within 1 working day	Resident service logs
Repairs & Maintenance	Emergency repairs response	Within 4 hours	Maintenance logs and ticketing system
Repairs & Maintenance	Routine repairs completion	Within 7 days	Maintenance system reports
Building Safety & Compliance	Completion of statutory inspections (gas, electricity, fire, water)	100% on time	Compliance tracker/audit reports
Building Safety & Compliance	Fire risk assessment updates	Annually, or after a significant change	Health & Safety audit records



Facilities & Cleaning	Cleaning of communal areas	Daily (Mon–Sat)	Daily cleaning checklists and supervisor sign-off
Facilities & Cleaning	Graffiti / fly-tipping removal	Within 48 hours	Incident reports
Lettings & Marketing	DMR lettings to Local Connection applicants (first 6 weeks)	100% compliance with S106	Lettings records and compliance statement
Lettings & Marketing	Time to let vacant units	Average $\leq 4$ weeks	Lettings tracker
Technology / Digital Services	Resident app uptime	$\geq 99\%$	Service provider reports
Technology / Digital Services	Digital service requests acknowledged	Within 1 working day	App/portal logs

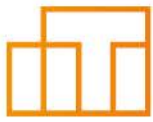
Performance against these KPIs will be reported quarterly to the management team and summarised in annual reports shared with residents via the resident portal, promoting transparency and trust.

### **Building Safety Act:**

The Building Safety Act 2022 has introduced the new statutory roles of Accountable Person and Principal Accountable Person (“PAP”). The PAP under the new Building Safety Act regime will be the client, and the Accountable Person will be Touchstone.

The PAP has statutory duties that it must comply with; Touchstone will undertake many of these activities on behalf of the client. As such Touchstone shall take responsibility for the statutory compliance of:

- The building’s structure and external walls and any common parts;
  - all residential units;
  - all doors between the domestic premises and common parts
  - all balconies; and
  - any other part of the Property that is not covered by the Regulatory Reform (Fire Safety) Order 2005;
- Register the Property with the Building Safety Regulator, act as a single point of contact for the registration and ensure that Key Building Information is submitted within 28 days of registration.
- Notify the Building Safety Regulator within the required statutory timescale of any changes to the information submitted at registration.



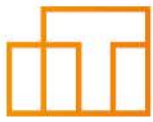
- Prepare and maintain a safety case for the building, and a safety case report.
- Apply for a building assessment certificate where directed by the Building Safety Regulator, including preparing and compiling the building assessment certificate application in the form and content, and in line with timescales prescribed by legislation and guidance, to include copies of the current safety case report, mandatory occurrence reporting system, all information prescribed in the Building Safety Act 2022, and a copy of the residents' engagement strategy.
- Arrange a suitable and sufficient assessment of building safety risks in relation to the Property and the management of the Property.
- Implement the arrangements that need to be taken for the effective planning, organisation, control, monitoring and review of the preventive and protective measures in relation to the management of building safety risks.
- Take all reasonable steps to prevent a building safety risk (meaning a fire safety or structural safety risk) materialising in respect of any part of the Property or, where such a risk cannot be prevented, to take all reasonable steps to reduce the severity of any incident which may result.
- Operate a system for the prompt identification and reporting, in such circumstances and within such periods as may be prescribed by law, of Mandatory Occurrences Reports, to the Building Safety Regulator.
- Collate, review and maintain such documents relating to the "golden thread" as may be prescribed in legislation and guidance, and ensure these are stored in accordance with such systems and rules as may be devised by the Building Safety Regulator.
- Act as the Client for the purposes of Part 2A of the Building Regulations 2010 in relation to any building work instructed at the Property.
- Be the Responsible Person and perform all relevant associated duties under the Regulatory Reform (Fire Safety) Order 2005 and Fire Safety (England) Regulations 2022

## **Fire Safety (Operational Phase)**

Touchstone, as the appointed managing agent for The Charter, will implement a robust fire safety management strategy to ensure the ongoing protection of residents, staff, and visitors during the building's operational lifecycle. This plan aligns with the responsibilities assigned under the Building Safety Act 2022 and other relevant statutory frameworks.

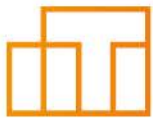
- **Governance & Responsibilities:**  
Touchstone will act as the Accountable Person for the purposes of the Building Safety Act. A dedicated Health & Safety Manager will oversee compliance. An on-site Building Manager (Community





Manager) will ensure day-to-day fire safety adherence and serve as the Responsible Person under the Regulatory Reform (Fire Safety) Order 2005.

- Fire Risk Assessments:
  - Comprehensive Fire Risk Assessments (FRAs) will be conducted annually by a qualified third-party assessor.
  - Additional FRAs will be triggered after major works, significant occupancy changes, or relevant fire safety incidents.
  - All findings and remedial actions will be documented and tracked through our compliance management system.
- Preventative & Protective Measures:
  - Maintenance of fire alarm systems, emergency lighting, smoke ventilation systems, sprinklers (where fitted), and fire doors will follow a strict Planned Preventive Maintenance (PPM) schedule.
  - All fire protection systems will be tested in accordance with British Standards (e.g. BS 5839, BS 5266).
  - A weekly fire alarm test will be conducted with logs retained and reviewed by the central compliance team.
- Resident Engagement:
  - A residents' fire safety guide will be issued at move-in and made available on the resident portal (Spike).
  - Fire evacuation procedures, assembly points, and fire action notices will be displayed in communal areas.
  - Engagement activities (e.g., fire drills, digital updates) will occur biannually to ensure awareness.
- Emergency Planning:
  - Site-specific fire evacuation strategies will be developed for each building, considering vulnerable occupants.
  - A Personal Emergency Evacuation Plan (PEEP) process will be in place for residents with disabilities.
  - The concierge/security team will be trained in emergency response and liaise with emergency services.
- Monitoring & Review:
  - A quarterly safety audit will be conducted by Touchstone's central Health & Safety team.
  - The Building Safety File, Golden Thread information, and mandatory occurrence reports will be updated regularly and shared with the Building Safety Regulator as required.
  - Annual review of this fire safety plan will be undertaken, and updates made to reflect regulatory changes or operational experience.



- This fire safety management strategy is integral to the wider Residential Management Plan and demonstrates Touchstone's commitment to upholding high standards of building safety across all operational activities.
- Accessibility measures include step-free access to all communal areas, adapted apartments designed for wheelchair users, and the provision of Personal Emergency Evacuation Plans (PEEPs) for residents requiring assistance. Further accessibility improvements will be explored through resident feedback and consultation with specialist advisors.

## **Facilities Management**

In respect of Reactive Maintenance, customers can request a repair either through direct contact with the on-site team or via our app. Planned Preventive Maintenance and Reactive Maintenance issues will be dealt with using both external contractors and internal maintenance technicians. Rosherville Repairs and Maintenance will be considered for works we intend to contract out.

External Contractors will also be appointed to support with any PPM/ Reactive maintenance issues that arise, which cannot be dealt with by our in-house team.

As residents will not be expected to carry out any external window cleaning, external Cleaning Contractors will be appointed to clean the communal areas, along with the exterior windows (quarterly) and façade (half-yearly). In order to reduce impact on customers and prevent the need for access internally to clean windows, cleaning will take place via a number of different methods, e.g, via a safety platform, abseil, and reach and wash.

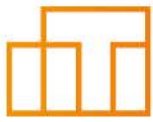
For a scheme of this size, the on-site maintenance operative will perform basic maintenance activities, including planned servicing and testing. The Community Manager will decide what reactive maintenance works are delegated to the maintenance operative and which works would need to be contracted out.

Our normal approach for reactive maintenance:

- On-site team or customer app is the first point of contact.
- Customer app has an online diagnostic and reporting tool.
- Dedicated H & S system is managed by the on-site team overseen by the central team for planned maintenance and statutory servicing, testing and all associated remedial work.
- Central Contractor Team - We have a stand-alone team that oversees our appointment, approval, and monitoring of service and repair contractors.

Sustainability measures include energy-efficient communal lighting, waste segregation facilities, EV charging points, and secure cycle storage.

Touchstone will promote recycling initiatives and monitor energy and water efficiency as part of its operational reporting.



## **Contractor Management**

For any issues outside the scope of the maintenance technician, we would instruct a local contractor from our approved network of contractors. Immediately after the takeover, we will retain existing contractors where appropriate, with all key contractors onboarded (bar one) who are associated with Broadside. Our intention is to retain their services and replace them with our own pool of contractors where necessary. This change can happen on the first day of the appointment.

Assessment of contractors is undertaken by our Contractor Management Team before any appointment. All contractors must have their health and safety systems successfully assessed by a Safety Schemes in Procurement (SSIP) member, such as the Contractors Health and Safety Assessment Scheme (CHAS) or Safe Contractor.

Generic risk assessments are obtained for all the activities that we outsource to contractors. Checks are made on the Health and Safety Executive (HSE) database to ensure:

- There are no pending enforcement notices.
- They have a signed Health and Safety Policy Statement.
- They are aware of GDPR (General Data Protection Regulations) compliance.

We require all our contractors to sign our Contractors Code of Conduct and Maintenance Terms and Conditions, which set out how we expect our contractors to conduct their activities while completing works in our customers' homes. Initially, we will use existing contractors - these contractors will also follow our usual due diligence procedures as part of the onboarding process.

## **Technology**















Customers will have full access to our digital app (Spike), which will allow them to review their rental account, book onto one of the many social events on offer, be made aware of a delivery, or raise a maintenance request.

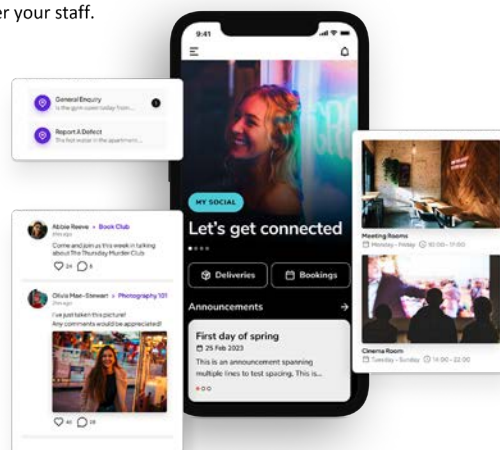
Spike Living is an award-winning resident engagement portal that delivers value that goes beyond providing a place to live. Spike Living creates thriving communities where customers can form meaningful connections and live fulfilling lives.

The Spike Living platform is made up of customer and admin-facing applications. Customers have access to an iOS and Android mobile application and a web-based portal to interact with their community and development manager.

The graphic below outlines the functionality available:

Spike Living creates a thriving, welcoming community your residents will love, and has all the features and flexibility you need to delight your residents and empower your staff.

	Social Clubs & Forums		Onsite Events
	Messaging & Announcements		Digital Amenity & Service Booking
	Local Community		Smart Sensor/ ESG
	Defects & Maintenance Logging		Smart Access Control
	Parcel Notifications		Document Management
	Visitor Notifications		Secure Payments
	Travel Information		Surveys



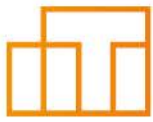
IT will be provided by a third-party telecoms provider who will provide a high-speed internet solution as well as Sky TV. Alternatively, customers are able to use an alternative 3<sup>rd</sup> party provider for their IT and television needs.

## Community

To foster a sense of community and to promote retention within The Charter, an events calendar will be implemented at the site. Examples of events we have held in our other schemes include rodeo/ cowboy themed events, beer tasting evenings, held events for major religious/ cultural celebrations such as Christmas, Eid, Holi, or Halloween, as well as run more specialised events such as cookery classes and charity events such as MacMillan coffee mornings. We also try to involve our customers in charity events in the local community, along with encouraging them to set up their own clubs, such as book or running clubs. Here, we would pull together an annual events plan for the scheme, where we would link in with local suppliers such as cafes or restaurants. Some events will be free and others will be paid for, such as cocktail making or dog obedience classes.

Further details on event planning, funding, and communication will be outlined in an annual Community Engagement Programme, managed by the on-site Community Manager and funded through the operational service budget.

This programme will include a rolling calendar of events, resident surveys, and feedback opportunities to strengthen engagement and community cohesion.



## **Resident Feedback and Continuous Improvement**

Residents will be encouraged to provide feedback on building operations and management services through the resident portal (Spike), surveys, or the concierge desk.

Feedback will be reviewed monthly by the management team and used to inform continuous improvement actions, ensuring the Residential Management Plan remains responsive and effective.

## **Move in/ Move out**

Once a customer makes contact about an apartment, their journey from the point of arrival, during their stay, and up until departure will be managed by Touchstone. As such, this section provides a description of the customer journey from the point of initial contact.

## **Move-In Process**

The move-in process at The Charter is designed to ensure a professional, transparent, and well-managed resident experience, consistent with the standards required under the Section 106 Agreement.

### **1. Initial Enquiry & Viewing**

Prospective residents may view apartments either virtually or in person.

Following the initial viewing, applicants complete a pre-application screening form confirming income, affordability, and eligibility.

Upon acceptance of rent terms, referencing and affordability checks are undertaken in line with The Charter's Lettings Policy.

### **2. Referencing & Tenancy Agreement**

Applicants must provide valid Right to Rent documentation and satisfy referencing criteria before tenancy agreements are issued.

All residents will sign Assured Shorthold Tenancies (ASTs) electronically via DocuSign.

These agreements are issued under consistent terms for both Open Market Rent and Discount Market Rent (DMR) homes, ensuring fair and transparent treatment across all tenures.

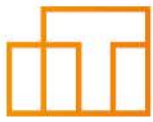
No administration, holding, or hidden fees will be charged to applicants in compliance with the Tenant Fees Act 2019.

### **3. Deposit Options**

Residents may choose between:

- TDS (Tenancy Deposit Scheme): Five weeks' rent, protected and registered under the Government-approved TDS.
- Reposit: A one-off, non-refundable membership fee equal to one week's rent, providing insured protection and independent dispute resolution.  
This flexibility ensures accessibility for a range of households while maintaining deposit security standards.





#### 4. Apartment Preparation & Welcome

Prior to occupation, a full inventory and condition report is completed by the Management Team.

New residents receive a Welcome Pack (digital and printed) including:

- Contact details for on-site management and maintenance teams,
- Resident handbook
- Local amenity guides and community information.

The Resident Welcome Pack includes key building information, emergency procedures, and a dedicated *Emergency Contact List* providing essential numbers for on-site management, emergency services, and out-of-hours assistance. This ensures every household is supported and oriented from the outset.

#### 5. Move-In Coordination

Residents are required to book a move-in slot to manage access and minimise disruption.

Dedicated staff will coordinate move-ins, including the management of deliveries and parking (Bank Street, New Swan Lane, Crooked Lane, and Queen Street).

This ensures move-ins are orderly, safe, and respectful of both existing residents and the wider community.

All activity will be managed in line with the approved Servicing and Access Plan.

### **Move-Out Process**

#### 1. Notice Period & Termination

Residents may terminate their tenancy by serving a minimum of one month's notice after the initial six-month fixed term, in accordance with their AST.

This ensures flexibility while supporting consistent occupancy and operational stability.

#### 2. Check-Out & Inspection

A joint check-out inspection is carried out by the Management Team and the resident to review the apartment's condition against the original inventory.

Any proposed recharges are discussed transparently at this stage to ensure fairness and avoid disputes.

#### 3. Deposit Return & Handover

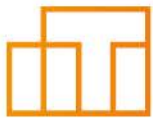
Keys must be returned by the agreed move-out date.

Where applicable, deposits are refunded promptly following satisfactory inspection, with deductions (if any) processed in compliance with the TDS dispute resolution procedure.

#### 4. Turnover & Ongoing Management

Given tenancy terms of 12–36 months, The Charter anticipates a steady and manageable rate of resident turnover, avoiding mass move-outs.

The Management Team will monitor occupancy patterns and coordinate new lettings to ensure operational continuity and a high-quality resident experience.



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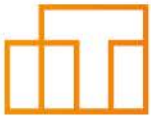
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## **Tenant Rights and Responsibilities**

All residents are entitled to quiet enjoyment of their homes, fair treatment, and transparent communication.

In return, residents are responsible for adhering to tenancy terms, maintaining their apartments in good condition, and respecting shared spaces and community guidelines.

These details are summarised in the Resident Handbook provided at move-in.



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## Appendix A Estate Masterplan





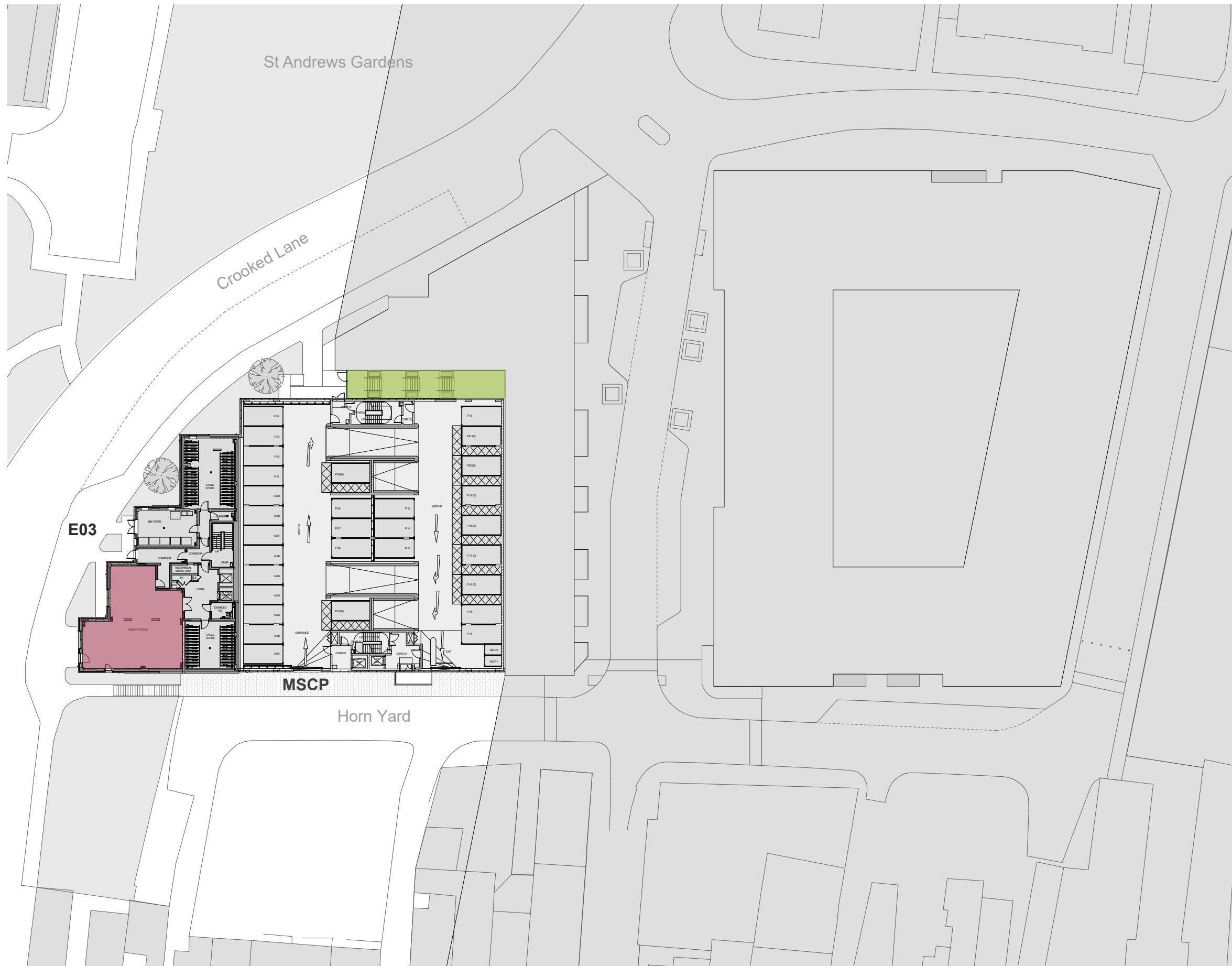
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## Appendix B

### Internal Floor Plans





- Entrance lobbies
- Internal amenity space
- External amenity space























