



Camden Lock Village Management Plan September 2012

B BROADGATE
ESTATES

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1 The Brief

Camden Lock Village provides a unique management challenge being situated in the culturally diverse and colourfully vibrant location of Camden Town. The proposal is mixed use in nature, the site incorporating market trading along with high street style retail, employment (office, light and general industrial) accommodation, residential apartments, a cinema and public open space. The management strategy needs to be suitably dynamic and tailored specifically to the site's requirements. Experience gained from the existing Camden Stables Market site situated alongside the development will provide some good knowledge of what can be expected from Camden Lock Village.

To assist with the planning application, Broadgate Estates Limited were invited by Stanley Sidings Limited (SSL) to produce an outline management plan for Camden Lock Village, detailing the anticipated property services required to manage this unique development. Broadgate Estates Limited has extensive experience of managing commercial developments and mixed used estates in central London including Broadgate, More London, Chiswick Park, Kings Place, Regent's Place and Central Saint Giles (the latter three are also within the London Borough of Camden).

Following a series of meetings and onsite walkabouts with the development team, a number of key elements repeatedly come through in regards to the management of this scheme. These included: -

- To deliver a clean, safe and secure environment for occupiers, residents and visiting members of the general public.
- To ensure the development has a positive impact on the local community by providing employment opportunities and improved local amenities.
- Build long lasting relationships with key stake holders; local community groups, Metropolitan Police and the London Borough of Camden.

This document provides the Management Strategy approach for Camden Lock Village. The strategy will be the subject of detailed refinement, with input from SSL, retail/office/residential agents and specialist consultants, such as security, logistics and access, as the development stages progress leading up to mobilisation and implementation.

2 Purpose of this Document

2.1 Aim, Objectives and Values

2.1.1 Aim of this Document

The purpose of this document is to set out and understand the key management activities relating to the operation and running of Camden Lock Village, in support of the scheme's planning application to London Borough of Camden.

2.1.2 Objectives

This document seeks to achieve a number of objectives including:

- To act as a tool for the design team to identify and build in management requirements needed for the efficient operation on site.
- To set out the framework of an estate management plan for the Camden Lock Village mixed used development.

2.1.3 Vision and Values

The ambition is for Camden Lock Village to be an efficiently run estate providing a safe and welcoming environment. We have embraced this ambition within the context of this document. In addition to this underlying principle, the other values and aspirations of the development can be summarised as follows:

- Camden Lock Village must deliver value for money estate management services.
- Camden Lock Village must deliver an affordable, transparent service charge which is fairly apportioned between occupiers.
- The estate and its management should engage and inspire its residents, its commercial occupiers and its visitors.
- One coherent management team delivering a customer focused management service to occupiers, visitors and residents.
- Management should encourage and facilitate an integrated mixed community.

2.2 Summary of Practical Management Detail

2.2.1 Estate Management Staff and Accommodation

The document provides a suggestion of the resources required to manage the public realm.

2.2.2 Service Charge and Financial Assumptions

The document sets out a suggestion of the estate management service charge strategy and a recommended method of apportionment.

2.2.3 Management Activities

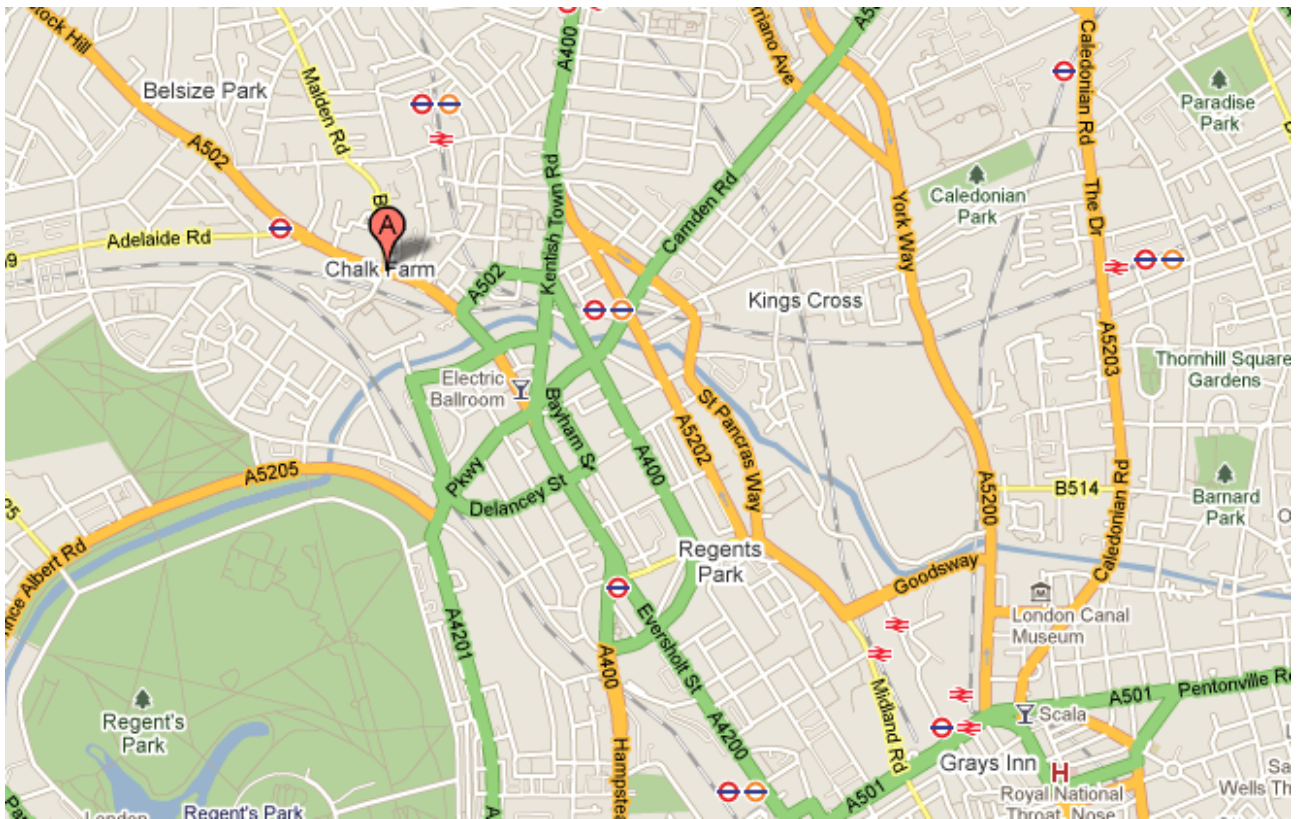
All management activities associated with the Camden Lock Village estate are described. For example security, cleaning and waste management.

3 Summary of Public Realm

3.1 The Completed Estate

The site is located approximately 350m north of Camden Town London Underground (LU) station in the London Borough of Camden (LBC). The site is bounded to the north and east by Castlehaven Road/Hawley Road, to the west by Chalk Farm Road and to south by the Regent's Canal.

Figure 1. Location.

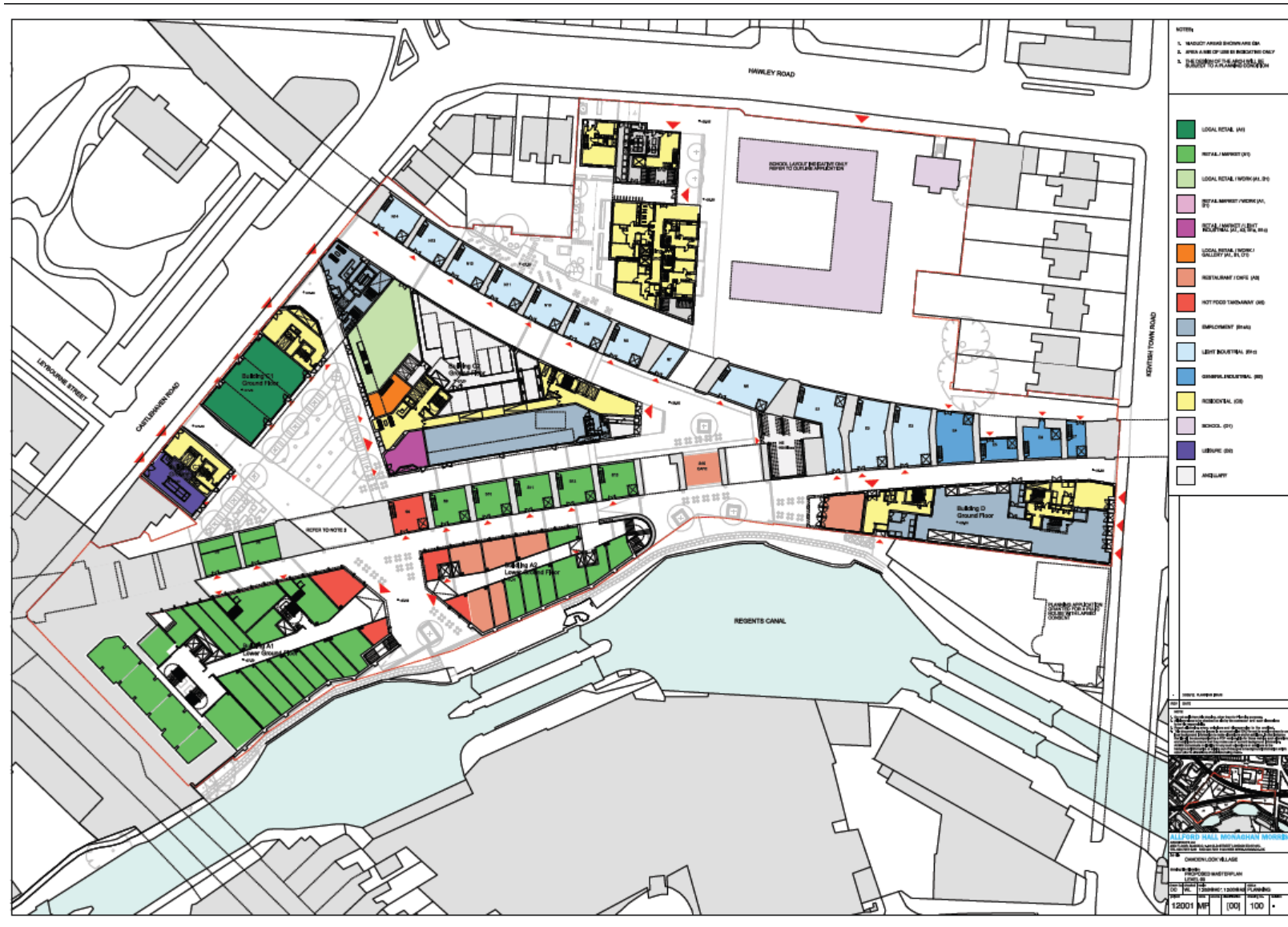


The site is formed by the two railway viaducts that run through the site. These viaducts naturally divide the site into three parts that are referred to as Areas A, B and C. Further along the canal the site also includes a small collection of office buildings referred to as Area D. See Figure 2 overleaf.

These four areas comprise:

- Area A is adjacent to the Regent's Canal to the south-west of the railway viaduct and currently houses the Camden Canal Market;
- Area B is located north of the viaduct and is largely residential, it also includes a number of railway arches which will house the industrial uses;
- Area C occupies the area in-between the railway viaducts and comprises office and light industrial units; and
- Area D is adjacent to the Regent's Canal to the south-east of the railway viaduct and also accommodates office and light industrial units.

Figure 2.



The site is made up of four areas;

Area A – This area comprises a vibrant canal retail market building and arches with two new open spaces enhancing the Regent's Canal and the towpath. The Chalk Farm Road Frontage Buildings are retained and enhanced and provide wider pavements to assist with pedestrian movement on this busy road.

Area B – This area houses the proposed residential quarter of the estate, it has been designed by AHMM to accentuate a range of housing units set around a new landscaped open space with provision of associated amenity space and play space.

Area C – This is a new mixed use quarter comprising residential, local employment, cinema, local retail and community uses. This part of the estate provides a transition from the town centre in the south to the existing residential areas to the North of the estate. The employment uses within the new development and existing arches will provide a range of employment opportunities and will include workshops and offices. The proposed buildings will be of the highest architectural quality to enhance this part of Camden Town. Area C also includes a central servicing area which will allow for deliveries into the estate which will then be distributed internally.

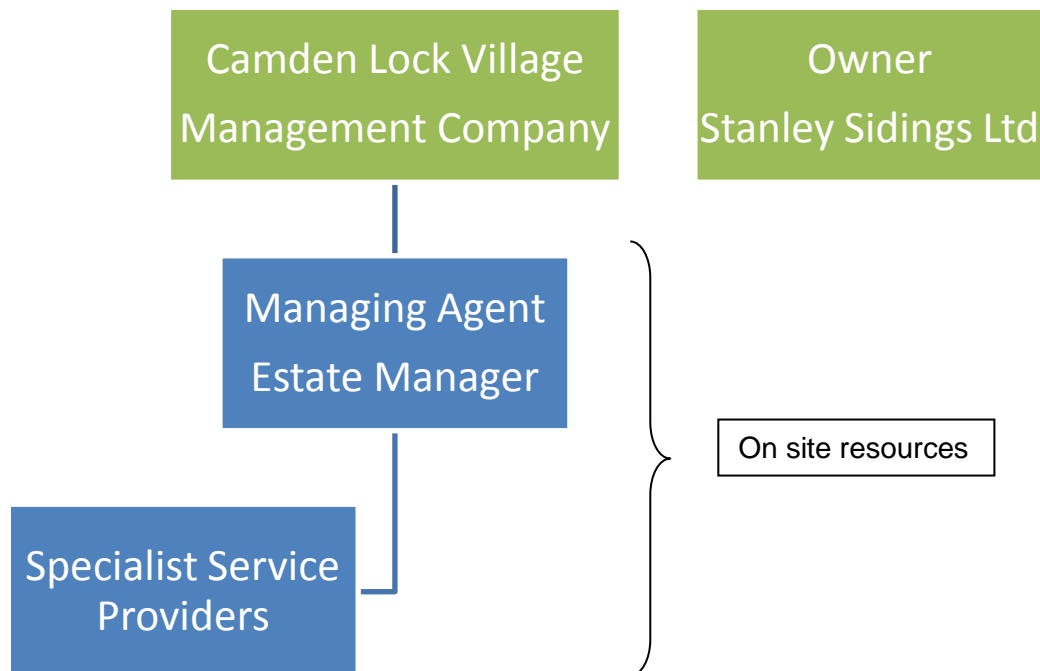
Area D – This area includes proposals for employment and residential uses. The height and bulk of the proposal will respond to its potential setting on the Regent's Canal and Kentish Town Road.

4 Management Team

4.1 Structure

The exact reporting structure for Camden Lock Village needs to be confirmed by the Owner and the appointment of a property managing agent is likely to take place nearer the completion of the development. It is possible that the management of Areas A, B, C and D may be undertaken by separate agencies for example the residential accommodation may be managed independently. However, it is likely that the managing agent will either report directly to the Owner or a created 'management company'. In turn, the managing agent will appoint a series of service providers in a range of disciplines i.e. security, cleaning, M&E maintenance etc.

It is envisaged that there will be a site-based Estate Management Team which will be comprised of 2 individuals, both directly employed by SSL and supported by specialist service partners. The team will be based at the management suite within the development.



5 Operational Workforce

5.1 Employment

Every member of staff employed at Camden Lock Village should undergo an induction and training programme to promote a loyal, brand aware, technically trained workforce with a comprehensive knowledge of the Camden Lock Village estate.

One of the early priorities of the Estates Manager should be to develop and agree this training and induction programme.

5.2 Induction Programme

All staff should be expected to become ambassadors for the development and be able to respond to any request made by the general public for directions or information. Where staff are unable to answer requests for information they should be able to direct the enquiry to a member of staff who can.

Every member of staff employed on site should be inducted regardless of position or length of contract. Site inductions should be created to ensure all staff are fully conversant with the following:

- General Overview
- History of Camden Town
- Camden Lock Village development
- Development team
- Site familiarisation and orientation
- Emergency procedures
- Green travel plan
- Service Standards
- Specific service training i.e. security, maintenance, cleaning etc.
- Filming, photography and media enquiries
- An ongoing programme of induction would keep staff informed of events, development news and other current information required to answer casual enquiries from visitors.

5.3 Training

Ongoing training of all staff should focus on communication, team building, customer service, reporting of out of line situations and addressing situations quickly. Additional technical training should be provided where required. Six month refresher courses would reinforce training aspirations and actions expected of staff to ensure long term consistency in staff behaviour and to encourage loyalty.

6 Management Accommodation

6.1 Management Accommodation

The scale, design and location of the management accommodation will have an important role to play in delivering the estate management service at Camden Lock Village. Providing well-equipped welfare facilities and an office will help to attract skilled and committed staff. The management office should, if possible, be visible, accessible and welcoming to customers.

Provision of management accommodation will enable:

- Working space for the management and operations team
- Interaction with customers (occupiers, retailers, residents and visitors) of estate management services

The accommodation should be fit-for-purpose for the wide range of estate management operations (maintenance, cleaning, security, etc) to ensure that a high quality service can be delivered. In addition to office for the management team, adequate storage facilities, suitable welfare accommodation and robust technical infrastructure, all with easy access, should also be provided.

6.2 Accommodation for the Finished Estate

A management office is proposed in Area C overlooking the arches space, to ensure that all residents, workers and visitors have access to the team. This accommodation should be welcoming, clearly signposted and highly accessible in terms of information on the team and their activities.

Some 'back-of-house functions' such as welfare facilities would ideally be co-located in a central location, preferably adjacent to customer facing facilities for ease of access by staff (though this is not essential as long as it is not too far away). Equipment and vehicle storage could be stored in more peripheral locations, albeit as close as possible to where the equipment is needed unless easily transportable. A more opportunistic approach should be taken to this – dead space in basements and service ramps, for example, can often be used.

The facilities required to store tools and equipment used on a regular basis to maintain and animate Camden Lock Village need to be located near to the main management suite. These areas are however primarily a 'back of house' function so could be located in the loading bay. Additional offsite storage may also be required for equipment that is used less frequently (seasonal decorations for instance).

Main store room for cleaning equipment and consumables. Secure storage required for non vehicle equipment such as jet washers, hand tools etc as well as consumables (bags, cleaning fluid etc). Space can often be provided using cages in loading bays/dead space.

Area to store handyman's tools, equipment and work bench as well as soft landscaping tools and equipment. Space can often be harvested using cages in loading bays/dead space.

The management office ~~to~~ will accommodate CCTV recording and viewing equipment. The extent of the estate CCTV system will dictate the size of space required. The proposal will include a comprehensive CCTV system throughout the entire estate. A visitor kiosk within Area A will be managed to provide visitors with information regarding the estate in terms of public toilet facilities and accessibility throughout the estate.

7 Financial

7.1 Financial Structures and Management

Mixed use developments like Camden Lock Village are becoming more common place and the financial structure of service charge costs and apportionment better understood.

It should be acknowledged that the scale and nature of occupiers expected at Camden Lock Village will dictate the level of service charge budget, which must represent value for money but at the same time deliver an efficient, clean and safe, well maintained and managed environment.

Service Charge budgets should be produced, managed and audited in accordance with the RICS Service Charge Code of Practice.

7.2 Service Charge Budget Assumptions

A separate document setting out the full Service Charge Strategy and budgets may need to be produced in future; however, this is not a planning requirement.

Below is a summary of our service charge budget assumptions, based on the anticipated level of service delivery:

- 7 days a week, 365 days a year, Camden Lock Village is open for business and will be looked after around the clock by the management team.
- Standards of cleaning, security and maintenance will be comparable to similar mixed used developments in central London.
- The site will be fully covered by CCTV, which should be recorded and monitored via a central management office.
- It is anticipated that the management team will be directly employed by a managing agent, with on-site staff being outsourced. A decision on the exact structure has not been formally reached, but, whichever approach is adopted, brand loyalty to Camden Lock Village will be an essential element of any training.
- The Estate Service charge should allow for any relevant S106 obligations, which could include; (i) community engagement initiatives and relations, and (ii) maintenance of the public realm
- As a general rule, set up costs should be borne by the developer and maintenance of the facility/amenity (unless prescribed otherwise by the S106 agreement) may be considered as a recoverable service charge cost.
- It has currently been assumed that there will not be a sinking fund, but large items of expenditure will be budgeted for using a long term planned maintenance programme.
- The tendering process for service supplier contracts should be carried out using strict guidelines and the suppliers used should come from an approved list of tried and trusted companies. Contracts should be tendered every 3 years except for those whereby the contractor provides comprehensive liability for the replacement of plant and machinery and as a result 5 year contracts should be granted to offset this liability.

7.3 Apportionment

The apportionment of the estate service charge should be based on the Gross Internal Area (GIA) figures of each element of the estate areas; employment, retail and residential.

Further clarification will be required on the exact apportionment strategy between estate occupiers, which should be based on the services received.

7.4 Service Charge Packs – content and style

A draft service charge pack should be prepared which can be issued to prospective occupiers. This document should set out:

- Service charge assumptions
- A schedule of the services provided under the Estate Service Charge
- A broad schedule of areas
- A copy of the completed service charge budget broken down by broad category type.
- Quoting psf figures for different types of occupiers.
- An explanation of the apportionment matrix and allowances that have been adopted.
- An explanation to how the service charge will work during the various phases of the development if overall practical completion is not achieved on a single date.
- A map of the completed estate identifying the zone areas and the extent of the public realm.
- An explanation of what is excluded from the estate charge – e.g. zone charges and building charges.

This can then be sent to a prospective occupier with a specific cost estimate for any particular building/unit.

7.5 Non Recoverable and Establishment Budgets

Costs involved in setting up the estate are unable to be recovered through the service charge, the Landlord is expected to deliver a manageable estate. Non-recoverable establishment budgets cover the following costs:

- Telephone and data connection for management office
- Management office fixtures and fittings (furniture and electronic equipment)
- Temporary office facilities costs (furniture and equipment for early office moves)
- Temporary restroom fit-out
- Permanent control room equipment (radios, furniture, equipment)
- Temporary control room equipment (temporary fit out if required, furniture radios)
- Cleaning and access equipment
- Workshop equipment
- Health and safety audits and equipment
- Promotions equipment (barriers, canopies, umbrellas, tables and chairs etc)
- Property management set up costs (unrecoverable staff costs, recruitment fees, fees and unrecovered services costs)

8 Standard Lease

8.1 Schedule of Services to be Incorporated

At time of writing we are not aware that draft leases have been produced. These will set out the standard schedule of services that the landlord has an obligation to provide through the service charge budgets.

In addition to the estate charge each lease will also need to detail arrangements relating to any specific zone service charge (such as Zone A, B, C or D) and their relevant unit or building charge.

It is understood that Area A will operate on TAW/flexible leases basis. This should allow the tenants to keep up with market trends while supporting the relocation, rebranding and growth of individual small market retailers.

9 Management Activities

9.1 Key Service Commitments

9.1.1 Standards

It is recommended that the appointed managing agent publishes and reports on key service and performance commitments. Some commitments are statutory requirements, relating to areas such as health and safety assessments, fire inspections, access equipment and audits. Other standards will relate to the operational management of the site such as response times to a customer queries, standards of cleaning and levels of security.

9.1.2 Measurement and Management

The ambition is for Camden Lock Village to be a professionally run urban, mixed use estate and therefore demand high performance standards. To reach this goal, exacting but measurable targets for performance should be set.

The comprehensive system of standards and performance indicators implemented at Camden Lock Village should fall within one of the following categories. Periodically the estate team should report their performance against each measure.

The Camden Lock Village estate management team should run a safe, welcoming and efficient estate.

Well maintained landscape: The estate management team should maintain the fabric of the estate to a high quality through day-to-day maintenance and a longer term programme of rolling repairs.

Clean and tidy: The estate management team should keep public areas clean and tidy through a daily – and in places, hourly – cleaning regime. Waste should be collected, sorted and disposed of (recycled where possible) in an efficient manner. It should be noted that the S106 agreement makes provision for a litter picking service which could be managed by a social enterprise group.

Safe and welcoming: The estate management team should keep the estate safe through an active security presence, complimenting, but separate to, the police. Security guards should be trained to respond in a manner appropriate to an area open to the public. The proposal includes a lighting strategy and the ground floor units will be internally lit at night in order to provide a safe environment.

Accessible to all: The estate management team should promote and enhance the accessibility designed in to the estate and provide assistance to those with physical and mental impairments where necessary. The team should actively encourage the use of public transport, walking and cycling. It is noted that Arup have produced an Access Statement for Planning.

The Camden Lock Village estate management team should deliver value without compromising standards.

Competitive service charge: The estate service charge should be based on a clearly defined list of assumptions and services, drawn up and costed in a transparent manner. Individual costs and the overall service charge should be benchmarked against comparator estates on a regular basis.

One estate philosophy: Camden Lock Village is one estate. The service charge should be fairly shared by all owners and occupiers through a transparent means of apportionment.

Economies of scale: The estate management team should make the most of the potential efficiencies of scale from the size of the estate, developing innovative ways to share resources and reduce costs through regular reviews and a dedicated working group.

Active performance management: Camden Lock Village should have simple performance measures that will be regularly monitored and the results published. These should cover:

- Cleaning
- Maintenance
- Security
- Energy consumption
- Waste management

Strong procurement relationship: The estate management team should provide goods and services through suppliers who understand the vision and values of Camden Lock Village. They should assess tenders on cost, quality and sustainability credentials.

The Camden Lock Village estate management team should provide an inclusive, welcoming and responsive service to the benefit of all involved in, or visiting, the estate.

An informed public: For all those passing through, visiting, working or living in Camden Lock Village, the management team should ensure information is readily available. Communication should be through a website, letters, emails and other appropriate media.

Informed occupiers: The estate management team should ensure that all owners and occupiers are well informed of estate management processes and activities. Means of communication should include an occupier's forum; regular publications; customer surveys; web based resources; and friendly, customer orientated staff who are ready to listen and take action on what they hear.

An integrated estate: The estate management team should seek to integrate the estate with the surrounding areas by promoting events and facilities to those who live, work and visit the wider Camden Lock Village area. The team should also build relationships with businesses, community groups, the relevant local authorities and other key partners to ensure that opportunities for the wider area are realised.

A responsive team: The estate management team should be open and responsive to new ideas, monitoring activities elsewhere and benchmarking against performance of other estates and city quarters.

Champion sustainability: The estate management team should champion a sustainable approach to management at Camden Lock Village. The team should monitor their own activities, publish data and assist occupiers with their own efforts.

Minimising impact on the environment: The team should adopt measures to reduce consumption of energy, water and other resources and should actively monitor consumption. The team should take measures to limit waste and recycle where possible.

Encouraging social inclusion and economic opportunity: The estate management team should embed social and economic sustainability principles in to their approach. For example, the team should ensure local people are offered employment opportunities, business volunteering is encouraged, local schools are supported through partnership with business and so on.

9.2 Manned Security

9.2.1 Manned Security Strategy

Security will form a major part of the service and management operation throughout the estate and will need to cover both the internal security arrangements and the external management of the public realm areas. The security team on site will endeavour to meet the expectations of its customers, staff, service partners and visitors. The security provision will cover the daytime, evening and night time periods. This 24/7 estate wide security presence will be a deterrent to crime but will also be a presence that will ensure that the estate and it's public realm is seen by the public to be a safe and secure environment.

The security team will be under the daily supervision of the Security Manager. This individual will be responsible not only for managing the static guarding of the buildings and external areas but also the security systems as a whole. This will require the constant monitoring of the security officers deployed and also the provision of reports and recommendations to the estate manager. In addition the security manager, working closely with the estate manager, will be tasked to develop and maintain a close liaison with local community police teams regarding occurrences, preventative measures or potential threats. The team will work to develop close relationships with neighbouring properties and occupiers

It is envisaged that the strategy should be a soft presence during the day, with staff wearing Camden Lock Village branded clothing. In the evening a more visible presence should be employed with security staff wearing a more formal security uniform and high visibility jackets.

9.2.2 Security Resources

Full details of the level of security manpower can only be established when service charge budgets are approved. However, it is envisaged that there will be a daily presence of professionally trained manned security guards on site, with resource levels designed around the peak periods i.e. weekends when trading and public visitors is at its greatest.

9.2.3 Crime Prevention

Reducing crime and providing a safe environment is vital for improving the current perception of the Camden Lock Village area. In addition to the dedicated on site security provided as part of the estate charge there could be on site presence from the Metropolitan Police at peak periods.

It is recognised that careful attention will need to be paid to manage the external areas and public realm and especially those areas under and around the walkways. There is a existing issue with crime and drug behaviour within the vicinity and the resolution of any antisocial behaviour needs to be carefully but efficiently handled by the security team in an effective manner.

On a regular daily basis throughout the day the retail and external areas around the building will be patrolled by the security team who will report to the security manager. They will be responsible for the monitoring and dealing with public realm issues and will adopt a proactive management approach and strategy.

The security team will also work closely with the local Metropolitan Police team on a regular basis in order to respond to changing needs and keeping aware of local incidents and events.

A reduction in crime is seen as one of the key performance standards that should be measured. The combination of an active daily security presence plus communication and co-ordination with the Metropolitan police is fundamental to reducing crime levels.

9.3 CCTV Management

There should be extensive estate CCTV coverage across the public realm. This should include points of exit, service areas and help points (if provided).

Requirements for the CCTV system can be summarised as follows:

- Number plate and facial recognition
- Mixture of fully functional (moving) and fixed cameras to get the fullest and most flexible coverage.
- High quality low light ability.
- Digital recording and ability to recover and play back high quality images
- Archiving facility and storage
- Ability to link and share with external links eg London Borough of Camden and show recordings back in the management suite.

There are a number of active and passive management activities have been reviewed as part of the design to prevent problems surrounding recessed entrances and black spots. These provide a number of potential problems:

- Opportunity for sheltering rough sleepers
- Location for unsociable activities (drug taking, copulating etc)
- Cover for crime (muggers can hide in them)

These different issues should be addressed in the following manner:

- CCTV coverage and monitoring. It is normal for full building and retail unit perimeter coverage to be provided using CCTV cameras. Fire escape and other perimeter doorways may also be specifically monitored using dedicated cameras. CCTV monitoring provides a deterrent in itself; however doorways that are known to present specific potential risks can be actively monitored using motion detection and alarms to alert monitoring teams of activity in the doorway via the CCTV system.
- Regular security patrols. Building and retail unit perimeters should be regularly patrolled daily by estate security. CCTV monitoring teams should also direct patrols to doorways where motion detection has alerted them to abnormal behaviour.

A number of night-time routes are proposed across the site and these will be well lit. Those routes are closed at night will be accessed via gates and a key fob. Residents will be able to access their apartments via these gates. The proposal has been designed to avoid recessed areas which will prevent people who could hide, sleep or drug deal.

9.4 Passive Security Measures

In addition to the other forms of security mentioned in this section, there will also be passive forms of security such as the installation of signage.

9.5 Cleaning

9.5.1 Cleaning Strategy

A fundamental requirement is that the estate is kept clean and tidy at all times. Consequently the staffing levels proposed in the estate budget should ensure that there is a site wide cleaning team presence daily.

Cleaning is split between horizontal and vertical cleaning. The majority of cleaning at Camden Lock Village is horizontal – i.e. the cleaning of the ground plane and the objects that sit upon it (street furniture, public art, etc). The area of vertical cleaning is likely to be the building facades and entrances, if these are included within the lease schedule of services.

Specifications should be sought for each of the material finishes to ensure that the operational team are aware of the cleaning requirements for each surface. In terms of choosing materials, the ability to keep and maintain high levels of cleanliness should be considered.

9.5.2 Cleaning Resources

Full details of the level of cleaning manpower can only be established when service charge budgets are approved. However, it is envisaged that there will be a daily presence of professionally trained horizontal and vertical cleaners on site, with resource levels designed around the peak periods i.e. weekends when trading and public visitors is at its greatest.

9.5.3 Estate Equipment

There will be a requirement for some dedicated estate equipment, which can either be purchased by the owner or provided by the cleaning service provider. This is likely to include:

- Road sweeper
- Access platform
- Scrubber dryers

9.6 Maintenance

9.6.1 Fabric

Specifications will be sought from the design team for each of the material finishes to ensure that the operational team are aware of the maintenance requirements for each surface; these should then be factored into the maintenance strategy.

In order to minimise fluctuations in service charge expenditure, there should be a five year Planned Maintenance Programme, both for Fabric and Mechanical & Electrical (M&E) equipment as identified below.

9.6.2 M&E maintenance

M&E maintenance should be both proactive via a Planned Maintenance Programme and reactive – dealing with issues as they arise on site such as plant breakdown.

M&E maintenance should be controlled via a Planned Preventative Maintenance (PPM) system to fully integrate all the systems on the development in order to monitor and control all areas of common parts plant, interface with all the M&E Systems such as estate lighting, be fully interfaced with a loaded asset register

into a planned preventative maintenance package which will be time, event and calendar driven; to provide automated work orders for the engineering team.

9.6.3 Computer-Aided Facility Management (CAFM) System

Ideally, the adoption of a CAFM system should be employed in order to streamline the workflows for items such as planned maintenance, work orders, help desk, asset tracking, cost control and KPI reporting.

9.6.4 Workshop

Within section 5 we have highlighted the need for a workshop. This would allow the maintenance team and visiting contractors the ability to carry out immediate repairs on site. There should be a workbench and storage for maintenance and landscaping tools. Larger items of repair such as stone repairs are likely to be carried out off site by an external contractor.

9.7 Landscaping

A landscaping maintenance strategy will be required in order to ensure that all open spaces are maintained to a high standard.

Whilst litter picking and cleaning will remain the responsibility of the cleaning and waste teams or a social enterprise company, the actual maintenance of the landscaping areas should be placed out to contract. We would also recommend that the landscape designers are retained to advise on any ongoing technical and maintenance issues relating to the landscaped areas.

9.7.1 Street Lighting

All street lighting should ideally be automated and controllable from the management office. Ideally lights should be both time and light sensitive. High energy efficient lamps should be used for minimum energy consumption. In addition, for energy management, there should be clearly zoned circuits so that certain elements can be switched off when not in use. Service areas and back of house should be controlled to be as environmentally friendly as possible while still providing enough light for night time CCTV coverage.

Whilst the cost of street lighting for the public realm will fall under the estate charge, lights that are connected to individual buildings should be connected back to the building for metering so that the cost is borne by the occupier rather than the service charge.

Other points:

- External lighting columns that fold down can aid maintenance and prevent unnecessary work at height.
- Public realm lighting columns should be fitted with a small power outlet at high level for seasonal decoration use and at low level for street trading use.
- Chosen trees and landscaping lighting features should also be fitted with small power outlets for seasonal decorative use.

9.7.2 Intercom System

If installed, intercom systems could be used for communication between the management office and the following areas:

- Disabled toilets
- Help points
- Entry and exit points from service areas
- Back of house doors of occupiers from the service areas.

9.7.3 CCTV

The CCTV system should be covered by an annual maintenance contract.

9.7.4 Water Points

Water points will be required throughout the public realm and landscaped areas for cleaning and watering. These points should be spaced at no more than 50 meters apart.

9.7.5 Uniforms

Clearly branded uniforms that are comfortable and suitable for all weather conditions need to be designed. They must be visible, perhaps vary for day and night time presence. The uniform brand should be designed and an appropriate supplier selected that can deliver the best quality uniforms cost effectively.

9.7.6 Permanent Signage

The overall permanent signage should include directional wayfinding finger signage.

9.8 Environmental Policy and Sustainability

9.8.1 Waste Management

The full waste management strategy is shown described in Arup's Servicing and Waste Management document. Camden Lock Village should implement an active recycling policy throughout the estate both for the management of the public realm, for occupiers and for the visitors to the site.

The refuse strategy will be directly linked with an actively promoted recycling strategy. The recycling method will operate from two waste streams, dry and wet, which will result in no waste to landfill. These waste streams implemented by a simple "two bin" system, whereby dry recyclable waste can be mixed and taken to a recycling plant and wet non-recyclables can be take for "waste to energy". A two stream system such as this saves both space and collection time.

The term "mixed recyclables" or "dry waste" refers to the following: -

- Paper – including; newspapers, magazines, directories, catalogues etc.
- Cardboard – including; grey board, breakfast cereal boxes, egg boxes etc.
- Plastics – milk and other drinks bottles (no residues), other plastic containers etc.
- Glass – clear or mixed colours.
- Drinks cans – steel and aluminium.

All the above items can now be mixed at source rather than deposited in separate bins. The waste is then segregated mechanically at the recycling plant. General waste or "wet waste" consists of the following items: -

- Food or canteen waste, including fruit waste etc.
- Garden waste
- Toiletry waste
- Polystyrene

The adopted and implemented waste strategy needs the active participation and cooperation of the occupiers and customers to maximise the environmental benefits. All commercial customers bring their waste to the loading bay at a predetermined time in line with their own strategy for clearing their floors. Service levels to include waste pick up frequency levels will need to be agreed when the

occupiers are known and the demand identified. The frequency will also be dependant of food operations and health and safety standards but all wet waste will be required to be stored in sealed containers.

The refuse servicing times will need to be agreed with the occupants to minimise disruption and inconvenience to neighbouring properties and occupiers.

9.8.2 Energy Management

The estate management team should look at all ways to minimise energy consumption, for example interactive lighting systems will be promoted. The Estate Management Team should aim to promote and incentivise all occupants to also reduce their own energy consumption and good performers will be publicised at the occupier forum.

9.8.3 Water Reduction/Grey Water Reuse

The reusing of grey water and water reduction generally has yet to be fully defined. However, the Estate Management team will explore the possibility of recycling for irrigation and landscaping purposes.

9.9 Public Facilities

9.9.1 Public Toilets

A provision for basement public toilet facilities and a changing places facility has allowed for in Area A. An allowance will be required in the estate service charge budget for the staffing and cleaning of these toilets. In order to maintain high standards of cleanliness and safety, sufficient cleaning resources should be budgeted for.

In addition to toilet facilities for men and woman there could also be the need for parent rooms for baby feeding and changing plus children and disabled facilities.

The toilet specification should include:

- High vandal resistant cubicle system
- Walls, floors and skirting fully tiled with an epoxy resin and floor grout
- Adequate drainage facilities to assist cleaning
- Children's urinals
- Vandal proof drum type toilet roll holders fixed into cubicles
- Coat hooks to back of doors
- Adequate waste bins
- Fresh air ventilation
- Soap dispensers
- Warm air dryers
- Mirrors with good lighting
- Vandal resistant toilet seats
- Adequate space for sanitary containers within each woman's toilet cubicle
- Nappy disposal units
- Hand basins to have a single tap with push action with water supplied at a controlled temperature.
- Toilets should be fitted with touch sensitive or palm push flushing mechanisms to prevent damage to levered handles and to comply with DDA.
- Fire alarm, help points and intercom to be in disabled toilets and family rooms, linked back to the control room.
- Fully clipped or concealed grid system ceilings to deter drug users and shop fitters storing goods in ceiling void.

- Storeroom within or within close proximity of the toilet block where cleaning equipment and consumables can be locked away.

It is a decision for the owner as to whether or not to introduce an admission charge for the use of the toilets. There are advantages and disadvantages to this which are:

Advantages:

- The admission charge would provide an income that can be offset against the costs of providing the toilets. This keeps the level of service charge down. Across London most toilets do charge an admission fee and is generally anticipated by the general public.
- The admission charge allows for the funding of a full time manned presence – this will reduce the likelihood of members of the public using the toilets inappropriately (including the taking of drugs and sexual acts).
- Standards of cleanliness is much higher in manned toilets than those that are cleaned remotely as any mess can be cleaned immediately.
- Full time attendance provides a feeling of safety to visitors.
- Barriers deters inappropriate usage

Disadvantages:

- Whilst Area A is not a 'Shopping Centre' it should be noted that in traditional enclosed shopping centres the toilet provision is usually free and the retailers may think that this should be part of the service provided to their customers as part of their service charge.
- There is also the possibility of negative PR arising from a charging strategy.
- The admission charge can be contentious and cause complaint by visitors.
- Barrier maintenance will cost.
- Accidents if people tailgate through.
- Cash handling.
- Investment – cost of barriers/cost of payment machines and coin counters.

A decision will need to be made about the charge in the near future as this will affect the design of the toilets, eg providing for entry barriers.

9.9.2 Disabled Facilities

Camden Lock Village will be an accessible estate and should be fully compliant with the relevant Building Regulations, Accessible London and Legible London. For further information please refer to Arup's Access Statement For Planning.

9.9.3 Cycle Parking

The proposal includes 302 cycle spaces. These will be provided across the site for the new residents and employees. Street bicycle stands will also be provided in designated areas across the public realm. The proposal includes sufficient residential and commercial cycle spaces. In addition, a public cycle station for 150 cycles is to be provided adjacent to the Arches open space.

9.10 Health and Safety

The prevention of accidents and ill health is one of the most important functions of all staff because the estate management company:

- does not want any employees or other persons to suffer as a result of work undertaken.
- Intends to comply with all health and safety legislation.

- recognises that accidents or unsafe / unhealthy working conditions are a drain on resources and demonstrate a lack of efficient management.
- The Camden Lock Village estate management company will manage all areas of the estate, ensuring that the Health and Safety of visitors, occupiers and employees is protected at all times. There should be a formal Health and Safety Policy Statement. A health and safety manual for the estate should be created and the responsibilities for health and safety within the management company should be defined and distributed.

The Health and Safety Manual aims to achieve the following:

- to satisfy the Estate's legal responsibilities under Section 2 (3) of the Health and Safety at Work etc. Act 1974, and Regulation 4 of the Management of Health and Safety at Work Regulations
- to exercise a greater control of health and safety across the Estate.
- to protect visitors, guests and other third parties not directly linked to the Estate
- to protect the Estate Management Team.
- Define the way that the Estate intends to manage health and safety
- Provide a reference for the Estate policies and procedures used to assess and audit the levels of health and safety risk control being achieved
- Provide a control document to record the Estate's Health and Safety Policy, which must respond to the changing business environment
- Help identify training requirements in order to develop suitably qualified personnel to carry out the policies and procedures contained within this Manual
- Support compliance with the Management of Health and Safety at Work Regulations 1992.

Additionally:

- As a management control system, it gives a framework and management tool for controlling health and safety issues within the Estate
- As a dynamic document it provides information and a structure for the continued management of health and safety, e.g. safe systems of work, general and specific risk assessments, accident investigation etc.
- It enables the Estate to measure and monitor performance, and thereby review and amend.
- It is a legal requirement for the Estate to hold and maintain the following documents:
 - Accident Book
 - Fire Safety Manual and Logbook
 - Statutory Inspection Reports.
- It is also a legal requirement to display the following Notices:
 - Employers' Liability Insurance Certificate
 - Health and Safety:- Health and Safety Law - "What You Should Know" Notice
 - First Aid Sign; noting location and name of first aider
 - Health and Safety Policy Statement
 - Fire Evacuation Notices

9.10.1 Fire Strategy

A Fire Strategy for the completed Estate should be agreed with the London Fire Brigade.

9.10.2 Disaster Recovery

The estate management company should create a Disaster Recovery Plan for the management suite and critical systems. Support should also be provided to owner/occupiers for disaster recovery plans where needed.

9.10.3 DDA Act

The design of Camden Lock Village should ensure disabled persons are not discriminated against.

The estate management company should ensure that an access audit has been carried out for all affected premises, either by a competent person from within the organisation or by an independent specialist advisor. The process should include consultation with disabled people and other customers if possible to assist in identifying where barriers exist.

The audit should consider:

- Doors into and around buildings - can they be opened easily with enough room to accommodate a wheelchair where appropriate?
- Internal public pedestrian areas – to ensure level, the correct width and clearly defined
- Suitable facilities for persons with impaired hearing /sight
- Appropriate signage in a suitable medium
- Procedures in place to help employees with disabilities

9.11 Traffic Control, Management of Car Parking and Access for Servicing

9.11.1 Car Parking

Parking should only be permitted in the designated car park within Area C and resident parking spaces and parking provision within the buildings. Uncontrolled parking should be addressed by the security team who should monitor all roadways using the estate wide CCTV System. Yellow lines and signage should indicate parking restrictions.

Entry and exit to the car park via the car lift should be managed with automatic barriers, and the car park should be actively managed and maintained to achieve the Safer Parking Kite Mark Scheme (ACPO) as a minimum. There should be CCTV coverage in the car parks including on entry, exit point and help points. Access to parking for individual buildings should be managed by building security teams or by swipe cards.

9.11.2 Servicing

9.11.2.1 Management of Service Vehicles

The day to day management of all the service and delivery vehicles requiring access and egress from the service road in Area C will be controlled by dedicated "Loading Bay Dock Master". The dock master will be supported by security officers. The servicing area in Area C will be under the control of the estate security. Automatic barriers, intercoms, CCTV on the entry and exit points will all control access to the service area.

9.11.2.1 Dock Masters

The control of vehicles both entering and exiting the service road will have a dedicated manned presence to effect smooth and functional operations. This important position will be manned to meet the required needs throughout the week. Access to the service area requires this level of control and management for two primary purposes. Firstly it will provide a security check on all delivery vehicles entering into the loading bay and secondly it will provide control over the number of vehicles within the areas at any point in time.

Control of deliveries will be via a PC based delivery service software package. Major deliveries will be advised to pre-arrange delivery dates and times so as to minimise the number of large vehicles with the bays and approach roads at any given time. Vehicles will be turned away if there is no space available to unload. Waiting on estate roadways will not be permitted. The dock master will be charged with the responsibility for the control and traffic management of the delivery vehicles both entering and exiting the service area and also the allocation of the service bays to the delivery drivers.

Effective monitoring and control of the service yards is recognised as being an integral and important element of the delivery control process. The anticipated use of the service yard will need constant and close supervision to maximise delivery turn round speeds. The retail units and office occupiers will be notified of the arrival of delivery vehicles. Staff for a retail or office occupier will be required to attend at the service area to collect the goods at unloading from the vehicle by the driver and transport them back to their shop or offices through the agreed service routes.

Following unloading of the goods in the service area by the driver the vehicle will leave site. If the tenant is not available to accept the delivery then the vehicle will be required to return at an agreed time. In special circumstances the dock master may accept the goods and store them temporarily.

For further information, please refer to Arup's Servicing and Waste management Strategy document.

9.12 Public Transport

The use of public transport to arrive at Camden Lock Village should be promoted by the estate management team who should maintain the estate Green Travel Plan.

9.12.1 Travel Plan

A Green Travel Plan has been prepared to accompany the application. This document encourages occupiers and staff to come to work using public transport, bicycle or foot. A full version will be submitted to the Council post submission.

9.13 Occupier and Stakeholder Communication

9.13.1 Website

The owner may chose to develop a Camden Lock Village website promoting activities, events and retail opportunities on the estate. Estate management contacts, job opportunities and travel information could be advertised via the website. In addition, the following estate management tools could be available via through a restricted log in for occupiers of the estate:

- Helpdesk
- Occupier contacts and details (neighbours)
- Estate Diary of Management and Maintenance activity
- Estate News
- Estate Handbook
- Permit to Work system
- Access Occupant Demise System (seek permission for non estate area access)
- Out of Hours Requests (request for additional services)
- Visitor and Service Area Access Management System
- Document Management (Reference documents for Occupiers)

9.13.2 Estate Handbook

An Estate Handbook should be produced, published and updated by the estate management team. The estate management handbook should be available via the estate website where it can be updated centrally without the need to issue hard copy updates. The handbook should cover the estate rules and regulations and include the following headings:

- Introduction to the Estate Handbook
- Introduction to Camden Lock Village
- The Owner
- Estate Management Contact List
- Access and Deliveries to the Estate
- General Access
- Occupant and Visitor Access
- Vehicle Deliveries
- Post Deliveries
- Courier Deliveries
- Taxis / Chauffeur Cars
- Delivery and Removal of Equipment
- Estate Smoking Policy
- Security
- General Security and Security Manning
- Filming and Photography Restrictions
- Estate Help Points
- Emergency Fire Procedures
- General Fire Instructions
- Fire Risk Assessments
- Bomb Threat Procedures
- Medical Emergencies
- Local Medical Contacts Numbers
- Permit To Work And Permit For Access
- Permit to Work
- Permit to Access
- Parking at Camden Lock Village
- Occupant Parking
- Visitor Parking if applicable
- Green Travel Plan
- Cleaning
- Refuse Collection
- Pest Control
- Engineering Services
- General Maintenance
- Mechanical/Electrical & Plumbing Services
- Metering
- Occupier Building Works
- General Rules and Regulations
- Landscaping
- Camden Lock Village Amenities
- Events
- Website

9.13.3 Welcome Packs

If appropriate, every new occupant coming to the estate could receive an estate welcome pack. These can be created in a variety of formats and can include:

- Welcome letter
- Location map
- Occupant information
- Building details
- Website details
- Shopping guide
- Transport guide

9.14 Community Integration

The Camden Lock Village management team should actively engage with the local community beyond the estate. They should work with established organisations, agencies and groups to help plan, manage and distribute some of the benefits that will accrue from a commercially viable development scheme so as to:

- Develop appropriate training, education and employment opportunities
- Integrate the new development into surrounding neighbourhoods and communities; and
- Help meet local needs.

The management team should engage with community groups and implement an integration plan that will allow access to estate amenities and provide for local initiatives and events. In particular, integrating the events put on by occupiers with young people should be a priority.

-----End of document-----

