

CENTRE POINT LONDON WCI



ESTATE MANAGEMENT PLAN SEPTEMBER 2015

INTRODUCTION

Rendall and Rittner Ltd have been employed by Almacantar to manage the Centre Point site. This document has been written to support a planning application for a new ground floor retail unit.

Rendall and Rittner have extensive experience of managing complex mixed use developments and regeneration projects, many of which include public realm and public accessible areas. Rendall and Rittner have also provided design for management advice and constructed the management strategies for the Centre Point development including the formulation of staffing and service charge strategies together with the assessment of service charge costs. As a result we have been asked to prepare a maintenance and management plan for the shared surface and public realm areas serving the Centre Point development.

The new area of publicly accessible open space proposed by the London Borough of Camden is recognised as being integral to the success of the Centre Point and Tottenham Court Road schemes and constitutes a valuable element of the overall development proposals for the wider Camden area as part of the West End Project. The pedestrianised Piazza will create a new area of public realm that would make a substantial contribution the wider improvements and regenerations at the east end of Oxford Street.

This management plan provides an overview of management measures, operations and teams that will be put in place in order to deliver the high quality of management required with the new Piazza. These areas are defined within the Section 106 Agreement dated 1st April 2014 and are shown on Plan 3, annexed to that agreement and relate to the full extent of Public Realm (Phases 1 & 2).

The pertinent Section 106 conditions relating to the Public Realm are included as a reminder below:

- (i) a requirement to clean maintain and secure the proper drainage of the Phase Two Public Realm Area which is within the Owner's control;*
- (ii) a requirement to maintain the materials/equipment/ facilities/ drainage routes comprised in the Phase Two Public Realm Works to the standard the Council has constructed the Phase Two Public Realm Works*
- (iii) a requirement to provide details of the methodology/ standards/ timing schedules for complying with requirement (i) and (ii) above.*
- (iv) a requirement to ensure the safe and proper management of the Phase Two Public Realm Area and its interface with adjoining public highway and other land owned by adjoining owners (this to include without prejudice to the generality) the management measures (including details of operation of security measures and equipment lighting and CCTV) to be incorporated to secure public*

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safety and proper crowd control and ensure mitigation/ minimisation/ management of anti-social behaviour under normal operation, unless otherwise agreed with the Council;

(v) provision of a outdoor eating management plan including measures to ensure that seating areas will be appropriately identified (and for the avoidance of doubt the outdoor seating areas will not be roped off or barricaded from the remainder of the Phase Two Public Realm Area);

(vi) details of waste removal, how the Phase Two Public Realm Area will be serviced and the recycling facilities will be secured and how emergency vehicles/ servicing vehicles/ Waste removal vehicles will access the area, under normal operation unless otherwise agreed with the Council;

(vii) details of any planting and maintenance schedule to ensure any planting will be kept in good order and properly maintained and replaced where necessary;

(viii) details of how the Owner will co-ordinate maintenance of the Phase Two Public Realm Area with adjoining property owners including London Underground and the Council.

Moreover, the Planning Permission has reference 2013/1957/P the following informative planning conditions:

For the avoidance of doubt, any highway and public realm improvement works associated with this planning application will be implemented by LB Camden. This includes works on land within the applicant's ownership (red line boundary). Such areas of land are currently maintained as public highway.

Notwithstanding the drawings hereby approved the public realm works around the building should be in accordance with Gillespies proposals. Further discussion is required between the landowner and Camden and other stakeholders to coordinate the design and implementation of this work.

We have reviewed the Section 106 and Planning Permission, and have drafted this document in accordance with the appropriate documents. It should be noted that the Piazza management is to be shared by London Borough of Camden, Transport for London and Consolidated Land. This is explored in the Communication section of the document.

Staffing & Security Strategy

The applicant takes security requirements extremely seriously. 24 hour staffing will be provided at the Centre Point development. Provision has been made for a team of 12 Security personnel including four Security Duty Managers, four Estate Security and four Tower Reception/Door Security. This allows for 24 hour roaming security of the piazza, and staff will be able to monitor the full extent of the public realm under Centre Point's remit. The Door Security will be stationed just outside the Tower entrance off the Piazza and therefore will have a clear view to the North South route under the Link

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Bridge to New Oxford Street and the proposed retail unit as well as all across the Piazza to the St Giles Church. It should be noted that should the proposed retail unit not be granted consent, the sight lines to areas underneath the Bridge Link in the void where the proposed retail would have been, would be obscured by the piloti and could create an area within the Piazza that could create antisocial behaviour. The proposed retail unit however would aid the security strategy for the area by enclosing what would be an obscured area below the Bridge Link. A further security person will be stationed behind a desk just inside the entrance to the Tower, but will also have a direct view of the Piazza, and will be in communication with the Security Team via radios. The radio channel frequency will be shared with the other staff employed to the project, including the Estate Manager. The radio channel could therefore have up to 9 fulltime employees listening in.

Provision has been made for enhanced estate security contract cover. This top up security provision via a contract provider could provide additional security personnel on a Friday/Saturday evenings when the area may be busier.

This strategy results in a minimum of three security staff at all times being available on a permanently employed basis who can react to specific issues that may arise, for example spillages, graffiti, unauthorised vehicles and anti-social behaviour as well as providing assistance and guidance to visitors and occupiers but also undertake routine maintenance tasks.

This permanent physical manned presence around the Piazza will dissuade antisocial behaviour (including crime) and ensure a general feeling of a secure environment for pedestrians.

It should be noted that the East-West link under Centre Point House (Public Access Route 1) would also be managed by the Security staff.

Two Estate Operatives will also be employed, who in addition to residential functions, will also undertake daily maintenance and cleaning of the external and public realm areas. Their duties will include (but not limited to) estate sweeping, litter picking and jet washing. Their uniformed presence will also act as a passive security deterrent.

Health & Safety

A high priority will be placed on health and safety and consequently a health and safety consultant will be appointed to prepare annual risk assessments, undertake quarterly inspections and work closely

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with the Managing Agent to review the implementation of any identified items. In addition daily inspections will be undertaken by the on-site team.

The types of risks that a risk assessment is likely to cover are:

- Potential for slips, trips or falls
- Use of machinery and equipment
- Use of chemicals and cleaning materials
- Traffic movements for deliveries and servicing
- Contractor works that may impact on the public realm – e.g. overhead window cleaning

All onsite and Managing Agent staff will be provided with a health and safety manual and receive regular formal training. Specific tasks will be risk assessed, method statements produced and task training provided where appropriate.

Health and Safety planners and schedules will be adopted to ensure that critical events, such as annual inspections, renewals or certifications, are undertaken in a timely manner and that a development specific manual is provided to site staff in order to ensure familiarity of processes and procedures in the event of an incident arising.

Contractors

Contractors appointed to work on the development post completion will be closely managed and monitored. The Managing Agent will operate an Approved Contractor Scheme which will require the contractor to comply and meet set criteria in the following areas:

- Health & Safety
- Completion of a questionnaire and submission of certificates, insurance policies, qualifications and accreditations etc.. This will ensure that contractors are not only appropriately trained and qualified, but also, where appropriate have sustainability and quality assurance credentials.
- A Code of Conduct covering:
 - Honesty & integrity

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- Safety and security – including personal protective equipment, carrying identification, wearing company logoed clothing.
 - General conduct and behaviour
 - Work instructions and timesheets
 - Confidentiality
- Quality of work and value for money

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Maintenance & Contracts

- Public Realm and Estate Areas

The public realm will be maintained to high standards to create an attractive environment, which will naturally encourage the use of this space, which in turn will create natural security surveillance and will enhance the overall security of the development.

CCTV will cover the public realm areas and feed back to Tower Security which will be manned 24 hours a day. These strategically placed external CCTV cameras will be both fixed and be able to pan, tilt and zoom, depending on the location and the coverage required. CCTV will be recorded, stored securely and used in accordance with Data Protection legislation and relevant codes of practice.

- Planting and Landscape Management

A management strategy for the planting and landscaping will be developed once the final plans of the Piazza have been agreed. These will be managed in the form of a maintenance contract, however, the Estate Operatives will be able provide light day-to-day support for the Landscaping Contractors.

- Mechanical and Electrical Equipment and Public Health

In addition to maintenance, the operation of mechanical and electrical equipment will be regularly reviewed to ensure it is set and operating at efficiency optimums. The managing agent will ensure regular maintenance of the external areas and underground drainage systems.

- Refuse Management

Refuse management will form a large part of the day to day operations of the site team, who will ensure that the public realm is litter free and refuse areas are well maintained. Refuse Management will all be done via the Loading Bay off Earnshaw Street. In addition the on-site team will act as “Green Champions” to promote reduced waste production and increased recycling.

A high quality maintenance service will be provided. There will initially be various items under warranty and the Managing Agent will ensure that maintenance and contracted services are carried out in a compliant manner to prevent warranties from being invalidated.

Routine maintenance will be undertaken at frequent intervals in order to ensure that the shared surface and public realm areas are maintained and presented to a high standard commensurate with the quality of materials and finishes to be installed.

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Maintenance contracts will be procured that ensure compliance with the relevant Operations and Maintenance manuals that will be provided by the developer to the Managing Agent at Practical Completion.

Servicing & Deliveries

A servicing strategy will be adopted by the developer and implemented by the Managing Agent in accordance with the approved service management plan. This will incorporate servicing requirements for the commercial operators within the Centre Point development, as well as facilitating refuse collections and maintaining emergency access.

Sustainability

There will be an emphasis on sustainability in the management of the development. This will take several forms:

- Pre – Management - A Design for Management report has been prepared by Rendall and Rittner to ensure practical management experience has been incorporated at the design stages
- Management – the above management provisions will be adoption in addition to Employment Strategies, efficient use of equipment, promote use of local facilities and services and travel plans.

Procurement

The Managing Agent will operate a policy of provision of best value in order to deliver services and maintenance to the high standards required.

This will be achieved through bulk procurement exercises, tenders and the proactive use of onsite staff. Bulk procurement will be undertaken either on a portfolio wide basis, for example for utility purchasing, or may be undertaken on a geographical basis combining properties in close proximity to generate best value.

Contracted services will be reviewed on an annual basis and London Borough of Camden will be invited to identify areas of maintenance services where they may wish to be included on the tender list.

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Disaster Recovery

A Disaster Recovery plan will be put in place supported by training of staff and adjoining stakeholders, to include exercises to test the plan in practice. Staff will be adequately resourced to provide assistance in the event of an incident which will include fire warden and first aid training and the provision of a 'grab bag' of essential items. We will also undertake incident planning in conjunction with Crossrail/TFL and agree protocols.

Service Charge

The service charge has been assessed based on current design and finishes information for the public realm works. It has been structured to fairly apportion costs across the various schedules and occupiers, especially where services are shared, such as staffing. A service charge schedule has been drafted for each part of the development. The Piazza falls within the Estate Charge schedule for the development and its upkeep and maintenance (and all items within the Section 106) will be born by the contributors to the Estate Charge, namely the residential and retail occupiers.

A reserve fund has been included to facilitate the collection of funds to meet future capital works projects. Again this is based on information currently available and a full capital expenditure plan will be implemented on completion of construction of the development and public realm. This will ensure that an informed reserve fund strategy is considered and adopted.

Communication

Good communication is key to successful management. The Managing Agent will liaise with all relevant parties on a regular basis in order to ensure that information is disseminated where appropriate and to provide reassurance that the development is being managed to a high standard. Regular meetings will take place with all stakeholders to ensure that experiences are shared and any problems are constructively addressed.

The Piazza is to be shared with London Borough of Camden, Transport for London as well as Consolidated Land. Collaboration between all parties is paramount to the successful management of the space. A regular dialogue between all stakeholders is critical and we propose setting up a meeting prior to any implementation of the Piazza in order to create an open and transparent dialogue

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between all parties. The complicated ownership and management division has been drawn up by Rick Mather Architects and is appended to this document.

The Managing Agent will ensure close liaison and good communication between all tenures and the Estate Management Team in order to successfully manage the public realm.

This is particularly relevant to the management arrangements for outdoor eating management plan and working closely with the retailers to ensure seating areas are appropriately identified in accordance with provisions set out in Section 106 Agreement.

Secondly, there needs to be interaction with Crossrail/TFL to ensure that any construction or engineering works they propose to undertake, do not have an adverse effect on the public realm and also that those works do not cause disturbance or inconvenience.

The Managing Agent will operate a website portal as a communication tool.

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Estate Management Consultant
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