



# West Southall Masterplan General Management Strategy October 2008

On behalf of:  
National Grid Property Limited

**West Southall**

**General Management Strategy**

**On behalf of National Grid Property Limited**

## **Contents Page**

	<b>Foreword</b>	
<b>1.0</b>	<b>Introduction</b>	<b>Page 6</b>
<b>2.0</b>	<b>Management Philosophy</b>	<b>Page 6</b>
<b>3.0</b>	<b>Funding of Site Management</b>	<b>Page 7</b>
<b>4.0</b>	<b>On Site Management</b>	<b>Page 7</b>
<b>5.0</b>	<b>Security</b>	<b>Page 8</b>
<b>6.0</b>	<b>Control Room</b>	<b>Page 8</b>
<b>7.0</b>	<b>CCTV</b>	<b>Page 9</b>
<b>8.0</b>	<b>Lighting</b>	<b>Page 9</b>
<b>9.0</b>	<b>Security Staff</b>	<b>Page 9</b>
<b>10.0</b>	<b>Cleaning &amp; Waste Disposal</b>	<b>Page 10</b>
<b>11.0</b>	<b>Deliveries</b>	<b>Page 10</b>
<b>12.0</b>	<b>Public Realm Maintenance</b>	<b>Page 10</b>
<b>13.0</b>	<b>Energy Plant</b>	<b>Page 10</b>
<b>14.0</b>	<b>Energy / Carbon Strategy</b>	<b>Page 11</b>
<b>15.0</b>	<b>Fabric Planned Preventative Maintenance</b>	<b>Page 11</b>
<b>16.0</b>	<b>Conclusion</b>	<b>Page 12</b>

## Foreword

This Report is one of a series of documents that have been prepared on behalf of National Grid Property Limited (NGPL), to support an outline planning application with details of all proposed accesses submitted in full for the comprehensive redevelopment of 44.7 hectares of land known as the Southall Gas Works site ('the Application Site'). This Report should be read in conjunction with the drawings and other documents submitted as part of this application, as follows:

- Environmental Statement, including a Non-Technical Summary
- Design and Access Statement (including Landscape and Accessibility Strategy)
- Development Specification
- Planning Statement
- Transport Assessment
- Framework Travel Plan
- Retail Assessment
- Sustainability Strategy
- Energy Strategy including Renewables
- Regeneration Strategy
- Housing Strategy
- Health Impact Assessment
- Remediation Strategy
- PADHI Report
- Statement of Community Involvement

### Local Planning Authority

The application is submitted to both the London Borough of Ealing (LBE) and the London Borough of Hillingdon (LBH) as the Application Site straddles the borough boundaries.

### Application Proposals

The proposals are for a high quality residential-led mixed use development comprising the following:

An outline application for the demolition of the following properties: 16-32 (even) The Crescent; 1-11 (odd) Randolph Road; 137-143 (odd), 249 and 283 Beaconsfield Road; 30 The Grange; the remediation of the land and the redevelopment of the site to deliver a mixed use development for up to: 320,000sqm of residential, up to 14,200sqm for non-food retail, up to 5,850sqm of food retail, up to 1,750sqm of Class A3-A5 uses, up to 9,650sqm of hotel, up

to 3,000 sqm of conference and banqueting, up to 4,700sqm of leisure forming a cinema, up to 2,550sqm of health care facilities, up to 3,450sqm of education facilities, up to 3,500sqm of office/studio units, up to 390sqm of sports pavilion, up to 600sqm of energy centre, up to 24,450sqm of multi-storey car park and associated car and cycle parking, landscaping, public realm, open space and children's playspace; and

Details are submitted for full approval (layout, scale, appearance and landscaping) of the following accesses:

- Pump Lane Link Road – New access road from the Hayes bypass to the Application Site for vehicle, cycle and pedestrian access, including drainage and a flood relief pond.
- Eastern Access – New access road from Southall centre to the site, including land currently occupied by properties on The Crescent.
- Minet Country Park Footbridge – Central pedestrian and cycle access to the Minet Country Park, bridging over the Canal and Yeading Brook.
- Springfield Road Footbridge – Northern pedestrian and cycle access to Minet County Park and Springfield Road.
- Widening of South Road across the railway line - Widening of south road over the railway line for the creation of a bus lane.
- Accesses (3no.) onto Beaconsfield Road.

The development shall be carried out in accordance with the Development Specification and the Parameter Plans appended to that document. An illustrative Masterplan (Drawing Ref. 0317\_P1017Rev 00) has been devised to demonstrate how the application proposals could be delivered. Further details of the Application Site and proposed development are set out in the Design and Access Statement and Planning Statement accompanying the outline planning application.

### Application Site

The Application Site lies to the north of the Wales and Great Western Mainline Railway (with commercial uses beyond), to the south east of the Grand Union Canal (with Minet Country Park beyond) and to the south of residential developments in Southall, extending off Beaconsfield Road. A Grade II listed water tower is now in residential use, located adjacent to the south eastern corner of the Application Site. A retained operational gas works compound is located approximately mid-way along the southern boundary of the site. This comprises one working gasholders that creates the principal landmark within the

Application Site. Please refer to the Design and Access Statement for further details.

## **1.0 Introduction**

This Strategy sets out a general framework for the future management of the development proposals at the West Southall site. It is aimed at ensuring that adequate consideration has been given to all aspects of the future operation of the development, with a view to ensuring that the development is a safe and secure place for residents and visitors and is maintained to the highest standards.

In order to achieve the aforementioned objectives, the Applicant has appointed Savills Commercial Property Management to advise on the management set up and future management strategy for the site.

Operational aspects including: security, cleaning, waste management, energy efficiency and general maintenance within any large scale development are significant and a development of this scale and relative complexity requires early consideration to be given to all of the aforementioned aspects. The overall approach to the Management Strategy will be fine tuned between now and practical completion of the development, and this Strategy document should be read as a general statement of intent.

## **2.0 Management Philosophy**

This development will function and be managed as a high quality mixed use development. The proposed high quality architectural and landscape treatment of the development will be of a high standard; and as such, the overall approach to management will ensure this quality living and working environment is maintained in to the future. This extends to the maintenance of the physical aspects of the development will be maintained via dedicated maintenance of the environment.

The delivery of the management service on an estate wide basis will be via the appointment of a professional managing agent. The intention is to provide an holistic approach to the estate wide management set up that integrates the different management aspects within the responsibility of a single managing agent. Because of the nature of the development, it is likely that the constituent parts will at some point in the future be split into separate ownerships and be subject to management by various agents appointed on behalf of the individual owners. This should not create a problem in practical terms, provided adequate legal and operational frameworks are in place at the outset. It is the intention of the Applicant to obtain the appropriate professional advice to ensure this is the case. The legal framework for the development will be key to ensuring that arrangements are in place for the maintenance of a high quality integrated



approach to management in the event of the future changes in ownership within the development.

We have set out below the intentions in relation to key areas of operational management.

### **3.0 Funding of Site Management**

It is the intention to put in place a service charge regime for the future operation of the development. This is normal practice in a development of this kind and it is intended that obligations on future occupiers to contribute towards the cost of operating the service charge will be enshrined within an appropriate legal framework.

The overall service charge strategy will result in distinctive cost centres being established, including an estate wide charge (relating to the external areas/public realm of the development, common plant and equipment such as the energy centre and any other common facilities that are provided for the benefit of all occupiers within the parts). It is expected that separate cost centres will apply to the residential, parking and leisure/retail elements of the development. The establishment of separate cost centres will ensure that charges are apportioned equitably between the occupiers, and flexibility can be maintained.

A site of this size can benefit from considerable economies of scale and an appropriate management regime will ensure cost effective and high quality service delivery. The Applicant recognises the need to ensure that the estate wide services are of a high standard, and appropriate to the disparate range of occupiers at this location. It is the Applicant's intention to ensure that measures are in place to achieve an estate wide management service which delivers on these key principles and which is affordable and equitable, particularly for those occupying the affordable housing element of the scheme.

The proposed service charge regime will provide for the deployment of adequate resources during the lifetime of the scheme and will ensure that the scheme is operated and maintained to the highest standards.

### **4.0 On-Site Management**

It is proposed that a central control room will be established to coordinate all aspects of the management within the estate, including public realm. This control room will also provide an interface with common facilities within the residential and retail/leisure elements of the development, which are likely to be subject to independent management control.



It is anticipated that the control room will be staffed by a full-time Site/ Facilities Manager who will have responsibility for all aspects of the day to day management of the estate, including coordination of on-site security, cleaning, health and safety and general maintenance (including operation of common plant and equipment such as the energy centre, CCTV and life safety systems).

## **5.0 Security**

The objective is to provide and maintain an accessible, attractive, safe and welcoming development for all residents, workers and visitors. The proposed security features of the development will be robust but will be implemented and managed in such a way as to minimise intrusion and provide a welcoming environment.

The Site Facilities Manager will be responsible for over seeing the day to day function of the security within the estate wide common parts and it is anticipated that security personnel will be employed by a licensed security company. We believe that the implementation of appropriate design principles within this development will limit the necessity for the employment of security personnel, but in any case up to five members of security staff will be required at any one time within the common areas (both patrolling the residential element and providing security within the High Street locale). Where appropriate, this will operate in addition to security/concierge staff within the residential/commercial components of the development.

The Site Facilities Manager shall endeavour to establish a local police partnership, which will help to establish a close working relationship and contribute towards overall security within the development. The proposed control room will be equipped with a two-way radio system and also have the facility to establish a radio-link with the local community police and/or liaison officer.

## **6.0 Control Room**

The central control room shall be manned 24/7. The room shall be adequately ventilated and air-conditioned, with a secure entry door system to allow only authorised persons into the room, in compliance with the Data Protection Act (DPA).

The ergonomics of the control room will be capable of accommodating and providing a work base for security staff, the various components of different security systems and provide a secure facility for monitoring and recording CCTV imagery. All security systems should be integrated and centralised to the control room and provide monitoring of alarms, CCTV and access control systems. The

control room will also provide a base for security patrols and incident response. It will also house facilities for visitor and contractor log books, issuing of permits to work and all other aspects of the common parts general administration. Staff located within the control room will be suitably trained in the operation of access control, CCTV and emergency alarm systems/procedures.

## **7.0 CCTV**

A sophisticated CCTV system will be installed and this will form a key strand in the overall security strategy. This system will provide for picture perfect images, day-or-night. The system shall be equipped with a DM Hard-Drive that can be accessed remotely. The digital hard-drive will be adequate enough to record in virtual real-time and also allow playback whilst recording.

Where possible, cameras will be hidden amongst trees or camouflaged in such a manner that they will not be intrusive but will cover the main areas of pedestrian movement within the public realm of the development. The natural channelling of pedestrians to and within the development, created by the building footprints, will be exploited with strategically positioned CCTV cameras. In particular, the main access points into the development will be capable of effective monitoring.

Detailed proposals for the CCTV installation have yet to but will be subject to review by security experts.

## **8.0 Lighting**

A well-designed and maintained lighting system will operate throughout the development. The levels of lighting at the entrances to all buildings, car park, bicycle and refuse storage points and delivery bays will be maintained to a high standard so that people, vehicles and passengers are clearly visible to CCTV cameras and are provide with a feeling of security.

## **9.0 Security Staff**

The security officers who are employed to cover the public and private areas will compliment and coordinate with the concierge staff employed within the commercial and residential components of the development. The estate wide security staff will carry out safety checks in and around the development and also lock and secure vulnerable areas of the development.

## **10.0 Cleaning and Waste Disposal**

The cleaning of the public realm will be undertaken by a contract cleaning firm and standards of cleanliness will be maintained to an extremely high level. The cleaning contractor will report directly to the Site Facilities Manager.

The on-site Site Facilities Manager will also be responsible for coordinating the removal of waste and recycling material safely and effectively, whilst at the same time minimising potential disruption while these operations are being undertaken.

## **11.0 Deliveries**

The access to all delivery points shall operate on a controlled access basis and consideration may be given to 'delivery time' allocation to ensure that congestion is minimised.

## **12.0 Public Realm Maintenance**

The proposed landscaping of the public realm within the development will be of a high specification and will require a full maintenance regime. It is anticipated that a professional landscape maintenance company will be appointed to maintain the landscaping. It is expected that the maintenance company will work within a maintenance framework that has been coordinated with the landscape architect.

The maintenance regime would relate to both hard and soft landscaping within the development, including roadside tree planting (except in the case of landscaping that forms part of any local authority adoption), street maintenance, squares and plazas, playgrounds, sports facilities, boardwalks, wetlands and footbridges etc. The range of tasks to be implemented under this regime would include: regular and specific cleans, inspections, repair and replacement and remediation works. This would all be delivered under the direction of an overall planned preventative maintenance strategy.

A Management Company will coordinate with the design team to ensure that adequate storage and preparation facilities are available on-site to allow for efficient servicing of the maintenance function.

## **13.0 Energy Plant**

The mechanical and engineering services and installation of associated equipment represent a large capital investment; and the quality of maintenance

provided has a direct impact on life expectancy and satisfactory operation of the plant and systems.

Whether the final energy solution is a stand-alone on-site energy centre or a link to the Blue NG energy centre, energy needs of the development will be under the control of the on Site Facilities Manager. It is proposed that power consumption will be metered individually to each occupier within the development and will be recovered directly rather than via the common estate wide service charge.

It is anticipated that the plant and machinery within the common parts of the development will be looked after by a specialist maintenance contractor who would be selected by the appointed managing agent and reports directly to the on-site Site/Facilities Manager.

On completion of the development, all relevant mechanical and electrical documentation will be handed to the appointed contractor, including a complete asset register. This will ensure that the contractor has the appropriate knowledge and guidance that is needed to implement a successful maintenance regime.

#### **14.0 Energy/Carbon Strategy**

The development will be managed with a view to ensuring optimum energy efficiency and minimum carbon footprint. The efficient operation of the energy centre will be paramount in achieving these objectives. This will be combined with other initiatives such as use of low energy lighting and passive infra-red detectors (which activate lighting on an as and when required basis) will contribute to the overall energy management approach. It is anticipated that all staff will receive appropriate training to ensure there is a strong ethos towards energy conservation.

#### **15.0 Fabric Planned Preventative Maintenance Strategy**

It is anticipated that a 10 year Planned Preventative Maintenance Strategy (PPMS) will be put in place immediately following completion of the development. This will ensure that the fabric of the buildings are maintained to a high standard and that the aesthetic appearance is preserved during the course of their lifetime. An effective PPMS will help to reduce overall expenditure on building maintenance and will also help to minimise the environmental impact that can result from the implementation of major repairs. It is generally recognised that poorly maintained buildings will attract higher incidence of vandalism and graffiti.

## **16.0 Conclusion**

The completed development will be managed by a dedicated on Site Facilities Manager, employed by a professional managing agent. The Manager's primary responsibilities will be for the common estate elements of the scheme but they will also provide an interface and coordinate with the managers of the individual residential/commercial elements of the scheme. This will ensure a safe and secure environment that is maintained to the same high standard for the full life of the development. This is ensured through the following mechanisms.

- Onsite security staff 24/7 with full CCTV coverage of the site including all parts of the public gardens.
- A professional landscape contractor will be employed to maintain the public gardens and provide the seasonal rotation of plant species.
- Ongoing building management and maintenance to ensure the appearance of the development is maintained.
- A full programme of cleaning of the public areas on a daily basis.
- Central management of the communal energy system and coordinated management of the deliveries and servicing to ensure sustainable objectives are delivered and local resident's amenity is protected.
- This will be funded through service charge to the tenants.

National Grid Property Limited

Beyond Green

Capita Lovejoy

Cyril Sweett

Hakes Associates

Hunt Dobson Stringer

Make

Marks Barfield Architects

PPS Group

RPS

Savell Bird & Axon

Savills

White Young Green