

Brent Cross Cricklewood Planning Application
March 2008

BXC13 — *Estate Management Strategy*



Brent Cross Cricklewood Partners
10 Grosvenor Street
London W1K 4BJ
www.brentcrosscricklewood.com

The planning application for the redevelopment of BXC is accompanied by a range of technical and supporting documents/reports. This is explained in full in the Development Specification and Framework (**Volume BXC1**). However, it may be useful, if viewing this document in isolation, to first read a short note on the 'Introduction to the Planning Application', which can be found on BXC Development Partners website (www.brentcrosscricklewood.com).



**BRENT CROSS CRICKLEWOOD
ESTATE MANAGEMENT STRATEGY
VOLUME BXC 13**

CONTENTS

		Page
SECTION 1:	INTRODUCTION	3
SECTION 2:	VISION & KEY PRINCIPLES	5
SECTION 3:	OUTLINE MANAGEMENT STRUCTURE	9
SECTION 4:	KEY MANAGEMENT FACTORS	12
SECTION 5:	SUMMARY	25

Appendices

1. Outline structure of the BXC Estate Management Company

SECTION 1: INTRODUCTION

- 1.1 This draft Estate Management Strategy has been prepared on behalf of the Brent Cross Cricklewood (BXC) Development Partners in support of the planning application for the regeneration of the BXC site, and sets out their approach toward the maintenance and management of the new town centre.
- 1.2 The BXC Development Partners have developed a scheme which establishes the key principles for the comprehensive redevelopment of the BXC area to form a new town centre. The town centre will be supported by a full mix of uses including approximately 7,500 new homes, retail, leisure, and business floorspace, in addition to community facilities and public open space.
- 1.3 In view of the size of the BXC site, some 151 ha, the development is envisaged to be delivered over at least a 20 year period. The BXC Development Partners recognise that comprehensive regeneration of the site will require an effective management structure to be established that will ensure that the high quality nature of the development is maintained both during construction and following completion.
- 1.4 The BXC Development Partners recognise that the long term success of the new town centre will be significantly influenced by its reputation as a desirable and sustainable environment in which to live, work and shop.
- 1.5 As part of this vision the BXC Development Partners are intending to establish a BXC Estate Management Company that will ensure that the common areas of the town centre are effectively managed not only following completion, but also during construction. This is particularly important given the long construction period of the development.
- 1.6 This document explains the nature of the Development Partners approach to estate management and is structured as follows:
 - Section 2: Describes the overall vision and key principles;
 - Section 3: Explains the structure of the Estate Management Company;
 - Section 4: Describes the factors that will fall within the remit of the Estate Management Company; and

- Section 5: Provides an overall summary.

SECTION 2: VISION AND KEY PRINCIPLES

- 2.1 The Development Partners are intending to create an environment of quality which is regarded as a landmark sustainable regeneration project within London and beyond. To ensure the high quality nature of the development is retained in the long term the maintenance and management of all building structures, common areas, open areas and community facilities will need to be properly structured from the earliest stages of development and a sustainable method of meeting the costs established.
- 2.2 In addition, the human dimension of the development will need to be nurtured and safeguarded with continual evaluation of the quality of life provided for different elements of the community including young people. Key facilities such as public transport will also need to be maintained and encouraged so as to promote an overall environment that is sustainable and pleasant.
- 2.3 The provision of all these services represents a substantial ongoing cost. The convention has been for the freeholder or owner of large developments to make a fair and appropriate allocation of costs to all occupiers with appropriate contributions being recovered from parties having the benefit of use, in shares which are commensurate with the benefit gained. Generally, the method of allocation of costs has been on a per square ft occupied basis. These costs have traditionally been applied regardless of affordability – the costs are simply recovered, pro-rata.
- 2.4 Common costs to be administered and recovered in this context have in the past also been extended to incorporate drainage and water supply systems, refuse removal, the telephony and broadband provision to the estate, and common services such as electricity and gas supplies. It is likely that this will be the case at BXC.
- 2.5 In view of this some of the functions that may be assumed by the BXC Estate Management Company may typically be the function of the Local Authority. With benefit accruing to the LB Barnet overall it is desirable that the Council would make a contribution to reflect this. The development will, of course, make a substantial contribution to Council Tax revenue and business rates. The extent of functions assumed by the Estate Management Company and the contributions anticipated from LB Barnet are discussed in the later sections.
- 2.6 Set against the aspirations set out above, the Development Partners' key principles for the management of the town centre are set out below:

- **Principle 1:** A shared vision for the management of the estate to be controlled by an accountable, accessible Estate Management Company which allows all key stakeholders a voice in the management of areas and services which they use, whilst retaining, for the long-term landowner, the final say in all key strategic management decisions.
- **Principle 2:** Best practice in design and estate management, drawing from expertise in dealing with different tenure types so as to minimise overall costs of maintenance.
- **Principle 3:** Fair financial contribution from all users of the services and areas on the estate, allowing for limitations arising within those contributions to enable some elements of the housing to be affordable, not only in respect of rent or price, but also in terms of costs of ongoing maintenance and service charges.
- **Principle 4:** A sound commercial approach which understands that there will be a requirement to create a mechanism to make up any revenue shortfall and which is realistic in terms of the balance between planning gain at the outset and the long term success of the development.
- **Principle 5:** Providing the facilities and focus for transport coordination with key stakeholder involvement including LB Barnet and TfL through the formation of a Transport Steering Group.

2.7 These principles are discussed in more detail below.

a) **Principle 1 – A Shared Vision**

2.8 It is considered of vital importance that the Estate Management Company for BXC manages and has management control over the entire estate so that the management regime can operate effectively and consistently without disruption, thus minimising the risk of conflict whilst optimising efficiency. Exclusion of parts of the estate from the control of the Estate Management Company could risk resulting in any, or all, of the following negative repercussions:

- The quality of maintenance in buildings not within the estate management regime could become lower, with a negative effect on the estate as a whole in terms of values, desirability, falling occupancy levels, increased voids etc.

- Where a sense of community exists, built around participation in management issues, independent management would be a spoiling factor with different occupants having different expectations and different values.
- Some components of the scheme have benefits site wide, such as waste and energy plants, and as a result they need to be managed comprehensively to maximise efficiency.
- Ultimately there would be an adverse financial effect as a result of a reducing availability of funds to manage and maintain the place.

b) Principle 2 – Best Practice in Design

2.9 The design and operation of the buildings on the estate must all be undertaken to the highest standards commensurate with the function of the building the overall financial prospects for the development and its sustainability. Careful designs, specification of finishes, a regular maintenance plan combined with a secure environment that inhibits vandalism and maximises security are all part of this principle. It is proposed that the Development Partners would provide an overview through the BXC Management Company of the reserved matter submissions to the LB Barnet to assist them to ensure compliance with the BXC vision and the conditions of the planning consent.

c) Principle 3 – Financial Contribution from all Stakeholders

2.10 Affordable housing is a key element of the community that is to be created at BXC. The design and integration of affordable housing into the overall scheme will be an important part in the creation of a unique and special community environment. The affordable housing element will be an integral part of the estate. The residents of these homes will gain similar benefit to others from being part of the community. It is vital that all residents take a strong sense of pride in the quality of the community and environment in which they will be living and contribute to the costs of managing that environment. Whilst an "affordable" banding will require to be applied to service charges, it is anticipated that occupants of affordable homes should still contribute to management charges, albeit to a lesser extent, and should be able to present views and comments to the board of the management company on an equal basis with all occupiers.

2.11 This inclusion is important if tenants of affordable homes are to feel a sense of local ownership and pride in the place.

d) Principle 4 - A Sound Commercial Approach

2.12 In view of the service charge shortfall that will inevitably occur as a result of the provision of affordable housing a sound commercial approach will be required to ensure mechanisms are in place to recover these costs. This is fundamental to the success of the BXC Estate Management Company and therefore the management of the overall estate.

e) Principle 5 - Transport Coordination

2.13 BXC Estate Management Company will appoint a transport coordinator as defined in the Framework Travel Plan. Along with stakeholders the transport coordinator will form a Steering Group. This group will have the responsibility for the management and expenditure of the transport fund proposed by the BXC Development Partners.

2.14 The Steering Group will have the responsibility for monitoring, facilitating and encouraging visitors, owners and occupiers to adopt the sustainable principles of the Framework Travel Plan.

2.15 The Steering Group will amongst other functions facilitate the following:

- Provision of information via the development IT network
- Monitor and survey transport modes
- Monitor, consult and advise on delivery and servicing
- Promoting public transport through incentives and information
- Monitoring car parking needs and advising the Development Partners on future development

SECTION 3: OUTLINE MANAGEMENT STRUCTURE

- 3.1 The BXC Development Partners recognise the importance of establishing a robust and comprehensive management structure. They are committed to implementing an innovative long-term management approach commencing from the very outset of the development programme. The size and zoning of the development means that the build-out period will be long and flexible to reflect market conditions. As a result the Estate Management Company will therefore need to be able to grow and evolve to reflect the development itself.
- 3.2 The Development Partners have developed a comprehensive scheme founded upon a set of core principles, mainly contained in the Parameter Plans, Development Specification and Framework, Design and Access Statement and Design Guidelines. These will contribute to the physical, social and economic integration of BXC. To ensure these principles are maintained throughout the life of the development, a management structure must be designed and implemented so as to:
- be in place early;
 - manage the interface between existing areas, completed new zones and construction sites;
 - grow incrementally;
 - be able to stand-alone when all development activity is complete.
- 3.3 One key element of this is to ensure that service charges, including contributions from public and private properties, are robust and adequate.
- 3.4 The future Estate Management Company will be involved in the design of the scheme. By offering comment in a constructive way the management team can significantly improve the practical efficiency and financial viability of future management activities. In view of the scale of the development the BXC Estate Management Company will need to comprise a wide range and depth of skilled staff to ensure that all uses proposed on site which are to be managed by the Estate Management Company are integrated effectively and efficiently.
- 3.5 The Development Partners recognise that the Estate Management Company must be in place early and grow with the build-out programme.

- 3.6 The envisaged management structure for the company is set out in Appendix 1. It is recognised by the Development Partners that the management structure will require further detailed definition as the roles and responsibilities are agreed with the stakeholders including the Council, TfL the RSLs and others. In addition its structure will expand overtime to meet the demands imposed by the type and quantum of development.
- 3.7 The management company will be established and operated by the BXC Development Partners. The Board of the management company is anticipated to include representatives from each of the Development Partners.
- 3.8 Brent Cross Shopping Centre currently has its own Centre Management Company which has operated successfully for a number of years. It is anticipated that the new commercial town centre facilities provided within Brent Cross (i.e. new retail, community, leisure) will be managed by the existing management structure. It will be crucial to ensure that sufficient integration and communication occurs between the two management structures.
- 3.9 The Executive Team will form a core part of the Estate Management Company and comprises specialists from various disciplines that would deal with not only the common estate wide services, but also the more specific approaches needed to address the differing uses on site i.e. retail, leisure, business, residential etc. They will ensure that high quality standards are consistently maintained across the BXC site. The types of activities covered within the Executive Team are described in the next section.
- 3.10 The size of BXC is expected to be an advantage to achieving both high standards and efficient management. Whilst the service charges levied on each type of property will be geared to the level of local service and management required, the fact that there is one Executive Team will mean additional specialist support can be provided. This should deliver economies of scale and enable optimisation of service charges.
- 3.11 The Estate Management Company will address issues which are common to all parts of the new town centre. However, recognising that different parts of the site will be subject to different issues, each individual zone might be expected to establish a local management regime. These will work within the terms specified by the main BXC Estate Management Company and will have the following responsibilities:

- Collect appropriate service charges on behalf of the BXC Estate Management Company; and
- Ensure that any buildings and associated facilities i.e. roads, landscaping, etc is maintained to an appropriate standard as specified by the BXC Estate Management Company.

3.12 The BXC Estate Management Company will form a Town Centre Management Advisory Board with the objective of ensuring the town centre operates successfully and liaises with the Management Company to deliver consistent standards of design, accessibility, waste management and attractive environments. This may have a time limited role so that at a future date its role is taken on by the Management Company. The costs of these management structures (which are essential to be kept to a necessary minimum) will form part of the common estate charges and will be covered by the service charges. This will include, but is not necessarily limited to, representatives from important local organisations including LB Barnet, Metropolitan Police, residents of the development, enabling their views and comments to be directly fed to the main Board of the Estate Management Company. The Development Partners recognise that for the town centre management to operate successfully it is essential that a transparent structure is put in place to allow comments from occupants, public agencies, etc, to be easily referred to the Board and that a response be provided.

SECTION 4: KEY MANAGEMENT FACTORS

4.1 The range of tenants and the intended mix of uses including residential, commercial, retail, hotel, leisure and education, at BXC will inevitably create a number of complex management issues for the Estate Management Company. The Development Partners have therefore identified a non-exhaustive list of estate management factors that will need to be considered and addressed as an integral part of the estate management for BXC.

4.2 The factors have been separated into two sections, a) specific factors typically addressed by the Executive Team; and b) common matters which will generally be addressed by individual developer's management companies under the guidance of the overall Estate Management Company.

a) **Specific Factors**

i) **Retail**

4.3 It is recognised that to create a successful town centre BXC will need to be supported by an active retailing core. Retail development is typically focused around existing Brent Cross Shopping Centre (within Brent Cross East zone) and High Street south (Market Quarter zone). The retail development will seek to capitalise upon the success of the existing Shopping Centre and provide a scale of offer comparable to a large metropolitan town centre. The retail components of the development must include the following:

- efficiently managed for both shoppers and retailers;
- accessible to all including those with young children, the elderly and disabled;
- clean, safe and secure;
- supported by sufficient logistics, parking etc;
- supported by a comprehensive marketing strategy;
- able to respond to peaks and troughs in demand.

- 4.4 The additional retail and leisure within Brent Cross East zone will fall within the management control of the existing Brent Cross Centre Management. Given their experience of managing one of the most successful shopping centres in the UK, it is anticipated that close liaison will occur between the existing management structure and new company regarding retail development south of the A406.
- 4.5 With these fundamentals in place, the Executive Team will consider the following issues:
- a comprehensive security policy. Both town centre north and south are envisaged to incorporate Safer Neighbourhood Police kiosks which will act as basis for effective policing of the retail environment and the town centre as a whole. The BXC Estate Management Company intend to provide a community security programme, which will need to be developed in close liaison with the police;
 - the perception of the retailing environment is crucial if the town centre is to obtain a positive reputation. Maintenance of communal areas including the High Street and urban squares will form an important component of the Estate Management Company. Furthermore, it will also be vital to establish minimum standards of cleanliness and façade treatment for units which individual retailers will need to comply;
 - a comprehensive signage and information system will be required for informing, directing and assisting both staff and shoppers. This will incorporate provision for assisting those with disabilities, those who need information in different languages or other particular needs; and
 - marketing is fundamental to a successful retail core and as such an effective strategy will be developed and communicated to all stakeholders. This may include internal and external media, customer relationship management, market research, promotions and events, sponsorship and public relations etc.
- 4.6 The positive and imaginative management of retail fundamentals allied to the innovative use of technology will ensure that retailing at BXC is a commercial success and an asset to the wider local community and town centre.

ii) Residential

4.7 BXC will offer in the region of 7,500 new homes, which will comprise a mixture of private and affordable housing. Co-ordinating and managing the diverse mix of residential types will be an important task for the Estate Management Company.

4.8 The basic principles of managing residential developments are:

- to ensure a safe and secure environment is created and maintained;
- establish cleaning and maintenance specifications to the benefits of the estate;
- to provide a medium for effective communication so that residents are informed and consulted where appropriate on community related issues;
- to provide a cost effective service appropriate for each property type;
- to reinforce the sense of pride and place within the environment created.

4.9 In view of the diverse range of the residents who will live at BXC a key issue to consider will be the collection of residential service charges. It has traditionally been the case that affordable housing provided as part of mixed use development has been encapsulated within separate, sometimes isolated buildings. Implicit within this has been the assumption that the long term management and maintenance of these blocks would be dealt with in isolation by those responsible for owning and managing the affordable housing. Whilst the model has been successful elsewhere and may be appropriate in some cases at BXC it is the intention of the DP's to encourage and facilitate, mixed tenure developments

4.10 The Development Partners recognise the benefits of providing affordable housing as part of mixed tenure and tenure blind estates, in high quality buildings, under the clear control of an estate management regime. Whilst this is advantageous in terms of community sustainability, it presents the developer with the problem of how to address the inevitable resulting service charge shortfall, that continues into the future, throughout the lifetime of the development.

4.11 Many schemes across London are seeking to address the deficit in ongoing costs by looking to design out management and maintenance costs and accept no liability for any future maintenance. Whilst efficient design should be a matter of common sense with regard to the buildings themselves this is not considered to be a realistic or sufficient solution for a complex estate overall and risks creating a poorly managed and inconsistent environment. It is evident that without a clear mechanism from the outset to deal with this problem the aspirations identified in this report, which are critical to the creation of a successful community in the long term, are unlikely to be realised. This scenario is not in the interests of the local authority, the developer, local business and in particular the residents.

4.12 In considering solutions to the address this deficit the BXC Development Partners have reviewed the following options:

- **Cross Subsidy From Private Market Units:** Charges made to residents of market housing cannot be increased to subsidise the affordable housing because of the significant risk of successful challenge at Land Value Tribunal (LVT). Market residents are protected from unreasonable charges, including funding the management of affordable housing. In addition given the competitive residential market in London it is important that service charge levels offered to potential new residents are in line with benchmarks being set across London, otherwise this could impact take up and residential values.
- **Cross Subsidy from Commercial Units:** Similarly to that above, cross-subsidy of service charges i.e. increasing service charges from commercial buildings to subsidise the affordable housing service charge shortfall, is not considered to be effective in financial terms. There is no reason why occupiers of commercial space would countenance an excessive service charge to cover affordable housing. This would need to be reflected in rental levels, which would be discounted, negatively affecting the value of the development.

- **Contributions from Non- Core Non-Residential Uses:** An opportunity to fund the gap in estate management costs could exist by the utilisation of some of the non-core, non-residential uses which could come under the remit of the Estate Management Company. The BXC Development Partners will retain ownership of a number of facilities, which would, in the normal course provide an income to the developer. A proportion of this may be dedicated to assist the Estate Management Company in closing the funding gap, subject to other s106 costs. Such sources of income may comprise rents from community buildings e.g. health centres, and possibly receipts from public on street car parking and revenue in return for advertising rights, etc.
- **Interest on Monies Invested by the Developer:** The BXC Development Partners could consider investing a sum of money to cover an income deficit. However, the yield anticipated at current rates of interest is likely to result in a significant figure and this route is likely to be an unrealistic option.

4.13 In view of this the most appropriate solution appears to be the contribution of funds from non-residential sources. Regardless of the route chosen it will be important to ensure that a transparent process is created that provides tenant with a clear understanding of how charges and subsidies are calculated

4.14 Other matters that will need to be considered include:

- A coordinated security strategy will be established which interfaces with the local police presence and Safer Neighborhood Units. Specific elements are to include CCTV monitoring, and security patrols, particularly around the areas of open space. This is discussed in more detail later in this section.
- Minimum standards will be established for an effective maintenance and cleaning regime, thus ensuring the high quality nature of residential buildings private landscaping and private roads is retained.
- It is anticipated that plot developers will provide a concierge service within each residential block or group of blocks, thus providing a single managed point of contact for residents.
- Issues of waste management.

iii) Commercial Offices

4.15 The BXC development will provide in the region of 395,000m² of commercial premises. The majority of this floorspace will be provided within the Station Quarter zone, close to the new train station, and will offer a type of high quality business floorspace not currently available in this part of North London, and seek to capitalise upon its strategic location as a gateway site into London.

4.16 Station Quarter zone will include high quality office premises, with associated services and facilities, and open space. To ensure that the area obtains a high quality reputation as an excellent location for commercial premises it is crucial that it is managed to a high standard.

4.17 The management of commercial development, but particularly that in Station Quarter zone, must therefore deliver:

- a service that maintains and enhances capital values;
- excellent maintenance and cleaning standards;
- long term planning and costing of maintenance works;
- a safe, secure environment for all occupants;
- support for all tenants to ensure business activities are not compromised or interrupted.

iv) Leisure

4.18 It is anticipated that specialist operators under the direction of the Estate Management Company will manage the large leisure elements of the development. The Estate Management Company will work closely with the London Borough of Barnet and other related organisations to ensure the facilities are managed to meet the requirements of the Local Community. The Estate Management Company will expect to have management control over all open space within the Regeneration Area including areas hitherto maintained by LBB. The Development Partners will expect LBB to take cognisance of this in agreeing the S106 Agreement.

4.19 Given the mixed use nature of the scheme leisure activities in the town centre have the potential to impact on residents. The Estate Management Company will therefore seek to manage and balance leisure activities within the demands of neighbouring uses.

4.20 The BXC development intends to procure the comprehensive provision of hotel and conferencing facilities to the extent that would be expected for a town centre of a metropolitan scale. These facilities will be managed by expert operators in those fields and the Executive Team from the Estate Management Company will ensure that the management team from each hotel focus not only on their own businesses but the wider impact they have on their neighbours at BXC.

v) Community, Health and Education Facilities

4.21 The BXC scheme contains a full range of community facilities, including the following:

- Education Campus E1 (as shown on Parameter Plan 001) which comprises a replacement Whitefield Secondary and Mapledown Schools, plus all facilities associated with full service provision;
- Education Campus E2 (as shown on Parameter Plan 001) for the expansion of Claremont Primary School from a 2 Form Entry to 3 Form Entry facility;
- A new primary health centre (up to a size of 3,000m²) and a drop in health centre (minimum size 1,150m²);
- Flexible community facilities of up to 2,500m², a library and two neighbourhood police units;
- Nursery provision of up to 700m².

4.22 The table below summarises the anticipated management of these facilities.

Item	Management
Primary Care Centre	Long lease to the PCT/Health provider
Drop-in Health Centre	Long lease to the PCT/Health provider
Multi Use Floorspace	Managed by BXC Management Co
Safer Neighbourhood Police Units	Lease to Metropolitan Police
Library	Lease to LBB
Nursery Provision	Commercial Lease

4.23 Issues that the Estate Management Company will need to address include:

- liaison with the Advisory Board to ensure that the community floorspace is serving the needs of the resident population;
- management responsibilities for shared use facilities – such as the astro-turf pitches in Clitterhouse Playing Fields which are for community as well as educational use;
- the potential for joint use by public agencies of health facilities, particularly in relation to social service provision, but also childcare and other uses.

vi) Design

4.24 The BXC Development Partners, as the master developer of the BXC site, has a long-term interest in assisting the planning authority to ensure that the individual developments that will be undertaken on the site come forward in a manner that is acceptable not only to the authorities, but also to the master developer and other stakeholders, e.g. other investors and developers on the site.

4.25 The BXC Development Partners have gone to very significant lengths, in conjunction with the Local Planning Authority (LPA) to set up a series of carefully worded regulations for the site, including detailed Parameter Plans and a more specific Design & Access Statement and Design Guidelines which sets the tone for what is expected within the development site.

4.26 It will be up to LB Barnet as the LPA to ensure and enforce the careful application of these regulations.

4.27 BXC intends, through its development and management strategy, to retain long term control of the site and intends to manage common areas, structures and open spaces in a proactive manner. A key part of the responsibilities of the management company will be to ensure that ongoing and future development is carried out in accordance with the principles approved as part of the planning permission and that it takes cognisance of the interests of existing and future stakeholders.

4.28 The management company will ensure, through contracts for the sale of individual plots to developers, that the consent of the management company to any development or major alteration is obtained for any material development work.

- 4.29 The management company will appoint and pay for, as required, competent advisors, who will advise it on all material building design matters. The BXC Estate Management Company will expect to be consulted on all material matters relating to design and/or reconfiguration of buildings within the site. The professional advisors will be expected to report to the BXC Estate Management Company to advise whether proposed buildings, or changes to buildings, are in accordance with the parameter plans, the design guide and any other regulations that the management company may impose as part of the sale of individual plots to developers.
- 4.30 The advisors shall have a duty of care to the management company.
- 4.31 The management company shall, where practicable, seek to recover a fair proportion of the costs incurred in employing the professional consultants from applicants.
- 4.32 The LPA may, at its sole discretion, take cognisance of any representations made by the management company or its appointed consultants in respect of any applications for development or significant change that may take place within the area of influence of the management company. This could therefore assist the LPA in determining any reserved matters proposals.

vii) Travel Plan

- 4.33 As outlined in the Key Principles the implementation of the Travel Plan will be fundamental to the management company.

viii) Public Transport Facilities

- 4.34 The development incorporates significant elements of infrastructure designed to facilitate movement by public transport i.e. new train station, expanded Brent Cross bus station, improvements at Brent Cross London Underground and Cricklewood Stations. Responsibility for each element will fall with the appropriate owner i.e. TfL, Network Rail, London Underground. However, a close working relationship through the Advisory Board with clear channels of communication will need to be developed to ensure the safe and efficient operation of the system as a whole.

4.35 However, the Estate Management Company will take responsibility for managing the public spaces adjacent to any interchange, for example Station Square adjacent to the new train station. The management of open space is discussed later in this section.

ix) Streets Environment, Highways and Bridges

4.36 The streets permeating the development represent a vital component of a successful place and cater for movement by all modes. The Estate Management Company will have direct responsibility to manage these elements including traffic management, dynamic signing, cycle parking, lighting, cleansing, street furniture and so on. The principles of a quality environment will encompass all aspects of the street environment. The Development Partners will be constructing all on-site highways to an adoptable standard, so that either the London Borough of Barnet or the Estate Management Company can manage the highways.

4.37 BXC Estate Management Company will also be maintaining the various pedestrian bridges within the site, where appropriate, as they are recognised as vital entrance points into the new town centre. The Estate Management Company will need to ensure close liaison with the appropriate organisations regarding the maintenance of the A406 and Midland Mainline bridges if those are not managed by the Estate Management Company.

x) Parking

4.38 The role of the Estate Management Company will be important in the management of parking provision onsite and is likely to include:

- the management and enforcement of the street environment including the controlled parking zone;
- management of the town centre parking, itself a major undertaking. Responding to the need for security and safety; coping with peak periods, such as the run-in to Christmas; and enforcement of any charging regime;

- exploration of the concepts for the long term management of an element of the residential parking, including car clubs. The Estate Management Company is likely to have a key role in consultation with the Transport Steering Group and in administering any systems.

b) Common Factors

4.39 Having addressed specific uses there are a number of factors common to all the development zones at BXC that will need to be considered by the Estate Management Company. A non exhaustive list is provided below:

i) Management of Public Realm

4.40 The quality of the public realm will be a key factor in the perception of BXC and in its success as a high-density development. If the public realm is not tightly managed then the perception of the whole town centre as a safe, clean and desirable place to live, work or shop can be quickly eroded.

4.41 It is important for BXC to integrate with the existing surrounding areas so that the public will not perceive BXC as a separate entity but one that is complementary to the existing infrastructure and amenities in the area. To this end the Estate Management Company will emphasise the importance of appropriate standards of maintenance, cleaning and security. The Executive Team will ensure the maintenance of the principal open spaces (as defined on Parameter Plan 003). Private communal areas will need to be maintained by the specific developer against a set of standards.

4.42 The Executive Team would also have responsibility for the appearance and standard of planted trees upon main streets and within principal public realm areas.

ii) 24 Hour Security

- 4.43 A mix of commercial, retail, leisure and residential uses at BXC will require significant twenty-four hour management. Primarily this will take the form of continual monitoring of estate areas by CCTV backed up by an appropriate manned guarding response and policing including but not necessarily limited to safer neighbourhood teams, retail crime Units and the Transport Police. This will be undertaken in consultation with the police, particularly given the provision of two neighbourhood units within the scheme.
- 4.44 BXC will be redeveloped to enable the currently isolated site to be more easily accessed by public transport, car, and walking and cycling. The scheme includes a series of new roads, footpaths, bridges, towpaths and cycleways. In view of the increased movement within the site, sufficient security will need to be provided accordingly by a highly trained, motivated and co-ordinated security team, fully supported by the Metropolitan Police. It is intended to make this a fully integrated part of the community development strategy to encourage a sense of ownership and community responsibility.
- 4.45 The Estate Management Company intends to provide user-friendly, helpful, multi-tasked security guards. These personnel will have an important role to play in a development that will act as destination attracting considerable numbers of visitors.

iv) Health & Safety

- 4.46 Health and Safety considerations will be of utmost importance in the management of BXC. BXC aims to integrate fully with the surrounding communities so the safety of the visiting general public must be fully considered along with that of the residents, the tenants and their visitors.

v) Fabric Management & Cleaning

- 4.47 In order to maintain BXC to a high standard a set of common standards will be established covering the building finishes and maintenance work. The condition of the fabric of an estate is a major influence on the immediate perception of the development's quality. This specification is to be implemented by the individual management companies of specific developments and will be monitored by the Estate Management Company.

4.48 The standards of cleanliness in the town centre will be a major factor in maintaining its quality perception in the eyes of the public and the tenants living and working in and around it. Littering and graffiti compromise the standard of the development as a whole and can affect the value of the property. For these reasons the Estate Management Company will establish a cleanliness specification. The individual management companies from development plots will be expected to implement this specification for private areas.

SECTION 5: SUMMARY

5.1 The delivery of the Development Partners' vision for the development will be assisted and maintained by a properly constituted Estate Management Company:

5.2 As outlined in this document it is proposed that stakeholder involvement will be maintained through:

- Town Centre Forum
- Transport Steering Group
- Community Advisory Board
- Advice from Design Professionals

5.3 The BXC Development Partners are committed to establishing a sustainable community encouraging the people that will live, work, shop and those who will spend leisure time on the development to engage in the sustainability of this new town centre. In order that this is achieved the BXC Estate Management Company will not only establish a robust maintenance strategy for the development including making this a safe place to live but will also demonstrate to the community and the other stakeholders the BXC Development Partners' commitment to the quality of place and to the quality of life on this development by its continual involvement and commitment to the consultative process outlined in this document.

BXC Estate Management Company Draft Structure

