



Stag Brewery, Mortlake

Framework Estate Management Strategy

For Reselton Properties

February 2018

FRAMEWORK ESTATE MANAGEMENT STRATEGY

The Stag Brewery Site
Mortlake
London SW13

Prepared By: Blenheims Estate & Asset Management Ltd
15 Young Street (Second Floor)
London
W8 5EH

Prepared For: Reselton Properties Ltd

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1. Introduction and Executive Summary

Blenheims have prepared Estate Management Strategy on behalf of Reselton Properties Ltd to support a planning application for the development of the Stag Brewery Site.

This Report provides an overview of the approach to the management of the estate including both the phased construction and eventual management of the completed development.

It demonstrates how high standards of property and estate management will ensure that the estate integrates with the community and provides illustrations of how key elements of the management will be delivered in practice. In addition, it considers some specific issues relating to the Stag Brewery Site such as phasing during construction, sustainability objectives, infrastructure management and interaction with neighbouring land public open spaces.

The strategy needs to be flexible and adaptable in order to ensure that it evolves as the detailed design of each development phase progresses.

This document has been prepared for submission with the planning applications and, at this stage, is in a “Framework Format”. The purpose is to identify the likely key matters that a full and detailed Stag Brewery Estate Management Strategy (EMS) will need to cover. It is envisaged that the full EMS would be required at a later stage in the development process and secured through appropriate planning conditions. Any future detailed EMS should accord with the provisions of this Framework document.

Background to Blenheims Estate & Asset Management Limited

Blenheims was established in 2006 by Mike Rutland and Patrick Taylor and currently has 80 staff across three offices. The company is responsible for the management of blocks and estates comprising some 14,000 residential dwellings primarily in Greater London through to the South West and has an annual service charge collection on behalf of clients in excess of £30 million. The portfolio comprises a range of properties from small stand-alone buildings to major new developments and regeneration projects and our clients include Resident Management Companies, Right to Manage Companies, major developers, financial institutions and commercial Landlords and large private land owners.

Blenheims have a specialist new development consultancy and management department providing consultancy advice and management in relation many large and complex developments.

We are therefore well placed to provide relevant and experienced strategic advice in relation to the Stag Brewery Site and importantly, we are able to demonstrate that the strategic advice provided in this report has been successfully implemented in practice.

2. Overview of Development Proposals

This Framework strategy relates to the 9 hectare Stag Brewery Site bounded to the east by Mortlake High Street and the Lower Richmond Road to the south and the River Thames to the north and intersected by Ship Lane. The land lies within the London Borough of Richmond Upon Thames.

The scheme proposed is a mixed use proposal to include commercial flexible uses at ground floor, including retail, offices, a cinema, a care village, including a nursing home, residential houses and apartments with supporting basement car parking for residents, employees and visitors.

3. Phasing

Due to the substantial nature of the site, the development proposals comprise two Development Areas which are the sites to the east of Ship Lane (Development Area 1) and to the west of Ship Lane (Development Area 2).

The phased construction will take place over a number of years and therefore there will be elements of each phase completed whilst other areas of the same phase remain under construction.

The Managing Agent will implement a phased approach to the overall Estate Management Strategy and will demonstrate flexibility and adaptability in terms of the phasing in of services and contracts, as they become necessary. They will also ensure that an appropriate review of operation and maintenance manuals is undertaken and that warranties are safeguarded through appropriate maintenance regimes.

The Managing Agent and their appointed Estate Management Team will ensure that the development is presented to a high standard, notwithstanding ongoing adjacent construction work. This will be achieved through close communication and interaction between the Estate Management and construction teams.

The Managing Agent will implement a fully considered services phasing strategy, based on the developer's construction programme. This will incorporate various options in order that informed decisions can be taken, particularly in relation to the phasing in of services and staffing.

The Managing Agent will work with the marketing agent, the affordable housing providers and other operators in order to promote an awareness of the agreed handover strategy and the services that will be delivered at commencement the phases and how they are to be expanded.

4. Legal Overview & Occupier Involvement

4.1 Introduction

The framework for the long term future management of the Stag Brewery development needs to reflect the requirements and aspirations of the development.

4.2 Structure

It is currently anticipated that the legal structure may include the following:

- Freehold retained by the developer for the duration of the development stage
- Potential establishment of an Resident’s Estate Management Company
- Headlease arrangements for some individual buildings or land parcels
- Either direct lease or Resident Management Companies for some of the individual residential buildings
- Some Residential underleases
- Potential commercial headleases
- Commercial underleases

In order to develop long term governance it is anticipated that an Estate Management Company or separate Phase Estate Management Companies could be formed to potentially comprise elected representatives from, Private Residential as well as the Commercial Occupiers. It is anticipated that other interested parties in the development may also be represented. This kind of approach would enable the Stag Brewery community to have an active involvement in shaping the future management and would assist in providing the occupiers with genuine ‘buy-in’ to the scheme. It is anticipated that the Company/Companies would be set up from the early stages of the development in order to encourage a proactive relationship, as well as a knowledge and understanding about the aims and aspirations of the development.

The Managing Agent will take an active part in creating and developing this key relationship and will guide and encourage the group once established.

4.3 Leases

To enable a development to be managed efficiently and effectively, the occupational leases must be appropriately drafted. The Managing Agent will undertake a review of the draft leases in order to ensure that they reflect, as appropriate and amongst other relevant considerations, the following:

- Service charge structure
- Inclusion of relevant clauses relating to management issues, for example in respect of sub-letting, alterations, nuisance, etc.
- Repairing and maintenance obligations
- Appropriate clauses relating to litigation and cost recovery

The Managing Agent will also ensure that, so far as appropriate and practicable, the documentation in relation to residential, affordable and commercial leases (or head leases) will mirror each other in order to create uniformity. It is anticipated that the Managing Agent will also review all lease types to ensure that they are required to contribute to the relevant service charge provisions and in relation to commercial premises, that the leases contain appropriate covenants relating to (for example) trading hours, licences and the use-type concerned. In addition and with reference to the Service Charge strategy section of this report, provision would need to be made for appropriate weighting or direct recharge as appropriate.

5. Requirements of a Managing Agent

5.1 Introduction

A reputable and competent Managing Agent with a proven track record in the management of substantial mixed use and tenure newly developed estates, will be appointed both in the construction phase and for management of completed elements of the project, for the redevelopment of the Stag Brewery Site. This is essential as they will have a substantial part to play in the shaping of the future running of the development.

5.2 Professionalism

The chosen Managing Agent is likely to be:

- A Member firm of the Association of Residential Managing Agents (ARMA)
- A Member firm and regulated by the Royal Institution of Chartered Surveyors (RICS)
- Registered or Regulated by the Financial Service Authority (FSA)
- In addition Senior Management of the Managing Agent should be members of one or more of: Royal Institution of Chartered Surveyors (RICS); Chartered Institute of Housing (CIH); Institute of Residential Property Managers (IRPM); Institute of Chartered Accountants (ACA)

5.3 Statutory & Regulatory Compliance

The Managing Agent will comply with:

- Legislation governing residential and mixed use / tenure developments, including Trust Fund requirements
- Health & Safety regulations and codes
- RICS Residential and Commercial Management Codes
- Professional body Codes of Conduct including complaints procedures
- Disaster recovery procedures
- Data Protection
- Equality & Equal Opportunities

5.4 Track Record

The Managing Agent will demonstrate experience, skill and innovation in key areas such as:

- Communication & Customer Service
- Sustainability initiatives including Partnership working
- Approved contractor programmes and bulk procurement initiatives
- Enhanced services & added value
- Insurance
- Planned Preventative Maintenance
- Infrastructure Management
- Budgeting, credit control & financial reporting

6. Health & Safety

6.1 Introduction

A priority will be placed on health and safety and consequently a specialist health and safety consultant will be retained who would prepare periodic health and safety and fire risk assessments, undertake periodic inspections and work closely with the Managing Agent to review the implementation of identified items.

6.2 Staff

All onsite staff will be provided with a health and safety manual and regular formal training.

6.3 Contractors

Contractors appointed to work on the development by the Managing Agent will be closely managed and monitored. The Managing Agent will operate an Approved Contractor Scheme such as Safecontractor or Chas which will require the contractor to comply and meet set criteria including. Health and Safety and Codes of Conduct.

6.4 Public Realm and Interaction with other Parties

The Managing Agent for the Stag Brewery Site will be responsible for the health and safety management of the public realm, private estate areas and buildings within its direct management control.

Other parties, agents and head lessors will be responsible for areas within their demise and direct management control, however the Managing Agent for the overall scheme will be responsible for liaising with the respective parties where their activities or building design and strategies overlap, to not only ensure compliance, but also ensure to the prioritisation of health and safety across the development in its entirety is undertaken.

7. Sustainability

7.1 Introduction

Sustainable developments should be: active, inclusive, safe, well run, thriving and environmentally sensitive. Consequently the Managing Agent has a key role to play in achieving these and the regeneration aims as set out in the Regeneration and Sustainability Strategies at the Stag Brewery Site.

It will be important to appoint a Managing Agent who has a clear commitment to sustainability and as such have experience of implementing initiatives, but also be innovative in their approach to ensure continuous improvement is achieved.

The Managing Agent's sustainability remit will not only cover their direct responsibilities in terms of management in a very broad sense, but also the provision of lifestyle information.

7.2 Management

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 for walking, cycling and socialising, which in turn will create natural security surveillance, which will enhance the overall security of the development.

Mechanical and Electrical Equipment

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.

Refuse Management

Refuse management will form a large part of the day to day operations of the site team, who will ensure the public realm is litter free and refuse areas are well maintained. In addition the onsite team will promote reduced waste production and increased recycling. This has been achieved on other large mixed use developments by clear communication providing information and statistics to residents on recycling ratios, which residents can help improve over time.

Throughout the development there are a large number of soft landscaped areas, which will need to be maintained. Organic debris will where possible be composted and reused.

Employment Strategies

A significant number of onsite staff will be required including cleaners, estate operatives, security personnel, concierge, and management team members. Recruitment initiatives will be developed to maximise the potential employment of personnel who live in the vicinity of the development and to meet any local employment obligations.

Partnership Working

To ensure there is a proactive and inclusive management regime in place, strong working partnership arrangements will be sought and maintained in particular with the following stakeholders:

- The Police
- Registered Providers
- Community Groups
- Commercial Operator Forum(s)

Carbon Reduction Initiatives

Energy efficient features will be incorporated into the design of the development, which the Managing Agent will maintain, where appropriate. However the Managing Agent will also seek continuous improvement by working with carbon reduction organisations e.g. The Carbon Trust to ensure best practice continues to be sought over the lifespan of the development and residents benefit from new funding initiatives as they become available.

Car Clubs

Car clubs are not only attractive options for residential occupiers, but commercial operators too, as they can pay for membership for their employees, and decrease their own insurance and maintenance costs for company cars and taxi bills.

Car clubs are usually operated by private specialist companies and therefore the limited role the Managing Agent plays relates to the promotion of such services. The car club operator would be requested to provide usage data, in order that take up and success of promotional activities can be monitored.

Promotion of Cycling

Cycling will be promoted by providing a safe and high quality pleasant environment and ensuring safe storage and access.

7.3 Lifestyle Information

The Managing Agent will have an important role to play in providing information on local facilities and services such as local doctors, shops, farmers markets. This could be achieved in a number of ways:

- Estate / community websites.
- Well informed and trained onsite staff e.g. concierge
- Use of information stands in central management and concierge facilities
- Newsletters

Travel Plans

Travel plans can vary significantly with regards to their requirements and service charge implications, however a central part of any travel plan will be the provision of information, which can be delivered through the mechanisms detailed above.

8. Mixed Tenure Integration

8.1 Introduction

Mixed tenure integration is an important aspect of estate management and can have a significant impact on all types of occupier if not given careful consideration from the outset.

8.2 Strategy and Communication

A proactive management approach will be initiated from the outset to accommodate the different service charge and management requirements and expectations of the various tenures. This will be based on:

- Development of a detailed management strategy setting out clearly and concisely how the development will be operated based on the design, strategies, legal structure and service charge structure developed in detail over time.
- Good communication between the Managing Agent and the affordable housing providers, in order that both parties are clear on expectations, structure and level of service charges and the extent of management input beyond the direct control of the provider.
- Briefings to the relevant parties in respect of the commercial operators and commercial tenant handbooks will be created covering a broad arrange of management matters including: Service charge; Services Delivery strategies; Access arrangements; Refuse management
- An equal standard of management approach will be implemented to all. Therefore although different tenures will pay to receive different services, the same approach will be adopted based on the principles of high levels of customer service; expenditure minimised and best value achieved; and sustainability.

9. Management Strategies

9.1 Management Strategies – Public Realm & Adopted Areas

9.1.1 Introduction

It is anticipated that all of the external areas of the public realm will remain un-adopted, therefore the management and maintenance of such areas will form the part of the remit of the Managing Agent and the associated costs will form part of an estate charge.

9.1.2 Multiple Uses

As the development will be accessible to the public, there will be additional emphasis given to health and safety; security; design and management. Within the public realm there will be many activities taking place such as: Leisure; Commercial activities; Sports activities; Servicing, maintenance and deliveries

9.1.3 Management

The Managing Agent will be responsible for the overall management of these activities and will where appropriate operate licences. Particular consideration will be given to health and safety, ensuring appropriate risk assessments have been undertaken, appropriate insurance cover is in place and management issues have been addressed/considered for example loading restrictions.

Security

It is envisaged that the staffing strategy for the development will include security teams providing cover 24 hours a day, 7 days a week. These staff will:

- Monitor CCTV
- Control Access to the estate
- Patrol the development on foot
- Be appropriately trained in security functions and customer service.
- Be able to provide way finding and visitor information

As part of the ongoing management of the development, the Managing Agent will set up monthly meetings with the local Community Police Officers to establish a good working relationship and ensure there is a protocol for the sharing of information.

Hard & Soft Landscaped Areas

All green areas will be maintained to a high standard by the Managing Agent, via directly employed onsite staff and specialist contractors.

Design

The Managing Agent will engage and assist in the design process of the development to ensure that the estate management strategies can be adequately implemented. This will include a clear signage strategy will be developed to ensure there is a consistent uniform approach adopted. The Managing Agent will be responsible for maintaining the signage; benches; bins etc and ensuring compliance with various design strategies.

Interaction with the Borough and TfL

There will be intersection points where the external estate areas meet the adopted highways. Therefore the Managing Agent will establish good working relationships with LBRUT and TfL. The management strategy for the development will clearly define the role and responsibilities of each party to ensure there is a consistent management approach, particularly in respect of health and safety and maintenance.

Port of London Authority

The Managing Agent will expect to establish good working relationships with the PLA in respect to the river bank strip. The management strategy for the development will clearly define the role and responsibilities of each party to ensure there is a consistent management approach, particularly in respect of health and safety and maintenance.

9.2 Management Strategies – Staffing & Security

9.2.1 Introduction

The staffing and security strategy will be developed to reflect the high standards of service and customer experience that the Stag Brewery Site will demand. The strategy is adaptable to the various tenures and occupiers throughout the development and will evolve through the construction phases, whilst ensuring that value is maintained.

9.2.1 Staffing Structure

We see the staffing services being split between Estate and Private Residential.

Shifts will be organised to provide suitable coverage and flexibility, including a senior presence.

Estate Security will be provided on a 24 hour 7 days a week basis in order to ensure full coverage.

A flexible approach will be adopted to enable additional resources to be applied dependent on the commercial uses, with appropriate cost recovery clauses in the commercial leases to ensure equitable apportionment.

The size of the Estate Management facilities will depend on the eventual build strategy and the staffing strategy will remain sufficiently flexible to adapt, delivering a balance between more cost efficient central services and a more personalised service to the residents.

Concierge services may be delivered at a local level to the Residential Element. The concierge will deliver core services including key handling, travel plan advice, development and building orientation, contractor monitoring and health and safety inspections.

9.2.3 Staff Training

The staff employed at the Stag Brewery Site will have a vital role to play in ensuring that the development is presented and maintained to a high standard and creating a good working relationship with occupiers. Consequently, it is essential to ensure all staff are appropriately trained and provided with regular feedback in the form of appraisals.

The following will be implemented:

- Development & Building specific procedure manuals.
- An individualised training programme for staff, comprising: Health & Safety; Customer Service; First Aid; Appraisal training for site managers (where appropriate); Policies and procedures
- Disaster recovery plan implementation

9.2.4 Estate Management & Staff Facilities

The size and location of Estate Management and Concierge facilities will depend on the strategy adopted and will evolve in line with the phased construction of the development. It is envisaged that the Estate Management Team will be located in a single central office which will be sized to incorporate the Team detailed in this report. This facility could be a central hub for information

and orientation as well as performing the management functions. This would particularly be the case if a central concierge for residential services is introduced.

In addition, it has been proposed that a Gatehouse be constructed at the Eastern entrance to the development which will control deliveries to both the commercial and residential element off Mortlake High Street.

9.2.5 Uniforms & Branding

All staff will wear uniforms and identification badges, which will be branded to the Stag Brewery development. This is particularly appropriate for staff working in the external public realm areas as this will assist identification and give an additional perception of security for occupiers and visitors.

All relevant members of staff will be provided with appropriate Personal Protective Equipment (PPE) to comply with Health & Safety requirements.

9.3 Management Strategies – Service Charge

9.3.1 Introduction

The service charge strategy and computation forms a key element to the successful management of the Stag Brewery Site. It will be the Managing Agent's responsibility to deliver a service charge which represents value and is sufficient to provide services to meet the aspirations of the occupiers and maintain the high standards required.

9.3.2 Service Charge Structure

The Managing Agent will produce a service charge structure from time to time that is flexible and reflects the beneficial usage derived by the various occupiers of the development. This is likely to comprise:

- Estate Charge - covering all communal development wide functions (both infrastructure and services) which are shared in common by occupiers of all tenures, including commercial, across all phases of the Stag Brewery Site
- Estate Commercial Charge - covering services provided on the Estate which are either provided for the sole benefit of some or all of the commercial units or where those units receive a disproportionately high benefit from Estate services
- Building Charge - comprising either a single schedule where there is only one use type (i.e. private or affordable residential) or in the instances where there is a mixture of private and affordable, or residential (of any tenure) and commercial, a two schedule approach will be adopted, via 'shared' and 'apartment' costs schedules

9.3.3 Apportionment Mechanism

The Managing Agent will devise an apportionment mechanism from time to time that is flexible and fairly reflects the size of unit, usage and benefit derived from services, based on Royal Institution of Chartered Surveyors (RICS) recommendations.

The apportionment strategy will account for the phased nature of the development and will consider the potential for weighting for specific services.

9.3.4 Life Cycle Costs

Consideration will be given to the level of collection of reserves/sinking fund to provide for the cost of future major works and capital expenditure, based on known or projected life cycle costs.

9.3.5 Budgeting & Indicative Service Charge

Service charge estimates will be produced on a typical year basis (using current costs) in order to project true likely costs of management.

The budgeting process will cover phases of the development as well as taking an overview of the completed scheme.

9.3.6 Service Charge Accounting & Practice

The Managing Agent will provide detailed financial reporting in order to demonstrate financial control and responsibility. Such reports will include:

- Actual v. budget expenditure analysis
- Credit control
- Void service charge projections
- Set up cost schedules

9.3.7 Client Funds and Client Accounting

All developer and service charge monies received, including reserve funds, should be held in interest-bearing designated client accounts in accordance with trust fund legislation and the Royal Institution of Chartered Surveyors (RICS) Members Accounting Regulations.

9.4 Management Strategies – Customer Service and Quality Management

9.4.1 Introduction

A superior level of customer service will be delivered by the Managing Agent to all involved and participating in the Stag Brewery development. This ethos also forms the central premise of the tenure blind management approach which will be adopted.

9.4.2 Customer Service Strategy

These levels of customer service will be delivered by ensuring all staff employed on site and the Managing Agent staff responsible for the Stag Brewery development, have customer service skills as a core competence and will receive regular customer service training

In addition, the Managing Agent will ensure contractors employed at the development operate in prescribed ways to deliver high levels of customer service. This will be achieved by using approved and vetted contractors.

A clear communication strategy will be adopted to keep occupiers aware of management and development news. This will be delivered through a range of mediums including written communication tools, including websites and specific applications developed for the estate.

Personal contact will however also be priority including Resident association meetings; general resident meetings; resident and occupier “surgeries”.

9.5 Management Strategies - Design assistance for the Management elements.

The Managing Agent will provide advice to optimise the efficiency of designs from a management perspective, whilst minimising future maintenance / service charge costs.

By engaging in the design process through reviewing plans, strategies and working with design and technical teams, advice and recommendations based on experience of best practice will be

provided in order that potential management issues can be implemented before construction is completed. This will include the following:

- Review of strategies for refuse, window cleaning, external façade cleaning, fire and security and advice on the resultant impact on service charges and day to day to management
- Advise on storage for management purposes
- Review the extent and treatment of mechanical and electrical plant
- Review utility provisions
- Advise on metering arrangements
- Advise on appropriate staff management and welfare facilities
- Review of the design of internal and external common areas, including areas of public realm.

9.6 Management Strategies – Maintenance, Procurement, Contracts & Warranties

9.6.1 Introduction

The Estate Management Team & Managing Agent will ensure that maintenance of the fabric, plant and public realm will be maintained to a high standard and in accordance with the terms of the Operations and Maintenance manuals.

9.6.2 Warranties

Details of all warranties applying will be provided by the developer to the Managing Agent as part of the formal handover on completion of each building and external public realm area as the phasing of the development progresses. At this time the final Operations and Maintenance manuals will also be provided, although it is expected that the Managing Agent will have had sight of drafts and installer details, prior to formal handover.

9.6.3 Contractor Choice

Where appropriate, during the warranty periods, it is likely, subject to cost and performance, that the installing contractor will be retained under contract to ensure that warranties are maintained. At the end of any warranty period, contracts will be competitively tendered or placed on bulk procurement arrangements in order to obtain value through both cost and performance specification.

The Managing Agent will operate an approved contractor scheme which will ensure statutory compliance on the part of the contractor (for example Health & Safety and Insurance) as well as general compliance relating to sustainability objectives, method statements, performance, and personnel identification.

Works order processing and works monitoring and approval process will be implemented together with a strict invoice authorisation process.

The Managing Agent will implement 24 hours 'Out of Hours' service to deal with urgent situations that arise that cannot be handled by the on site team outside of business hours. A formal escalation procedure will also be in place as part of the emergency / disaster recovery plans.

9.8 Management Strategies – Refuse Strategy

9.8.1 Introduction

The Stag Brewery development will be maintained to high standards to ensure it is an attractive destination to live, work and visit. As detailed within the Sustainability and Public Realm sections

of this report, this will also naturally encourage the use of the open spaces for other activities such as walking and cycling, which will help achieve the sustainability objectives of the development.

Waste management will form a large part of the day to day operations of the on site team including litter picking of the public realm and private estate areas; emptying of refuse bins within the public realm and private estate areas; and implementation of the waste management strategy

9.8.2 Recycling

Recycling will be facilitated and actively promoted through various communication mediums. The Managing Agent should also explore innovative ways to promote recycling.

9.9 Management Strategies - Utilities, Energy, Billing and Metering

9.9.1 Introduction

Due to the extent and mixed use nature of the development, a detailed metering strategy will be developed to ensure costs can be equitably apportioned amongst the various lessees and tenants.

Gas: The development will be served via communal gas fired boilers and CHP plant. A metered gas supply will serve the site which will be metered by the selected utility company. Individual apartments will not be provided with metered gas supplies, however, commercial spaces requiring a gas supply will have their own dedicated metered supply – which will be billed direct by the selected utility company.

Heating: Each individual apartment and commercial space will be provided with heating via the communal heating network on the site. Energy meters will be provided on each supply so that the resident or occupier pays for the energy they consume. The billing system will be networked to provide a central billing arrangement.

Water: Each individual apartment, commercial space and landlord use will be provided with a metered water supply. The consumption will be billed directly by the utility company for payment by the resident or occupier.

Electricity: Each individual apartment, commercial space and landlord use will be provided with a metered electricity supply. The consumption will be billed directly by the utility company for payment by the resident or occupier.

The Managing Agents will be one of the essential stakeholders to be consulted with, to ensure that the strategy can be mirrored in the service charge structure and leases.

9.9.2 Cost control

To minimise service charge expenditure and ensure value for money, energy saving features will be incorporated such as the use of motion sensors, time clocks etc.

The Managing Agent will employ specialist contractors who will regularly maintain the equipment and consultants who will monitor performance and ensure the equipment setting are optimised in terms of efficiency. Onsite staff will be trained in sustainability awareness so they understand the sustainability ethos of the development but also how they can have an impact as an individual during the course of their work.

The Managing Agent will operate utility bulk purchasing initiatives to drive down charges and the Managing Agent will act diligently to ensure bills are based on actual readings and appropriate VAT and Climate Levy charges are applied.

9.9.3 Combined Heat and Power Plant

A central part of the energy strategy relates to the provision of central gas fired boiler plants and gas fired Combined Heat & Power plants. Consideration will be given as to whether these will be operated by a third party provider, Multi Utility Service Company (MUSCO) or Energy Services Company (ESCO), who will bill residents direct for their consumption costs. Based on our experience we would recommend that clear communication is given from the outset (i.e. prior to completions and annually thereafter) detailing who the operator is; what is the billing regime; what are the payment arrangements; what are the tariffs and standing charges and what these include e.g. maintenance and reserve fund collections

9.10 Management Strategies - Commercial, Leisure and Community Use Management

9.10.1 Introduction

The principles of the estate management apply equally to commercial, leisure and community uses.

Specific aspects of commercial management have been highlighted in other sections of the report, in particular, Mixed Tenure Integration; Management of the public realm; Servicing and deliveries; Service charge; and Refuse management.

The managing agent will encourage the set up of a commercial operators group / association in order to proactively address management concerns and potential issues before they arise.

9.11 Management Strategies – Servicing & Deliveries

9.11.1 Introduction

The overall strategy for managing deliveries and servicing is set out in the Framework Delivery and Servicing Plan, which accompanies the Transport Assessment.

A servicing network will be created within the Stag Brewery development, with designated roads and junctions designed to accommodate fire tenders and refuse lorries and lorries & vans for deliveries such as for local food store servicing.

9.11.2 Servicing and Deliveries Permitted Times

Due to the mixture of tenures and variety of commercial uses, restrictions on delivery and refuse collection times may be necessary in order to prevent noise nuisance. If considered appropriate, this would need to be clearly set out in a commercial tenants' handbook. Please refer to the Mixed Tenure Integration section of this report.

The Managing Agent will adopt and implement any agreed strategies. Particular consideration will need to be given to any commercial lessees who have 24hour operations.

9.12 Management Strategies – Traffic Management & Car Parking

The main entry points to the development will be off Ship Lane and Mortlake High Street which are local authorities adopted highways. The interaction between traffic and parking and the Estate Management Team will occur on the Secondary routes and service within the estate.

The estate will be served by a basement/undercroft level car park with areas designated for the private residential element as well as areas designated for use by the commercial occupiers and also areas designated for visitors to both the residential and the commercial elements . This will necessitate the use of parking controls such including fob access, permits and pay to use parking using a ticketing system within the basement car park.

Parking control measures will be implemented by the local authorities for the adopted roads and by the estates staff and, if necessary, private contractors for the unadopted areas.

The Estate Management Team will manage servicing and deliveries especially if larger scale, such as home removals and commercial deliveries and refuse.

9.13 Management Strategies – Flood Relief Measures

A range of flood risk management measures are proposed to make the Proposed Development safe from the effects of flooding.

In addition, a Flood Emergency Plan has been prepared, in line with DMP Policy DM SD 6 and emerging Local Plan Policy LP 21. The Plan identifies a safe route from the site to land that is wholly outside Flood Zone 3. The Estate Management Team will be expected to be wholly conversant with the requirements of the Flood Emergency Plan and will be required to ensure measures are taken to implement if the need ever arises.