



**Victoria Transport Interchange 2
Masterplan**

Management Strategy
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Victoria Transport Interchange 2 (VTI 2) London SW1

Management Strategy
Land Securities



CONTENTS

1. Introduction
2. Location
3. Building Description
4. Management – Roles Responsibilities and Structures
5. Security
6. Public Realm Management

1. INTRODUCTION

Land Securities is highly experienced in actively managing commercial properties in central London. It has a substantial office and retail portfolio and specifically adopts the in-house management approach directly employing their skilled estate managers as opposed to property management via the appointment of third party agents. The primary benefit of this in-house approach enables the company to communicate effectively and frequently with its customers, to listen and understand their needs and requirements and expectations and to consistently deliver a quality management service that is valued.

This document provides the management strategy approach for the Victoria Transport Interchange 2 proposed development (VTI 2). The strategy will be the subject of detailed design and fine tuning, with input from Land Securities, retail/office/residential agents and specialist consultants, such as security, logistics and access, as the development stages progress leading up to mobilisation and implementation.

The management strategy is provided to support the planning application by providing an overview of the management measures, operations and team structures that will likely be incorporated into the management of VTI 2 so as to deliver the high standards of management service that is to be expected of a building of this high quality and location by our tenants.

2. LOCATION

Three planning applications have been submitted for a development comprising 6 new properties located within the boundary created by Bressenden Place, Victoria Street and Buckingham Palace Road within Victoria, to the north of the main Victoria Station.

The properties can be identified as follows:

Building 5 – Retail and residential accommodation over ground to first and second to thirteenth floors respectively, located to the west of the site along Buckingham Palace Road

Building 6a – Retail and office accommodation over ground to first and second to twelve floors respectively, located to the north of the site, on Bressenden Place and Allington Street

Building 6b – Retail and office accommodation over ground to first and second to tenth floors respectively, located to the north of the site on Bressenden Place and Allington Street to the west of 6a.

Building 7a – Retail and office accommodation over ground to first and second to fifteenth floors respectively, located to the south of the site on Victoria Street to the East of Building 5.

Building 7b&c – Affordable residential, library, retail and office accommodation over ground to eleventh floors in differing height buildings located to the east of the site along Bressenden Place.

The development proposes provision of (all figures GEA) 82,326 sq m of high specification office floorspace, 12,734 sq m of retail floorspace at ground and first floors, 35,243 sq m of residential accommodation with 4,228 sq m being affordable, 1,525 sq m of flexible library/office space, 127 sq m of flexible library/retail space, together with basement plant areas, car parking and storage facilities within two below ground levels.

The Applications are broken down as follows:

- Application 1 – Buildings 5,6b,7a
- Application 2 – Buildings 7b&c
- Application 3 – Building 6a

3. THE BUILDINGS

Building 5 - Retail and Residential Accommodation

The ground floor double height retail accommodation will face directly onto Buckingham Palace Road and also to the newly created pedestrianised walkway to the east of the property, which will be covered by a glass canopy.

The units will be serviced by two banks of three lifts from the basement area below, accessed via the ramp located on Bressenden Place below building 6b. The intention is that the retail units will offer an enjoyable experience, together with eating/drinking establishments being able to offer their customers the choice of sitting either inside or outside

The residential accommodation will be accessed from either one of two cores, located at ground floor level, or via the lifts from the basement car-parking area. Accommodation will be a mix of studio, 1, 2&3 bedroom flats and duplexes. .

Building 6a – Retail and Office Accommodation

The ground floor double height retail accommodation will be located on the southern side of the building, along Allington Street. The building cladding envelope will provide a covered area outside these units, from which they can be accessed.

The units will be serviced by banks of lifts from the basement area below, accessed via the ramp located on Bressenden Place below building 6b. The intention is that the retail units will offer an enjoyable experience, together with the possibility of eating/drinking establishments being able to offer their customers the choice of sitting either inside or outside.

The office accommodation will be accessed via the double height ground level reception, and the lifts provided from the entrance along Bressenden Place.

Building 6b – Retail and Office Accommodation

The ground floor double height retail accommodation will be located on the east and south sides of the building, along the new pedestrianised area. There will be a canopy to the west of the property providing a sheltered walking route from north to south.

The units will be serviced by banks of lifts from the basement area below, accessed via the ramp located on Bressenden Place below the building. The intention is that the retail units will offer an enjoyable experience, together with the possibility of eating/drinking establishments being able to offer their customers the choice of sitting either inside or outside.

The office accommodation will be accessed via either the North West or south east corners of the building, where escalators will take visitors to the first floor reception area. Lifts will then provide access to the office floors

Building 7a – Retail and Office Accommodation

The ground floor double height retail accommodation will be located on all sides of the building, surrounded by the newly created public realm space to the west and north, together with new pavement areas to the south and east. There will be a canopy to the west of the property providing a sheltered walking route from north to south.

The units will be serviced by banks of lifts from the basement area below, accessed via the ramp located on Bressenden Place below building 6b. The intention is that the retail units will offer an enjoyable experience, together with the possibility of eating/drinking establishments being able to offer their customers the choice of sitting either inside or outside.

The office accommodation will be accessed via either the North West or south east corners of the building, to the reception in the south area of the ground floor. Lifts will then provide access to the office floors

Building 7b&c – Residential, Retail, Library and Office Accommodation

The ground floor double height retail accommodation will be located to the north and east of the buildings, accessed from Allington Street and Bressenden Place, which will have new pavements.

The retail units will be serviced from grade and accessed from either Allington Street or Bressenden Place

The office accommodation within building 7c will be accessed via the reception on Victoria Street, giving access to the lifts to take visitors to the upper floors.

The library facility, to be provided within 7b, will be accessed from Allington Street between the two retail units. There will be a ground floor lobby which will provide stair and lift access floor to the upper and lower levels.

The residential accommodation will be accessed via two separate cores. The first, to the accommodation in 7b, will be provided from the core on the corner of Allington Street and Bressenden Place, with access to the accommodation in 7c being provided on Bressenden Place. Lifts will then provide access to the upper floors

General

Security measures incorporated into the development scheme will include access control and speed gates for the office buildings, which will enable building based staff to be issued with proximity reader cards to enable them go straight to their respective office floors. Visitors entering the ground floor office reception foyer will be greeted and managed by a receptionist with access to an electronic visitor management scheme to direct and control the visitors within the building. Passenger lifts take the building based staff and visitors up to their floor or floors.

Residential accommodation will be controlled via separate access control systems with intercom facility from units to the main entrances.

The basement loading bay is approached from Bressenden Place, between buildings 6a & 6b, and allows use by up to six vehicles of varying sizes at a time. The loading bay will have security access and a communication link to the building security area to permit delivery. A dedicated retail lift provides access to the retail storage areas for the retail units at ground level 1. A separate goods lift provides access to the office floors and separate lifts provide access to the residential accommodation.

The basement also provides parking spaces for bicycles, motorbikes and cars for building users. Separate bicycle entrances are provided with lifts and staircases to take the users down to the levels where there is cycle parking for 837 bikes and associated welfare facilities for bike users.

Plant rooms are located on basement levels 1 and 2 and to a lesser degree within the upper levels of buildings 6a, 6b and 7a. There are also some tenant storage areas available at the lower basement level.

The location for the management suite for the landlord building operations team is to be determined, though anticipated to be within building 6b.

4. MANAGEMENT – ROLES, RESPONSIBILITIES AND STRUCTURES

The Management reporting structure for VTI 2 is key to the management strategy and critical in overseeing the numerous operational tasks that will be carried out throughout the site on a daily basis.

Whilst many of the operations will be managed on a day-to-day basis by staff from appointed service partners, the directly employed Land Securities estate management team will have the overall responsibility to set up and thereafter manage the delivery of all landlord services for the site.

Customer care and the provision of exceptional on-site services will be at the forefront and will form a key part of the way in which VTI 2 is managed. To assist in achieving these goals, the Land Securities building management team, supported by performance management techniques and training will strive to ensure that the services are delivered to a high standard whilst having due regard to value for money.

The estate management team will be supported by Land Securities London Management and Operations team and other head office departments who are located close by in The Strand. These other departments will include Central Services, Health and Safety, Environment, Marketing and Service Charges.

Land Securities has developed a partnering approach with key appointed service partners who support the estate team with both experience and knowledge of specialist services. In the main this comprises technical staff for the mechanical and electrical services, security staff, receptionists, and cleaning staff to deal with both the horizontal and vertical cleaning. From each partner there will be key members reporting to the estate manager and technical manager. The head office team meet regularly with senior personnel from these service partners to ensure that agreed high standards and performance consistency are achieved.

This dedicated site management team, comprising both Land Securities individuals and service partners will be based at the management suite of rooms on the upper mezzanine level.

5. SECURITY

Security will form a major part of the service and management operation at VTI 2 and will need to cover both the internal security arrangements and the external management of the public realm areas and particularly around and under the covered canopy area and Allington Street. The security team on site will endeavour to provide and meet the expectations of its customers, staff, service partners and visitors. There will need to be a 24/7 security presence not only to prevent crime but also to ensure that VTI 2 is seen to be and is a safe environment by the public whilst visiting the communal and/or the retail/restaurant areas. The security safety needs to cover both daytime and night time periods.

Within the restricted access of VTI 2, the various front desk receptionists and security officers within each of the buildings, being part of the Land Securities building management team, are the first point of contact with the occupiers and visitors. Experience from our customer surveys of other buildings has identified that the initial Land Securities presence forms an important impression of the safety perception of the building as a whole from an occupier's point of view. The security staff will be assisted by a variety of electronic security systems and security procedures referred to below.

Security will comprise both manned guarding and electronic systems including a comprehensive closed circuit television system manned 24 hours a day, 7 days a week, access control, visitor management systems and required passive security measures will also be displayed (a Security Management Structure is included).

Description of Security Roles and Systems

Security Manager

This is a vital role for the management of VTI 2. The Security Manager will be responsible for not only the static guarding of the buildings and external areas but also the security systems as a whole. This will require the constant monitoring of the security officers deployed and also the provision of reports and recommendations to the Estate Manager. In addition the security manager working closely with the Estate Manager will be tasked to develop and maintain a close liaison with the local community police teams regarding occurrences, preventative measures or potential threats. The team will work need to develop close relationships with neighbouring property and occupiers.

The centre of operations for the security team will be the security control centre, based in the building management accommodation on the upper mezzanine level. This is a restricted access area and the security control centre will be used for the monitoring of the CCTV and access control systems. The control room will be used as an incident control point in the event of any emergency situation arising within the building or external areas under the management of the building. All security staff within VTI 2 will report to this central point through radio communications. The CCTV camera coverage is intended to extend to both internal and external area and the final specification will provide both pan, tilt and zoom and static cameras as required to meet the security needs.

It is recognised that careful attention will need to be paid to manage the external areas and public realm areas of VTI 2 and especially those areas under and around the canopy and along Allington Street. There is an existing issue with homeless

individuals within the vicinity and the management of dealing with any antisocial behaviour needs to be carefully but and efficiently handled in an effective manner.

On a daily regular basis the retail and external areas around the building will be patrolled by the security team who will report to the security Manager. They will be responsible for monitoring and dealing with public realm issues and will adopt a proactive management approach and strategy that Land Securities has successfully applied in the management of the Cardinal Estate, being in close proximity to VTI 2. Effectively this is the positive interaction by the security officers with all members of the public so as to pre-empt or speedily attend to any anti-social behaviour. At the same time the team have fostered excellent relationships with various police teams in the area.

It is the intention that under the leases to be granted to the retail occupiers that they will be responsible to bring in and store their external tables and chairs, (which will be of a design and branding that meet Land Securities requirements), within their demised units by close of trading each day. This will afford the security team clear access to undertake patrols and monitor through CCTV external areas during the non-trading hours and seek to prevent or stop anti-social behaviour occurrences. The landlord will further take on the responsibility for cleaning and sweeping the areas under the building's management responsibilities outside of agreed trading hours. The security team and cleaning team will work closely together to ensure that this area is clean, tidy and presents itself as a pleasant area for members of the public to relax and enjoy food and beverages and a safe area at night time. This standard will be an expectation by the retail and office customers and an important task the estate manager and the site team will need to achieve consistently.

A further key area that will fall to the security partner and team will be the management of the loading bay. The strategy is that the delivery vehicles will be able to drive into the loading bay area via the access ramp. The loading bay and its delivery operations will be strictly managed by the management team to ensure the loading bay and immediate area on Bressenden Place is kept clean, tidy, safe and congestion will need to be avoided or through management measures dispelled quickly. It is recognised that the loading bay at certain times of the day will be particularly active and during these identified times the security team will ensure personnel are deployed in the loading bay to ensure operations run efficiently and smartly.

Security Control Centre

The security and fire control centre situated within the landlord areas of VTI 2 will be the main security control point for all security personnel and will link to each officer by radios and will be supported by CCTV coverage. The control room will house the access control systems described below and the repeater panels for all fire fighting facilities (including fire alarms, smoke control, sprinkler monitoring).

All security staff will be clearly identifiable by their branded Land Securities uniforms.

Security & Visitor Systems

Security in the built environment is about protecting people, information and property. The three major components of security are access control, surveillance (CCTV) and

response. With regard to the general security concern of terrorist activity in central London, the security expectations of customers and to seek to reduce criminal and anti social behaviour, security systems such as access control, surveillance and response components will be incorporated to seek to address the anticipated expectations and requirements of occupiers and customers.

The specification of the access control system is a vital component in the security operations of the building along side supporting CCTV fire safety and intruder alarm systems. These measures will work in conjunction with an integrated proximity access control system to operate a single security card operating across the whole building.

The integrated access control system will be linked to the turnstile security barriers in the main receptions, where appropriate, and co-ordinated with an electronic visitor management system. It is important through interrogating the access control system that the building security team are able to record and track, through the access control system, the individual movement of all persons issued with an access control card. No individual should be afforded access to any part of the main buildings, except the retail offer, without having been processed through either the visitor management system or by use of a proximity card for the access control system.

CCTV Systems

As described above the comprehensive CCTV cameras and its associated systems will all be linked and managed from the main security control centre.

Passive Security Measures

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

6. Public Realm Management

The intention at VTI 2 is to create a public realm which integrates with the surrounding area. The proposed public realm extends from Victoria Street to Bressenden Place and from Buckingham Palace Road to Cardinal Place encompassing new public realm and additional pedestrian routes and spaces. Land Securities will manage the whole of this area in accordance with the principles set out in this Management Strategy.

Retail

The retail component will have standard, core trading hours for the retail units for weekdays, weekends and Bank Holidays with potentially extended hours for non Class A1 uses. Trading may be extended during certain seasons of the year or in conjunction with specific events. Tenants will access their individual units from their shopfront or by electronic readers on select service/egress corridors. Any retail employees working within their unit after trading hours will be required to advise the security office for evacuation purposes.

Office

The office entrances will be staffed during regular office hours by both receptionist(s) and security. Outside of regular hours, security will remain at the entrances with access/egress for office tenants controlled by an electronic reader on the entrance doors if security is away from the office entrance for any reason. The electronic reader will be monitored by the VTI security staff.

Residential

The residential entrances will be staffed 24-7 by concierge and security staff.

Post/Couriers

Royal Mail will deliver directly to all the retail tenants through their shopfront entries. Office post and most motorcycle courier deliveries for both the retail and office tenants in Buildings 5-7 will be to a central scanning room located in the main service basement with access via the service ramp. Once scanned, the deliveries will then be taken to a holding room prior to distribution to tenants by development staff. A courier room for bicycle couriers is located adjacent to the service ramp. Residential post and courier deliveries will be delivered directly to the two residential lobbies. A post room with individual flat post boxes will be located adjacent to the lobby. Courier deliveries will either be accepted by the concierge or the concierge will contact the tenant to come to the lobby to accept the delivery.

Goods

The Servicing and Waste Report of the Environmental Statement outlines the vehicular manoeuvres, (including rejection of unauthorised vehicles) and the vehicular generation and turnaround times.

To ensure an efficient goods delivery process, vehicles will be directed by the service area manager to a specific vehicle servicing bay for off loading of goods. The respective tenant will be notified when their delivery has arrived in the service area. The goods will then be transferred from the vehicle directly to the tenant – retail, office or residential - by the delivery driver.

Retail deliveries will be taken to tenants via the service corridors and goods lifts, in most cases, to their rear service door. To gain access to the designated office or residential goods lift, the delivery driver will call the tenant for access to the goods lift. Once access is provided to the goods lift, the delivery driver will proceed to the appropriate floor for delivery of the goods to the tenant.

Refuse

The Servicing and Waste Report of the Environmental Statement outlines the waste generation and management criteria.

Retail tenant refuse will be collected by the development's refuse team from the bin store based on an established schedule and transferred to the waste management area within the service areas.

Office tenant refuse will be taken by the tenant to a central office refuse store located adjacent to each office goods lift at the service area level. The development's refuse team will then transfer the refuse to the waste management area. Refuse will then be compacted with Euro bins utilised for recyclable waste (glass, plastics, metal) or, utilising an approach similar to Cardinal Place, removed from site daily for sorting, recycling and disbursement of non-recyclable waste. A provision will be made for three compactors in the main service basement for managing commercial bulk waste. The residential tenant can arrange collection of bulky items by the development's refuse team.

The movement of goods and refuse for the retail, office and residential tenants will occur by goods lifts and service corridors in the back of house areas of the development and will not affect the use of the development by the public.

Cleaning and Maintenance

The cleaning strategy for VTI will be fairly complex with a large number of cleaners in attendance at any one time and with a variety of cleaning operations that will be required to be undertaken. The management strategy will require the appointment, through a service provider, of a Cleaning Manager reporting directly to the on site Land Securities management team. The person appointed to the role would be responsible for overseeing the quality of the cleaning operations at each individual building as well as taking ownership for handling any comments, suggestions and complaints related to the operation. Cleaning staff will be on duty during public access hours (6am to midnight) to ensure the highest standard of cleanliness is maintained throughout the development including all public areas and public toilets as well as the back of house operational areas. Any cleaning procedures affecting egress routes or that may cause a hazard to the public will occur outside of public access hours with the majority of the daily cleaning regime occurring overnight. Shopfront cleaning will occur daily outside of public access hours and façade cleaning will occur according to an established schedule.

The provision of a competent maintenance service is a fundamental requirement to ensure that the buildings perform in the manner they were designed and that an efficient, safe and reliable environment is provided. Generally, engineering and fabric maintenance will include the upkeep of all the landlord's plant and equipment serving the buildings and those parts of the external envelope and internal finishes and fittings that are not demised to the tenants. The services will be provided through a combination of providers which will probably include:

- mechanical and electrical services and fabric maintenance – the 'principle contractor,'
- lifts and escalators,
- CCTV installations,
- fire alarms,
- security/entry systems, and
- access equipment.

Any maintenance procedures affecting egress routes or that may cause a hazard to the public will occur outside of public access hours with the majority of the routine maintenance occurring overnight. Any maintenance procedures that must be undertaken during public access hours will follow strict health and safety procedures to ensure the public's safety.

Disabled Access

VTI is designed to be fully accessible and provide amenities/facilities in line with the DDA requirements with all access arrangements clearly designated. Refuge points are located throughout the development. VTI management will require retail tenants to provide a plan for evacuation of disabled customers from their unit. Further information can be found in the Design and Access Statements submitted as part of this application.

Signage

Tenant signage will be controlled by a signage design guide included within the Tenant Design Guide, which will also incorporate guidelines for shopfront and shopfit out. The tenant will have the responsibility to obtain any necessary statutory approvals. Display windows, showcases and signs must be kept fully illuminated during trading hours. The VTI management will have the right to request the removal of any signage and display material that does not meet the established criteria even if statutory approvals were granted. Retailers will also not be allowed promotional balloons, fliers or stickers within the development's public areas.

Events

Any events that occur within VTI will receive the same level of attention and hands on management approach provided in the daily operation of the development. Strategies for dealing with security, deliveries, cleanliness and disabled access will be developed for each specific event ensuring the enjoyment of all visitors.

The VTI management and security staff will liaise with the police, neighbours and others as relevant to ensure all aspects of any event have been taken into consideration to everyone's satisfaction.

Staff

All VTI employees – security, delivery, cleaning, maintenance, etc. will be easily recognizable to tenants and visitors by their development uniforms. They will be given customer service training and will be expected to multi-task by being aware of all aspects within the development not just their designated area. All employees will carry a radio providing continuous communication. Centralised facilities will be provided for the employees including shower/changing/locker rooms and break rooms. Individual tea points and toilets will be provided within work areas as required.