

# **GREAT GEORGE STREET, LIVERPOOL**

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Management Strategy

**On behalf of Great George Street  
Developments Limited**

19 September 2018

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# Brief

## 1.0 BRIEF

CBRE have been requested by Great George Street Developments Limited to produce a management strategy for the proposed development of George Street, situated within the Baltic Triangle and in close proximity to the Liverpool Anglican Cathedral, the Cains Brewery (Baltic Market), Baltic Creative as well as planned residential developments.

The aim of the report is to provide an explanation of how the services to the completed development will be managed.

## 1.1 The Development

The scheme will comprise 496,576 sq.ft. of mixed use accommodation, encompassing the following;

	SQ.FT
Apartments	359,087
Commercial	53,766
Offices	45,026
Town House	38,697
<b>Total</b>	<b>496,576</b>

## 2.2 The Management Challenges

The Great George Street Development is a significant and major scheme being located within a strategic development area of the City created through Great George Street Developments Limited (GGSDL). It is important to GGSDL that it is managed in a comprehensive manner, offering a high standard of service delivery at all times. The need to maintain a prestigious high value environment coupled with an increasingly popular and busy leisure location will bring challenges and potential conflicts, requiring consideration of, amongst other matters the following:

- External maintenance and cleaning of the buildings and the public realm.
- Managing the day to day activities of the scheme.
- Ensuring a level of security on a 24 hour basis.
- Working closely with stakeholders, being neighbouring owners, occupiers and the wider residential community to ensure a joint cohesive approach to management.
- The effective and sympathetic curation of an effective placemaking and events strategy.
- Vehicle and pedestrian management.
- Servicing and deliveries
- Complying with health and safety at work legislation, given the anticipated high number of visitors to this location.

# Brief

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## 2.3 Estate Management Structure

GSL propose that the Great George Street Development will be managed in a comprehensive manner from the Liverpool office of CBRE Ltd.

It is proposed that a Management Company be established as a legal entity to oversee the management of the Estate common areas.

In delivering services to the property CBRE will need to balance the expectations of potential occupiers with the service charge cost implications. One of the major factors to consider when delivering the service is the quality and experience levels of the on-site team. The recruitment of the on-site team and in particular the staffing numbers will need to be assessed against cost as well as necessity given that the site will be delivered in phases.

Whilst a high quality service is the objective this must not place the service charge at a level that may prove prohibitive to potential and existing occupiers.

### Management Agents

The development will be managed by senior personnel and qualified Chartered surveyors.

### Management Agent Direct Employed Site Staff

Great George Street will be managed on a day to day operational capacity by a dedicated on site team. Given the variety of uses and the nature of the site we would envisage the team to consist of an Estate Facilities manager and Assistant Facilities Manager with an administrator/events co-ordinator.

They would receive support and back up from the appointed Surveyors and wider Facilities Management Team including Health and Safety, Procurement and Senior/Regional Facilities Manager.

### Third Party Service Partners

The services will be supplied by dedicated third party service supplier teams, including concierge for manned buildings, security, cleaners and M and E engineers, reporting directly to the building management team on a day to day basis. The service suppliers would be selected to have the experience and ability to deliver a customer focussed service to the office, retail, leisure, residential and public realm.

The service providers would be appointed via a competitive tender process, overseen by CBRE's on site team and supported by procurement specialists, they would be selected from a known pool of approved contractors capable of delivering the required level of service, bespoke to George Street, its occupiers needs and requirements to the wider community.

To summarise;

- There will be a management brief and full systems governing the management of the property.

## Brief

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- Key policy documents will be developed for all operations including but not limited to Traffic Management, Use of the Public Realm and Mobile Food and Beverage.
- A site facilities team manager will be appointed dealing with high level management issues and employed by CBRE.
- There will be a 24 hour/365 days a year on site presence. Including security and site maintenance team to deal with the 24 hour nature of the Estate.
- The site maintenance team will be employed and have the responsibility for cleaning the common grounds, e.g. picking litter, emptying bins, clearing refuse from the buildings and undertaking routine maintenance tasks.
- The security will be employed to provide cover to the buildings and public realm, monitoring of CCTV cameras, reacting to anti -social behaviour and liaising with local stakeholders.
- When events are staged, staff trained in events will be brought in to oversee.
- Suitably qualified contractors will be appointed under contracts with appropriately measurable Service Level Agreements and KPI's, devised to measure quality service delivery issues.
- CBRE will provide regular training of key staff to ensure focus on appropriately high standards of service delivery, regularly reviewed.

# Visitor Management

## 2.0 VISITOR MANAGEMENT

The Estate will be serviced from a dedicated management suite which will act as a Visitor Centre. The Centre will be manned 24 hours a day through a combination of the Estate Management team and security officers.

### 2.1 Great George Street Ambassadors

Similar to the Games Makers in the London Olympics we would propose that once fully developed that visitors are met by a specially trained "Meet and Greet" team. They would be a team of passionate, enthusiastic and knowledgeable front of house staff. All committed to ensuring every visitors experience of Great George Street and the wider Baltic area is truly world class, with an enthusiastic and proactive approach to service delivery. Easily identified by their contemporary look and approachable style. The team will all be located strategically around the site, always there when you need them, never too far when you don't.

### 2.2 Security

#### Manned Security

In order to deliver the required level of security to Great George Street and its occupiers a 24/7 security presence will be required. The contract put in place will supply cover to the common areas, retained areas, access points and external perimeter with occupiers delivering their own security functions.

The level of manning and cover will take account of the various uses within the Estate including the public realm, leisure offices and residential use.

The security contractor with appropriately qualified staff recruited will manage the logistics in regard to deliveries and waste disposal strategies. Given the nature of uses at Great George Street consideration should be given to at least one operative being a 24/7 position.

The security control room will be located is located next to the Building Management Suite, the Security Control Room will be the centre of the security operation for the building overall with CCTV monitoring screens and controls, intruder alarm, access system headend and card programmer, key cabinet, fire alarm repeater panel, BMS alarm.

#### Out of Hours Guarding

Out of Hours security will be in place between the hours of 19:00hrs and 07:00hrs Monday to Friday and 24 hrs on Saturday & Sunday.

Security to the scheme will be provided through patrols and monitoring CCTV. They would work with neighbouring schemes /stakeholders to effectively manage the interaction generated from a leisure scheme with businesses and residential.

#### Security Systems - CCTV

A Closed Circuit Television (CCTV) system using high-definition (HD), day/night cameras for external and internal surveillance is provided. The CCTV cameras provide a clear view OF the external frontage of the building, the Estate perimeter, car parks and the public realm. The CCTV system works in conjunction with the intruder alarm and access control systems to activate automatic alarm recording status. Should the CCTV system receive inputs from either

## Visitor Management

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system, this shall initiate the appropriate CCTV camera image to be automatically displayed on a CCTV monitor and recorded.

All CCTV images shall transmit over an IP network and record digitally and directly to a hard disk storage facility and monitored 24/7 from the security control room.

# Traffic Management

## 3.0 TRAFFIC MANAGEMENT

A policy and risk assessment will be developed aimed at ensuring that any and all risks associated with the management of traffic at Great George Street are adequately controlled.

The policy will consider;

- Deliveries
- Vehicular access for visitors and occupiers
- Workplace transport
- Cyclists
- Car Parking
- Green Travel
- Health and Safety
- Security e.g. Terrorist threats

### 3.1 Vehicle Access

Access to the site is through the main carriage ways off Great George Street and St. James Street.

There are two car parks within the scheme;

- Car Park 1 – Accessed off Upper Pitt Street, this car park serves solely the residential town houses.
- Car Park 2 – Accessed off Duncan Street, this serves the residential, offices and retail and leisure that fronts Great George Street and St. James Street.
- Hotel Car Park – these spaces would be used solely for the Hotel and managed and controlled by them directly.

Whilst car park 1 will be exclusively used by the residential town house owners. Car Park 2 will be used by a variety of users including visitors, occupiers to the residential element. A plan will be put in place to designate spaces to these users thereby reducing the impact of parking on the surrounding areas, as well as ensuring that there is adequate visitor space.

### 3.2 Deliveries

It is important that timings of deliveries are well managed and prescribed to reduce the impact of the running of the estate during working hours. Where possible deliveries will be limited to "out of hours".

We would seek to limit delivery times of bulky goods to keep the Estate roads clear during the core operating hours of the scheme. This will mitigate the risk of pedestrian/vehicle conflict and keep the Estate clear for the enjoyment of occupiers, residents and visitors.

Occupiers fronting Great George Street and St. James Street will be able to load from the road.

It is the responsibility of the occupier to ensure that any deliveries are booked in advance.



# Traffic Management

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## 3.3 Cycle Access

In accordance with the Green Travel Plan, we are committed to encourage occupiers and visitors to cycle to George Street.

On other sites we work with Merseytravel and Cycling UK to encourage alternative methods of travelling to work. Provision will be made for cycle racks both externally and within the car parks. For office occupiers shower and changing facilities will be provided, this will include a workshop will also be provided for users to make essential repairs

# Cleaning and Maintenance

## 4.0 CLEANING AND MAINTENANCE

### 4.1 Service Charge

A service charge will be payable to cover the costs of maintaining and running all aspects of the development. A reserve fund will be set up to meet the cost of periodic capital expenditure.

The service charge for the site and buildings will be re-assessed annually with quarterly monitoring.

There will be a planned maintenance programme used to ensure maintenance objectives are met, but also to predict requirements of the reserve fund.

The service charge costs will be apportioned on a fair and reasonable basis having regard to floor area occupied as a proportion to the area benefiting from each service.

It is envisaged that 'site charges' of benefit to the whole will be spread across the whole, whilst individual property costs will be identified and costed to the relevant occupiers. Further flexibility allowing services to be provided and costed to smaller groups or individuals will be possible.

The overall objective will be for open transparent cost effective and fair accounting.

### 4.2 Maintenance

This category of expenditure would cover any maintenance to the 'common areas' of the Estate and buildings including; repairs, lighting, internal planting, signage, decorations or any other ongoing repairs to any fixtures and fittings within the common parts. It would also include all aspects of maintenance to the grounds.

It would exclude the internal demise of the commercial units, residential and the hotel. These areas would be the responsibility of the occupiers.

### 4.3 M & E Services

The service charge will cover maintenance of the common mechanical and electrical services throughout the Estate and buildings including such items as:

- Fire alarms
- Emergency lighting
- Lifts
- CCTV
- Door maintenance and access control
- Lift maintenance
- Intruder alarms
- Heating and ventilation
- Water monitoring regime
- Escalators

# Cleaning and Maintenance

## 4.4 Housekeeping

A Housekeeping style operation will ensure that all common parts of the Estate and the buildings are cleaned regularly by contract cleaners who are employed by CBRE to industry standards on a daily basis in preparation to manage the day and night trade that this development will attract. We will ensure that a clean, healthy and safe environment is maintained to promote a positive image of its customers' business, the building and the people that work within

A dedicated team of on-site housekeepers will ensure that the Public Realm presents well at all times and that spillages, waste removal /litter picking or other reactive cleaning tasks will be dealt with during core hours. While regular inspections of heavily used areas will ensure that building standards are maintained throughout the day. This will be supplemented by extra resource out of hours to ensure heavy traffic areas are refreshed for the start of each day and allow deep and specialist cleans to be carried out.

## 4.5 Window & Façade Cleaning

External window cleaning and cleaning of the cladding to the buildings will be undertaken via Rope Access, the hardstanding to the area will be designed so to accommodate Cherry Pickers in the event that major works are required or changes in Working at height legislation force changes in the cleaning methodology.

The regime will operate on a quarterly regime/ ongoing permanent team dependant of requirements with monthly cleans in place for high contact areas such as main entrance doors and receptions.

## 4.6 Waste Management

Each building will have its own refuse area this will be available for the residents and occupiers, where large waste bins for segregated waste types will be stored. All occupiers will be responsible for transferring their own waste to their designated area.

Because of the anticipated high volume of leisure occupiers in particular restaurants/bars there will be dedicated waste bins for the disposal of glass bottles and food waste. By segregating the waste at source the glass can be recycled.

Given the large amount of anticipated waste to be generated, the waste bins will be emptied by a refuse disposal company daily. The contractor will specialise in recycling so to aid the environmental management of the scheme, they will remove all waste to a waste transfer station from there it will be handpicked so the large majority can be recycled.

All leases will be drafted to ensure that all occupiers are bound to use the landlord's choice of contractor, thereby controlling standards of waste removal and importantly controlling times of removal so to ensure effective management of the Estates traffic management plan.

The lease will refer to the landlords Estate Management policy which will stipulate procedures for the management of waste, such procedures will cover but not limited to;

- Timings and frequency of removal of waste (normally before the start of the working day)
- Prohibition of storage of waste externally notably within the public realm.
- Segregation of waste to assist recycling
- Reduce the volume of waste (e.g. by flattening cardboard boxes)

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- Ensure secure storage of waste so that it cannot be accessed by vandals or people stealing waste.
- Reduce/eliminate the amount of liquid waste put into skips to prevent it entering local rivers and cause damage to the surrounding area.
- Prevention of litter

### 4.7 Environmental Management

It is proposed to seek inclusion of all the properties within CBRE's ISO 14001 Environmental management system. This will seek occupier's involvement with standards set and measurements made at improving standards of environmental governance.

### Occupier Information

The developments web page will be used to hold useful information for visitors, occupiers, contractors with varying information available dependent on access including:

- Contingency plan
- Health and safety policy
- Service charge budget
- Buildings rules and regulations
- Staff contact

# Risk Management

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## 5.0 RISK MANAGEMENT

A risk management system will be in place including National Britannia's e-risk internet monitoring and health and safety system.

There will be a contingency plan to cover a variety of predictable risks and events.

### 5.1 Health and Safety Audit

To comply with current Health & Safety at Work Legislation it would be necessary as a minimum to carry out annual Health & Safety Risk assessments. This would be undertaken by a consultant.

Their recommendations will be implemented by the Village Manager, the report will also diarise checks which must be undertaken on a scheduled basis.

### 5.2 Fire Safety

An annual fire risk assessment will be undertaken on the buildings and recommendations implemented.

In terms of ongoing maintenance/checks are concerned the following systems will be highlighted; fire alarm, emergency lighting, dry risers and fire extinguishers.

### 5.3 Water Testing

An annual water risk assessment will be carried out, to accompany this water temperature monitoring to the common areas will be undertaken monthly.

### 5.4 Insurance

The occupiers would be responsible for insuring their contents, fixtures and fittings.

Great George Street Developments Limited would be responsible for insuring the Estate and the Properties against all usual risks including property and terrorism risks.