

Appendix 9 – Chrisp Street Long Term Estate Management Plan

HARCA / CSDL Statement

Chrisp St Long term Estate Management Plan

1. Structure

1.1 CSDL/HARCA have adopted a holistic approach to estate management. A management company has been formed called Chrisp Street Management Ltd (CSML). This company will be named in all the leases granted as being contractually responsible for the estate management of the Chrisp Street district centre.

1.2 Parties with a significant property interest* will be eligible to nominate a director and to have voting rights on estate management matters through the Annual general meeting. This will apply to both LBTH and Poplar HARCA who with representatives from CSDL will form the board of directors.

*representing the following: Open Market Sale Housing Units; Affordable Housing Units; Any Private Rented Housing Units ; the retail units; and the Council. Each of these representative groups will be entitled to nominate 2 directors. An Observer will also be invited to attend as a representative of Street Market Traders.

1.3 CSML will appoint a managing agent that will be responsible for delivering the estate management on behalf of CSML. This is currently Knight Frank. The agent employs the required estate management staff and appoints the required service providers. The cost of this is recovered through the service charge which is paid proportionately by all retail and residential occupiers.

1.4 CSML will have four distinct objectives:

- Facilities Management: The day to day management of the physical aspects of the estate (estate management)
- Transitional Co-ordination: To provide and co-ordinate all aspects of the centre during the construction period and provide the key contact point and co-ordination for all stakeholders (change management)
- Marketing and Promotion: To animate the centre to increase footfall and promote businesses both before during and after construction (centre promotion)
- Business Support: To provide business support and co-ordinate stakeholder engagement

2. Estate Management

2.1 CSDL/HARCA wish to see the district centre become of a destination through the enhancement of the daytime trade and the introduction of an evening economy. Therefore there will need to be careful consideration of the on-

going operations of the retail environment and associated security, to ensure a safe and attractive environment for visitors, as well as new and existing residents.

- 2.2 CSDL/HARCA have made a long term commitment to continue via CSML to manage elements of the market as detailed in the Crisp Street Market Proposal which is a joint document by CSDL/HARCA and LBTH Markets team. The inclusion of the market to the estate management scope will enable the holistic vision for the regeneration of the town centre to be realised. That is the whole centre will be managed seamlessly to generate benefits for both the retailers, market stall traders, shoppers and residents.
- 2.3 The Crisp Street Town Centre Manager (TCM) will have responsibility for delivering the strategic vision of the Board. The TCM will play a key role in ensuring that the Centre meets its targets on footfall, occupancy, events and retail balance. The TCM will promote the Centre at all levels as a quality shopping destination to serve local people while helping to define a USP that will appeal to a wider audience in line with the strategic vision.
- 2.4 The TCM will also head up the estate management team, which will be located within a dedicated Town centre office. They will be responsible for the estate management of the public realm, retail properties and residential properties.
- 2.5 The following services will be centrally managed from the estate office:
 - Cleaning of public realm
 - Security and CCTV
 - Goods deliveries into service yards
 - Waste management
 - Smart metering for cooling, water, gas and electricity
 - Planned and responsive maintenance
 - Emergency response

3. Change Management

- 3.1 By the time the construction commences the retailers will be fully aware of what's involved with the regeneration due to their one to one meetings with CSDL/HARCA. However their customers will need to be kept informed about how the centre will be affected by the works. CSDL/HARCA will ensure that customers are aware of changes to access routes and the relocation of individual stores. This will be communicated by the following means:
 - Notices in local press
 - On-site bespoke signage
 - Construction hoardings animated with information about what is happening and how to navigate around the centre
 - The estate office will have full details of the current and future plans for the centre

- Identifiable staff will be available in the centre to assist and explain to customers what is happening

3.2 The retailers themselves will have a dedicated staff member to assist them with the logistics of their relocation, shop alterations and new servicing arrangements. This is in addition to the business support offered to the independent retailers that will be managed through the estate office.

4. Events

4.1 CSML's brief will include managing events to increase the number of people using the district centre. Chrisp Street has a long history of great social events like Swing East and seasonal Festivals. This will continue. The aim of the events is to raise the profile of Chrisp Street both locally and in its wider catchment area, to encourage long-time residents to look again at Chrisp Street as their favoured local shopping and leisure destination, and to introduce new residents to the unique shopping experience that is Chrisp Street. The ambition is to encourage all to use the convenience of Chrisp Street rather than travel to other centres or shop on line.

4.2 Events will seek to:

- Be complementary to Chrisp Street traders, particularly independents
- Ensure that traders have the opportunity to participate in events on equal terms
- Ensure that event space and the public realm provides the amenities which will help retain audiences at events and increase dwell time on-site
- Provide free public Wi-Fi to increase dwell time in a space
- Provide private Wi-Fi for electronic transactions
- Provide constant engagement - when the public enter the space, ensure there is something available to keep them engaged even when events aren't happening. This can be in the form of a community blackboard, a working café/bar, a screen with scrolling information, or an information point detailing various activities going on in the space and in the wider area.
- Remove barriers to access on-site facilities for the general public and a clean supply of drinking water should be readily available.
- Ensure adequate toilet and waste provisions are available during events and that they will be appropriately managed
- Ensure that during opening hours the whole site will be open for the public to dwell, using seating and with special attention paid to seasonal variation, shade in hot weather, and cover in the winter.

5. Stakeholder and Business support and engagement

5.1 CSML will have a brief to support local businesses and to engage with local stakeholders on the running of the centre. In addition to the business support spelled out in the retail policy the Town Centre Management team will

champion the independent traders within the Centre, ensuring that they can participate in daily activities on equal terms.

5.2 Reporting back to the Board, the TCM will:

- Work closely with LBTH Markets Dept
- Support and work with Market Inspectors in the execution of their duties
- Be responsible for raising the profile and the promotion and advertising of Chrisp Street through local and wider media including social media
- Set up lines of communication with all businesses, residents and shoppers
- Facilitate meetings as appropriate with businesses inc independents, stall holders and multiples
- Set up shopper forums
- Attend Resident Association or equivalent meetings as required
- Report back to the Board
- Represent and promote Chrisp Street at local and possibly national level as a centre of excellence
- Build relationships with individual businesses to gain understanding
- Signpost businesses to relevant agencies that will help their businesses grow
- Ensure that all businesses have access to the regular Centre management meetings
- Record and report shopper statistics in order to better inform both the individual and collective retail offer to maximise business for all.

5.3 Overall the Chrisp Street Town Centre Management strategy will be set by the Board of CSML which includes LBTH, Poplar HARCA and CSDL. It will be the TCM who will have the responsibility to deliver the strategy, leveraging in resources if necessary. The TCM will head up a team that will look after both the commercial and residential elements of the Centre to ensure smooth operation. The TCM team will oversee the facilities management as well as promotions, events, social media and political awareness of the centre. Cleaning and security will also fall into his/her remit.

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