

Section 6

Implementation

Strategy:

Interim

management

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Annexures

6.1	None
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6.1 Background

Residents

- 6.1.1 The Development Period presents a significant change and potential disruption to residents over a period of 20 years or more. Many residents are based at home during the day; this reflects the age, demographic profile and/or unemployment of residents. Many residents shop, socialise and work in and around the Aylesbury Estate and any disruption has the potential to affect them in all aspects of their life.

Security on the estate

- 6.1.2 There is concern from residents that extensive building work in the area could attract crime and anti-social behaviour. The erection of hoardings has the potential to create routes and spaces which, whilst not hazardous from a technical perspective, increase fear of crime to residents. Hoardings are also likely to be in close proximity to children from the existing dwellings and schools and may be subject to misuse / attempts to access unsafe areas.

Vacant sites

- 6.1.3 The configuration and size of demolition sites will, in most cases, be much larger than the Plot Developments. A consequence of this is that there will be large vacant sites during Development Period, which may be vacant for several years at a time. Such sites could present a security hazard and impact negatively on general perception of the area and safety and security in particular.
- 6.1.4 Large cleared sites will be passed over to the Developer with part of the site being subject to immediate development under a lease and the balance of the site (not required for immediate development) passed across on a licence. Management of these sites will include a regular program of cleaning and clearing, pest control and other initiatives that would prevent the vacant sites from becoming an environmental risk.

Parking on the estate

- 6.1.5 There is currently good provision for parking on the Aylesbury Estate with a low resident car ownership ratio. Garages on the estate may be leased by people who are not resident on the estate. Garages are used for both parking and general storage.
- 6.1.6 The parking and storage facilities on the Aylesbury Estate also currently form part of the storage infrastructure for East Street market and it will be necessary for the Developer to work with the Council to manage the eventual withdrawal of these facilities.

Existing access arrangements

- 6.1.7 Current access arrangements to existing blocks for refuse collection are often routed via, or alongside adjacent blocks. Similarly, pedestrian access is, in some instances, reliant on adjacent blocks linked by bridges. Such arrangements should be taken into account in adaptation of access arrangements for construction site purposes.

Maintenance to existing blocks

- 6.1.8 A programme of planned preventative maintenance (PPM) works will be delivered across the Aylesbury Estate in 2014 – 16. Responsive maintenance by the Council to the existing blocks will continue throughout the Development Period.
- 6.1.9 Multiple contractors will be in attendance on the Aylesbury Estate and communications between the Parties will ensure that there is a consistent message to residents.

6.2 Key principles

6.2.1 The Developer has committed to the following key principles:

Safety and Security

6.2.2 Throughout the Development Period, security and safety for residents must be maintained. As residential blocks are vacated, the Council will also seek to work with the Developer to improve security for isolated residents.

6.2.3 Secure and safe pedestrian and vehicular routes will be provided continuously throughout the Development Period

Minimising Disruption

6.2.4 Demolition and construction works must be carried out to minimise disruption to residents, in particular, works will not adversely impact on the continuity of utility / heat supply to existing residents.

Access

6.2.5 Access, pedestrian, car and emergency and refuse collection must be maintained at all times. As well as stopping up of roads and temporary traffic management measures, this may require modification to the existing building fabric to create new openings, routes and the like. The Developer will need to liaise with the Council to agree adaptations to the existing buildings, forecourts and access paths.

Communications

6.2.6 Close liaison between the Developer, the Council, Creation Trust and the police will be maintained throughout the Development Period in order to proactively address the issues arising.

Temporary parking provision

6.2.7 Minimum provision of 0.35 car parking spaces per existing unit will be provided throughout the Development Period. As sites are developed, the number of spaces for existing residents will reduce.

Temporary office space provision for Creation Trust

- 6.2.8 The Developer will provide office space for the Creation Trust from December 2015 (or the VP of the blue huts on Plot 18, whichever is the earliest). It is expected that the Creation Trust office space will be provided within the Hub on Plot 3. In the event that the office space within the Hub is not ready, then the Developer will provide interim office accommodation for Creation Trust within the First Development site.
- 6.2.9 It is expected that Creation Trust will operate from the Hub until its new office space within Plot 18 is complete. In the event that the Hub is removed prior to the completion of Plot 18, then the Council will provide interim office accommodation for Creation Trust within the Community Space on Plot 1.
- 6.2.10 For further details on co-location refer to Section 9; for further details on the output requirements for Creation Trust office within the Hub, refer to Annexure 9.4

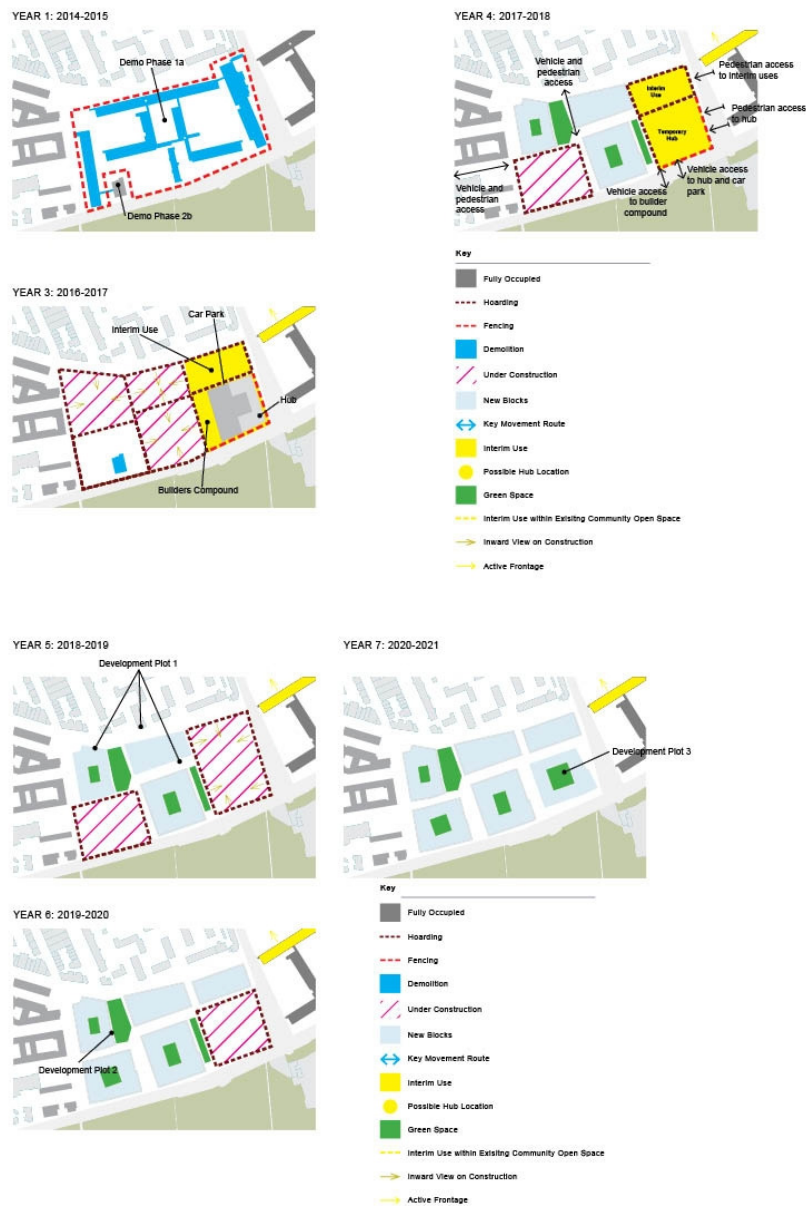
6.3 Business Plan Specification

- 6.3.1 There is no Business Plan Specification for this section.

6.4 Site set up

6.4.1 Delivery Mechanism

6.4.1.1 The following diagram sequence sets how the site will be set up, including the Hub area and the Interim Use area, across the delivery of Plots 1-3 within the First Development Site.

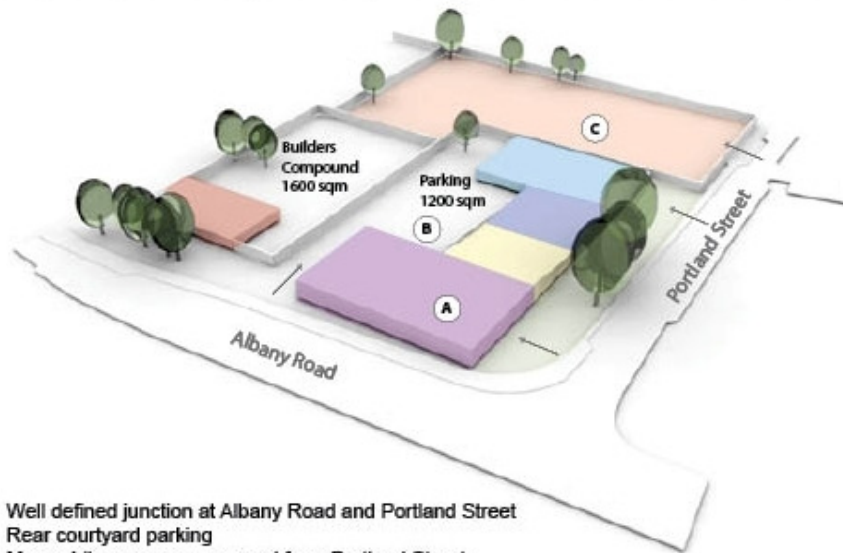


6.4.1.2 The following diagram set out further detail regarding the layout of the Hub.



6.4.1.3 The following diagram sets out proposed area provision for the Hub and the Interim Use area.

FACILITY	Approx AREA	RELATIONSHIP
Marketing Suite (Notting Hill Housing & Barratt London)	320 sqm	<pre> graph LR MainEntrance[Main Entrance] --> MS[MS] MS --> SH[SH] HO[HO] --- SH SH --> CT[CT] CT --> CH[CH] CH --> MU[MU] </pre>
Show Homes	250 sqm	
Housing office	270 sqm	
Creation Trust	350 sqm	
Community Hub	420 sqm	
Meanwhile Use	4065 sqm	
Site Office	290 sqm	
Public Realm	965 sqm	



- A. Well defined junction at Albany Road and Portland Street
- B. Rear courtyard parking
- C. Meanwhile use area accessed from Portland Street

6.4.1.4 The table below sets out indicative timescales for site set up over the course of the delivery of the First Development Site.

Uses	Year
The Hub	Expected to be operational between end 2016 – end 2018
Area for Community Garden Interim use	November 2016 to July 2019
Site offices Builders Compound	throughout construction period

6.5 Interim Management

6.5.1 Delivery Mechanism

6.5.1.1 The Developer will deliver the interim management as set out in the following paragraphs.

Transition plan

6.5.1.2 Prior to any works commencing on each Phase or Plot, the Developer will draw up a detailed transition plan. A draft plan will be prepared, which will then be reviewed, agreed and updated with a neighborhood group.

6.5.1.3 This plan will clearly set out the different stages of the transition, and will include:

- what will be happening at each stage
- what safety and security measures will be put in place
- what will be done to reduce disruption and disturbance
- what temporary accesses will be required for residents

To ensure the existing Aylesbury Estate, the new neighborhoods and the surrounding residents and stakeholders can continue to go about their everyday lives with as little disruption as possible.

6.5.1.4 Effective consultation and communication strategies will provide local residents with information, and understanding of the works programme and the impact this will have on their day to day activities, movement around the Development Site and any short-term loss of facilities, i.e. limited play space.

6.5.1.5 The Developer will work with the existing housing team to identify any one with special needs or concerns.

Communication

- 6.5.1.6 The Developer will provide experienced customer care and resident liaison teams on site, who will work with residents, the Council's housing management and resident involvement teams (under the direction of the MCI manager), and the local community. The resident liaison teams will ensure that there is always someone on site during working hours to talk to residents about any anxieties or concerns. Any issues will be resolved promptly. Issues will be reported to the MCI working group for lessons learned and future communications planning.
- 6.5.1.7 There will be a 24 hour free phone number to give residents and the local community direct access to a team to deal with transitional arrangements, emergency and non – emergency events.

Complaints

- 6.5.1.8 During the demolition and construction phases all sites will have a main site office and main site manager, where residents can contact members of the contractor's staff to report any problems or complaints they may have about the construction works.
- 6.5.1.9 All complaints received from any source will be recorded on a complaints log, which is then tracked and managed to ensure issues are resolved in a reasonable timeframe.
- 6.5.1.10 Contractors will have designated staff trained to deal with any type of complaint that arises from the construction process.
- 6.5.1.11 If the complaint does not relate to demolition or construction the complainant will be pointed in the appropriate direction of the Council or the Developer.
- 6.5.1.12 Complaints received by the contractor will be dealt with by the resident liaison officer who will mediate between the complainant and the site manager until the matter has been satisfactorily resolved. The complaint log will be reviewed at monthly site meetings by the Developer's Senior Project Manager to ensure complaints are being managed and successfully resolved.

Safety and security

6.5.1.13 Safety and security will be managed according to the provisions set out in the table below.

Safety and security provisions	
Considerate Contractor	The Developer will ensure that all its contractors sign up to the Considerate Contractor (CC) initiative or similar.
Safety and security during re-housing	<p>The Developer will work with the Council to ensure that residents still living in the existing blocks are safe and secure by ensuring:</p> <ul style="list-style-type: none"> • empty units are well secured • adequate lighting and signage • suitable access and escape routes <p>The Developer will work with the Council to visit residents to make sure they are coping and to get feedback on their experience.</p>
Interim uses	<p>Some of the empty units may be used for shortlife tenants or other interim uses.</p> <p>The Developer will explore possible interim uses within the empty blocks and units. It is likely that such uses will be concentrated on the lower floors.</p>
Security provision to vacant sites	<p>All vacant sites will be provided with the same security measures as construction sites.</p> <p>Outside working hours, provision will be made for lighting all vacant sites behind the hoardings.</p>
Security provision to construction sites	<p>Sites will be hoarded in compliance with Southwark hoarding strategy, including the provision of port holes, debris netting and clear and obvious warning signs will be erected around the site.</p> <p>There will be one entrance to each site, which will be clearly marked out and well lit; vehicles entering and leaving the site will be controlled.</p>

Safety and security provisions

	<p>24 hour security will be provided.</p> <p>Outside of working hours, lighting within the building sites will be provided to maintain adequate security provision. Light pollution will be kept to a minimum for surrounding residents.</p> <p>Health and Safety on the construction sites will be strictly controlled in accordance with the current regulations and all people visiting the site will require the necessary protective clothing and will be accompanied by an experienced member of the construction team. Records will be kept of site accidents and these will be monitored at site meetings and will be one of the key performance indicators for our contractor.</p> <p>The Developer will also carry out health and safety briefings in the community to identify the dangers of construction sites especially to children. This will be done at consultation meetings and with visits to local schools. The Developer will also arrange for school trips to the sites to show the children around so that the health and safety message can be reinforced.</p>
Provision for temporary footways and carriageways	<p>Secure and safe routes will be provided throughout the Development Period.</p> <p>Carriageways and footways closures and re-alignments, temporary arrangements and the like will be managed so as to cause minimum inconvenience to residents.</p> <p>Temporary routes for pedestrians and vehicles will be provided and maintained in compliance with all safety aspects of the Southwark Streetscape Design Manual (SSDM), such as lighting, sightlines, accessibility segregation and the like.</p> <p>All existing roads affected by works will be made good to SSDM standard.</p> <p>All excavations will be clearly marked, well protected and well lit with clear signs to show pedestrians where to walk and vehicles where to go.</p> <p>The Developer will also monitor and liaise with other contractors working in the area.</p>
Landscaping to temporary pedestrian paths	<p>The Developer will take opportunities to provide temporary improvements to the landscape around the construction sites and the Development Area.</p>

Safety and security provisions	
Enabling works	Any temporary structure required for diverted services will be securely housed and soundproofed.
Working with the Council and the police	<p>The Developer will establish links with the Council's envirocrime unit and promote a culture of reporting incidents such as abandoned vehicles and fly tipping as they happen.</p> <p>Provision will be made for 24/7 resident liaison with the police.</p> <p>The Developer will invite the local police to participate in resident consultations and ask them to do presentations and to be available for residents to ask questions and voice concerns. The local officer would be invited to attend some of the implementation team meetings to report on issues in the area.</p>

Minimising Disruption

6.5.1.14 Disruption to residents will be minimised by means of the provisions set out in the table below:

Key Interface	Provision
Considerate Contractor	The Developer will ensure that all its contractors sign up to the Considerate Contractor (CC) initiative or similar.
Noise and dust	<p>The Developer will minimise noise and dust throughout the demolition and construction periods by:</p> <ul style="list-style-type: none"> adhering to defined times for noisy work. Particularly noisy work such as piling will not be carried out early morning or late evening. spraying with water to keep the dust down, cleaning trucks leaving the site and cleaning up any mud and debris on the roads. <p>The following specific provisions will also be made:</p>

Key Interface	Provision
	<p>First Development Site</p> <p>Ellison House will be protected throughout the demolition if this has not been relocated.</p> <p>The Developer will also liaise directly with the Ellison House staff working there on the programme and construction sequence. A safe and secure access to the building will be provided, to ensure the security of the building is not compromised by the works at any time.</p> <p>Contact numbers will be provided to Ellison House staff.</p> <p>Phase 3: The Developer will take special precautions with regards to demolition and construction next to the school to avoid disrupting lessons and to ensure security is maintained between the sites and the school.</p> <p>The Developer will also ensure that disruption is minimised to local businesses on East Street.</p>
Continuity of services	Continuity of services to existing buildings will be provided throughout the Development Period.
Existing carriageway	<p>The Developer will phase works to major carriageways to ensure that these always remain open to traffic.</p> <p>Many of the new services will be routed under carriageways; the Developer will endeavour to use new carriageways not yet in use, in order to minimise disruption to the existing highway network.</p>

Access and parking across the Development Area

6.5.1.15 Access and Parking across the Development Area will be managed according to the provisions set out in the table below:

Item	Provision
Parking for residents and local people	<p>The Developer will carry out an audit of the parking in the area. This will include residents on the estate, adjoining streets, businesses and community facilities and visitors.</p> <p>From this information a temporary parking provision will be agreed with residents to ensure that between the time the existing parking is lost and new comparable parking is provided, the community's needs are met as best as possible and disruption and inconvenience is minimised.</p> <p>The temporary parking provision will include a minimum of 0.35 spaces/ existing adjacent unit.</p> <p>A parking implementation strategy will be developed to manage the transition of the existing parking provision, the temporary provision during construction and the overall of new provision of completed areas.</p>
Parking for construction sites	<p>The Developer will make provision for all parking associated with the construction site, including construction employees' parking, is provided within the construction site curtilage. On-street parking spaces will not be used by the construction site employees.</p>
Access/ wayfinding	<p>Where necessary, alternative provision for pedestrians, cars, refuse and emergency vehicles will be provided to have minimum impact on functions and operations and provide intuitive way-finding as far as possible.</p> <p>The Developer will give notice on road closures and diversions using flyers, through newsletters, on the regeneration website, through resident groups and on information boards.</p> <p>The Developer will make provision to ensure the existing residents can access the various facilities and amenities in and around their estate. It must also work for people visiting and for the surrounding neighbourhoods and businesses.</p>
Refuse and emergency services	<p>Throughout the works, the Developer will ensure that access routes are maintained for refuse and emergency services vehicles.</p>

Item	Provision
Maintaining access for the Council's maintenance obligations	All temporary routes and landscaping will be such as to permit the Council to carry out its service maintenance obligations.

Access arrangements for First Development Site

6.5.1.16 Access to the First Development Site will be managed according to the following provisions set in out the tables below.

6.5.1.17 Table of detailed vehicular access arrangements, First Development Site.

item	Vehicular Access provision
First Development Site: Resident access arrangements	<p>Access from Queens Row and Phelps Street will be maintained throughout the works except for a short time whilst services are diverted prior to demolition and when new services are laid and Westmoreland Square is constructed</p> <p>Following completion of plot 1 both these roads will link through to Albany Road.</p> <p>Following completion of plot 3 both these roads will link through to Portland Street.</p> <p>Access from Westmoreland Road will be maintained throughout the construction except for a short time whilst Westmoreland Square is constructed.</p> <p>Access from Bradenham Close will be maintained throughout the works except for a short time whilst services are diverted prior to demolition and when new services are laid when the road may need to be fully or partially closed</p> <p>Access along Portland Street will be maintained throughout the works except for a short time whilst services are diverted prior to demolition and when new services are laid when the road may need to be fully or partially closed.</p>
First Development	The Developer will maintain as much of the existing parking as possible for example along Westmoreland Road between Queens Row and Phelps

item	Vehicular Access provision
<p>Site:</p> <p>Resident Parking arrangements</p>	<p>Street</p> <p>A temporary car park will be provided on sub-plot 4 as part of the interim arrangements as shown at 6.4.1.2. This will be provided within a secure site and fully lit during use. It will be overlooked by the surrounding temporary offices and included in the security patrol of the contractor's security guard. Access will be via Portland Street</p>
<p>First Development Site:</p> <p>Construction Parking arrangements</p>	<p>Parking for construction and workers vehicles will be located within the builder's compound.</p>
<p>First Development Site:</p> <p>Construction Vehicle Access arrangements</p>	<p>All site traffic will enter the site from Albany Road and will not be allowed through the existing estate. This will avoid large trucks obstructing the roads, reduce noise nuisance and decrease the risk of accidents</p>
<p>Access for emergency and service vehicles</p>	<p>The Developer will meet with the Council's refuse team to go through its proposals and the construction sequence and programme. The Developer will work out how collections will be affected and what provisions need to be made to ensure continuity of service; the Developer will also meet with the emergency services; from these meetings and discussions details for inclusion in the transition plan will be drawn up.</p> <p>Both new and temporary signage will be required and the Developer will work closely with the emergency services and the Council's refuse team to ensure they can still adequately access the area</p> <p>The Developer will carry out works to the west side of Portland Street as part of the final sub-plots 3 and 4 and this will require making the road one-way for a period.</p> <p>Works to Albany Road and Portland Street will be carried out after this, one carriageway at a time, to ensure that Portland Street is kept open throughout for refuse and emergency services.</p>

6.5.1.18 Table of detailed pedestrian access arrangements, First Development Site.

Temporary Pedestrian Access	to accommodate the following works:
Pedestrian access will be maintained to the north of plot 1 providing a safe and secure route along this stretch of Westmoreland Road (connecting to Portland Street), along Bradhenham Close, and along Albany Road.	<p>Plot 1</p> <ul style="list-style-type: none"> • services diversion works along Westmoreland Road • tree planting • laying of new services
Suitable access will be maintained to Ellison house.	Throughout the development works until 2016
Pedestrian access will be maintained along Bradenham Close and along Albany Road	<p>Plot 2</p> <ul style="list-style-type: none"> • Services diversions works along Bradenham Close • improvements to the adopted road such as tree planting are carried out and new services are laid
Pedestrian access will be maintained to the north of plot 3 providing a safe and secure route between the new road completed as part of plot 1 and Portland Street and along Portland Street and Albany Road	<p>Plot 3</p> <ul style="list-style-type: none"> • work to Portland Park and to Phelps Gardens • services diversion works along Portland Road and demolish the service bridge • improvements to the adopted road such as tree planting are carried out and new services are laid