

Response to the EIA - Central Police Station

24 December 2010

Introduction



Knight Frank has been instructed by the Hong Kong Jockey Club (HKJC) to provide a response to points 4.2.1, 4.2.2, 4.2.3 and 4.3 under the heading of "Heritage Operation Strategies and Manuals" within the Environmental Impact Assessment Study Brief No. ESB-205/2009 Appendix B. point 4.2.

In providing the response, Knight Frank have had sight of the Conservation Management Plan (June 2008), spoken to the various consultants involved in the project and drawn on examples of comparable sites in Hong Kong and Internationally.

The Central Police Station (CPS) comprises the Central Police Station to the north of the site, the Victoria Prison to the south and the Central Magistrates to the east. After the Revitalization Works, the site will become a mixture of Cultural, Commercial and Interpretation / Education.

This response is not definitive in nature, it merely seeks to address the key issues of the individual strategies that make up the Heritage Operation Strategy and Manuals.

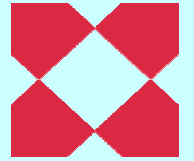
In consultation with the HKJC and their consultants we have sort to identify appropriate mission statements for each of the strategies that will form part of the Heritage Operation Manual. Each mission statement defines the core purpose of the strategy, from which we have identified some key issues that will be addressed in the Manuals.

This response is designed to provide guidance to the HKJC as to the appropriate measures that need to be considered for the long term management and sustainability of the CPS.

Follow the acceptance of these measures, Knight Frank will advise as to the appropriate manuals and guidelines, which will ensure the appropriate use of the heritage site, to safeguard the heritage site against the impact of deterioration and improper use. Knight Frank will set out the requirements to achieve an appropriate operational team and guidelines for users during the operation stage.

Knight Frank recognize that the CPS's popularity means that it will require careful and effective management to achieve a sustainable and long term operational model. The HKJC are keen to embrace the Government's Heritage Conservation Policy "To protect, conserve and revitalise as appropriate, historical and heritage sites and buildings, through relevant and sustainable approaches".

For each of the Strategies, Knight Frank have used a Mission Statement which clearly sets out the objective of the respective Strategy. At this stage the mission statements are draft and may change as the project progresses. The preliminary strategy will be developed further as the project progresses.



4.2.1 Heritage Operation Strategies



A. Maintenance Strategy for Heritage Site(s) and Heritage Items



A. Maintenance Strategy for Heritage Site(s) and Heritage Items

Draft Mission Statement: To keep all buildings, structures, facilities, equipment, utilities in excellent working order having due regard to the heritage and cultural significance of the CPS.

Based upon this mission statement, we have identified these key issues that will form the preliminary strategy:

- ◆ Areas that are fragile in construction and/or subject to heavy footfall will be identified. Such areas will be monitored on a regular basis.
- ◆ All work will respect the existing fabric, and will involve the appropriate physical intervention. HKJC will ensure that the removal of new work in the future will not damage the historic building fabric. Conservation also requires the maintenance of an appropriate visual setting, for example, form, scale, colours, texture and materials.
- ◆ The strategy will provide for detailed guidance on all maintenance and repair of the listed buildings to ensure the historical form is maintained.
- ◆ Areas that are fragile in construction and/or subject to heavy footfall will be identified. Such areas will be monitored on a regular basis.
- ◆ The operational strategy will respect the objectives and guidelines as set out in the Project to preserve the architectural authenticity of the historic buildings within the CPS site and bring out the historical value and significance of the CPS site.
- ◆ The Central Police Station Project is to be managed in accordance with Conservation Management Plan (2008). The Heritage Management Plan to be adopted by the HKJC will provide a guide to the conservation and management of the project. Work on individual buildings is guided by a specific Conservation Management Plan (CMP) for that building.
- ◆ The management strategy for the CPS site will also follow the CMP in the EIA report.



A. Maintenance strategy for heritage site(s) and heritage items (Cont'd)

- ◆ All those working on heritage buildings, including designers, construction team will have appropriate conservation skills and experience, and will seek guidance from project staff in the HKJC or their consultants. All team members responsible for the conservation issues will be suitably qualified and work closely with the Conservation architects.
- ◆ The lease documentation with the tenants will clearly state the areas which are to be maintained by them. All other areas will be the responsibility of the landlord and the operation team.
- ◆ Overleaf is a schedule of the the key items which will be included within the manual. These works will comprise planned maintenance, Capital renewal and replacement programmes and preventative maintenance programmes. The manual will also provide for a checking process which will ensure such tasks are carried out on time and to an acceptable standard.

Indicative Life-cycle approach



	Description	Monthly	6 monthly	Annually	3 yearly	5 yearly	10 yearly	Every 25 years	Every 50 years
1	Clean glazing	X							
2	Clear gutters and flat		X						
3	Service mech plant (Lifts, Air-con)			X					
4	Landscaping (Tree pruning)	X							
5	Fire Services	X							
6	Repairs to the tunnel			X					
7	Maintain and repair/repaint signage, flagpoles			X					
8	Repair paving				X				
9	Condition survey and report of all elements					X			
10	Decorate exterior; repair loose putties; glazing.				X				
11	Decorate interior					X			
12	Minor joinery repairs; lubricate ironmongery.				X				
13	Minor brickwork/stonework repointing						X		
14	Repair render				X				
15	Replace sanitary ware							X	
16	Replace air-con plant							X	
17	Replace lifts							X	
18	Replace electrical wiring								X



B. Strategy to Manage Visitors



B. Strategy to Manage Visitors

Draft Mission Statement: To share knowledge about the cultural and historic values of the CPS with visitors, provide visitors with facilities that are safe, and ensure that the cultural and historic values of the CPS are not compromised by the impacts of visitor activities.

Based upon this mission statement, we have identified these key issues that will form the preliminary strategy:

- ◆ Visitors are clearly going to be attracted to the area as a result of the restoration and the offer. The strategy will include a Guide for visitors based on the awareness that the site is a Heritage site.
- ◆ The Strategy will have regard to numbers that actually visit eg. Introduce a ticket allocation if it proves necessary, managing the group/school tours around the site.
- ◆ Pedestrian flows and reducing congestion is a priority.
- ◆ Liaison with the Conservation architects will ensure that the areas of high significance will not be deteriorated due to high traffic flow of visitors. Methods to control visitor numbers in certain areas will be established eg. Ticket allocation/security to monitor numbers.

Amenities

- ◆ Ensure the provision of adequate seating, shading and lavatories.

Signage:

- ◆ There will be a good level of signage to include:
 - ◆ Warning visitors to be vigilant;
 - ◆ Reminder of the laws;
 - ◆ Point to places of interest eg. MTR station, fire exits, lavatories; and
 - ◆ Point to the Visitors Centre.
- ◆ There will be a website for the CPS which will provide visitors with additional information.
- ◆ Location boards will be erected at the entrances and in other strategic locations within the CPS site.

Security

- ◆ The site will have 24 hour security and a management presence during the normal working hours.
- ◆ Visible security is essential in the area by day and night.
- ◆ Within the operation of 24 hour CCTV, a limited number of signs will be erected at the perimeter of the area and within the buildings, informing visitors that the area is under surveillance in the interest of public safety.



C. Strategy to Guide Proper Use by Future Operators / Users



C. Strategy to Guide Proper Use by Future Operators / Users

Draft Mission Statement: To attract appropriate uses that add to the cultural and historic values of the CPS and provide visitors with amenities that enhance their visitor experience.

Based upon this mission statement, we have identified these key issues that will form the preliminary strategy:

- ◆ The CPS includes for a number of different uses from commercial tenants to NGOs, who will occupy space according to lease or license. All lettings will be subject to formal documentation which will set out the rights and covenants for the tenants and landlord to follow. We would anticipate that each tenant operator/user will be subject to the following procedure:

Stage one: Selection Process:

- ◆ The tenants will be assessed to establish:
 1. How the occupier will compliment the occupier / tenant mix
 2. Their experience of operating in heritage buildings
 3. Proposed layout and design
 4. Positioning of their offer
 5. Their operational experience
 6. Commercial considerations

- ◆ For each potential letting, the leasing team will make recommendation to the property manager who in turn seeks agreement from the Management Company.

Stage Two: Fit-out

- ◆ Tenant Guidelines to be set in terms of fit-out and day-to-day operations.
- ◆ All new retail and commercial tenants who lease space in the historic buildings will have to adapt and meet the requirements that are set out in the fit-out requirements.
- ◆ This will require the tenant to ensure the coordination of services and building works with the HKJC project team. The tenant will understand that modern techniques, although available are not always utilised and that the heritage must not be compromised.
- ◆ The tenant will be required to obtain a copy of the approved plans and conditions of consent to ensure that they execute the works in compliance with all necessary government approvals, including the Section 6 permit through the approval process of AMO.



C. Strategy to Guide Proper Use by Future Operators / Users (Cont'd)

- ◆ Sustainable Development (SD) Fit-out Guide for all commercial and retail spaces in the historic buildings will be developed to support the policy initiatives set out in the Hong Kong Government and aims to set an appropriate SD outcome for each tenancy. To complement this guide, a SD Building Users Guide will also be developed to ensure improved building operational performance and practices are maintained and ongoing benefits to the buildings are maximized. The HKJC is committed to SD not only of its base buildings, but also in providing guidelines for tenants moving into and operating buildings within the site. This is to minimize the ecological footprint of building operations and maximize benefits for users in terms of improved indoor environment quality and lower operating costs from reduced energy and water consumption.
 - ◆ The Property Manager will put in place a team to oversee and control any mechanical / electrical fitting out works being carried out by the incoming tenant.
 - ◆ The Property Manager will be suitably qualified and familiar with all conservation principles in the guidelines. The Property Manager will liaise (when necessary) with the Conservation architects and ensure that they adhere to the heritage aspects in the management of the site.
 - ◆ The guidelines will be drawn up before the fit out works commence in early 2014. The guidelines will be arranged and coordinated by the leasing department with relevant input to the guidelines from the conservation architect on the heritage aspects.
- Stage Three: Other Guidelines
- ◆ A guide will developed and be based around the following environmental impact categories: management, energy efficiency, water efficiency, indoor environmental quality, transport, material selection, emissions.
 - ◆ The tenant will also be inducted into standard precinct protocol (servicing, waste disposal, noise levels, etc) and be fully aware of heritage compliance issues and comprehend their responsibilities in maintaining heritage building fabric and infrastructure prior to commencing any works.
 - ◆ The guidelines will be agreed with AMO prior to operation.



D. Strategy to Control Further New Development or Alteration During Operations

D. Strategy to Control Further New Development or Alteration within the Heritage Site(s) During the Operation Stage



Draft Mission Statement: At this stage this is not applicable.

- ◆ The HKJC do not at this stage envisage any new development or alterations during the operational stage.
- ◆ The legal documentation between the landlord and the tenant will prohibit the tenant to carry out such work without the prior consent of the HKJC who in turn would then go through the proper channels.



E. Subject to the Condition of Heritage Site(s), a Risk Management Strategy



E. Subject to the Condition of Heritage Site(s), a Risk Management Strategy

Draft Mission Statement: Incorporate sound risk management practices into all aspects of the CPS operations that identify risks and seek to put in place strategies that maximize safety of visitors and staff, protect buildings, minimize risk of loss, and provide optimum services.

Based upon this mission statement, we have identified these key issues that will form the preliminary strategy:

- ◆ The Risk Management strategy will cover:
 - ◆ Preservation of the site and maintenance of the structural integrity of the buildings
 - ◆ Sustainability of the commercial rents to fund the site
 - ◆ Health and occupational risks
 - ◆ Environmental risks
 - ◆ Emergency evacuation plans
 - ◆ The Designers Residual Risk Assessments
 - ◆ Triggers for when there is a change of use of physical change
 - ◆ Develop a risk register
- ◆ The strategy will be reviewed annually by the operating committee to ensure relevance and complies with all the associated Government codes.
- ◆ The Property Manager will be responsible to set up a system based on the heritage related requirements, to check the condition of the heritage site at regular periods to ensure proper maintenance has been followed up.
- ◆ The Property Manager will make recommendations to the management on improving the team for operational efficiency as the contract develops and action plans for staff management. The Property Manager will be responsible to develop, implement and review a facilities management strategy.



4.2.2 Staffing Structure of the maintenance and management teams

Staffing Structure of the maintenance and management teams

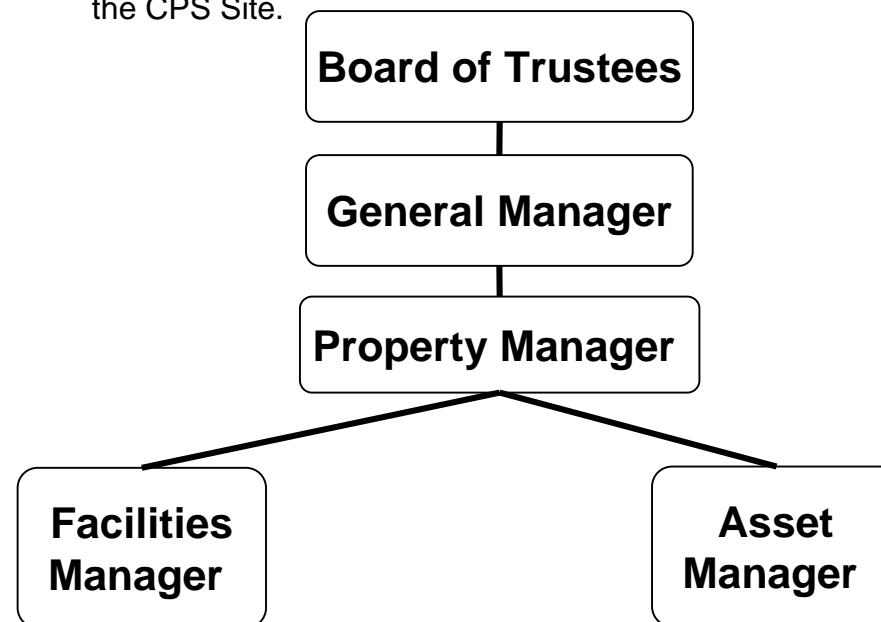


Draft Mission Statement: To achieve the appropriate Management structure for the long term sustainability and enjoyment of the CPS site.

The management structure is still under review but one option under consideration is as follows:

- ◆ The Trust will establish a Management Company to manage and operate the CPS Site after completion.
- ◆ The Government will enter into a Tenancy Agreement with the Management Company. The Project Company shall be responsible for the maintenance of the CPS Site including the buildings therein during the term of the Tenancy Agreement.

- ◆ The Project Company shall report to a project steering committee consisting of representatives designated by the Government and the Trust to assist the board of the Project Company.
- ◆ After completion of the Revitalisation Work, the Project Company shall form an advisory committee made up of members designated by the Government and the Trust and other members of the public including representative(s) from the District Council with the relevant skills and expertise to advise the board of the Project Company on the operation and management of the CPS Site.





Roles and responsibilities

The strategy will clearly define the roles and responsibilities of the Management Company to include the following:

- ◆ Managing on-going maintenance of the buildings.
- ◆ Plan and implement preventive and corrective maintenance programmes to ensure the facilities are engineered to the highest reliable standards.
- ◆ Day-to-day operations to include customer services, security, cleaning, landscape, pest control.
- ◆ Event setting on the site.
- ◆ Overseeing financials and leasing.
- ◆ Maintaining public space and the premises to ensure they meet heritage needs, relevant regulation and best practices.
- ◆ Engage, co-ordinate consultants and contractors of the incoming tenant and supervise their work to ensure their finishes and fixture would be implemented in a way without any adverse implication to the conservation and heritage strategy.

- ◆ Prepare annual property operation, maintenance and capital works replacement budget and monitor to ensure expenses are maintained within operation budgets.
- ◆ Maintain close communication with the management with management reports and performance statistics to facilitate management decisions, conduct regular review on operational performance and conduct audits on various systems.
- ◆ Environmental Hygiene Management.
- ◆ Customer and Security Services.
- ◆ Ground Management.
- ◆ Technical and Engineering.
- ◆ Day to day maintenance of the site.



Roles and responsibilities (Cont'd)

- ◆ Liaise with solicitors.
- ◆ Direct and monitor leasing activities, e.g. quality tenant services including planning, implementing control of leasing tasks, tenants liaison, tenancy administration, takeover / handover of premises, lease register, replacement tenants, renewal of tenancy and early surrender etc.
- ◆ Update market information and law rules & regulations to obtain the licensing from government bodies and renewal of licenses etc.
- ◆ Arrange and attend pre handover and handover inspections.
- ◆ Arrange reinstatement work when necessary.

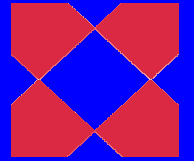


4.2.3 Heritage Operation manual



Draft Mission Statement: The heritage operation manual will be completed to include the approved heritage operation strategies.

- ◆ A Heritage Operation Manual will be worked out in accordance with the approved heritage operation strategies and will be put in place for the operational stage.
- ◆ The Heritage Operation Manual will be developed, updated and reviewed to also identify and include the potential long term impact issues during the operation stage to provide the appropriate maintenance program.
- ◆ The Property Manager will decide on the necessary update to the fit-out requirements, detailed maintenance plan and maintenance guidelines as and when required for the proper functioning of the property.
- ◆ The Heritage Operation Manual will be submitted to AMO for agreement prior to operation.



4.3 Implementation Programme

Implementation programme



Manual	Description	Date to be Completed	Date to be reviewed	Author
Conservation Management Plan	Brief appraisal of the history and development of the site. It is a set of policies intended to inform the future use, maintenance and possible re-development of the site.	Under Consideration	2015 and every 5 years thereafter	Conservation Architects
Tenant Handbook	Sets out tenant guidelines for the day to day operations of the site	12 months prior to Practical Completion	Annually	Conservation Architects; Property Team; and Leasing Team.
Fitting out and Alterations	This will set out the requirements for fitting out	12 months prior to Practical Completion	Annually	Conservation Architects; Property Team; and Leasing Team.
Heritage Operational Manual	To address all the specific strategies	12 months prior to Practical Completion	Annually	Conservation Architects; Property Team; and Leasing Team.