



# ROYAL BOROUGH OF KINGSTON UPON THAMES

Estate Regeneration Review - Cambridge Road  
Estate

January 2017

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# 1. BRIEF AND INTRODUCTION

- 1.1 The Royal Borough of Kingston upon Thames (the Council) commissioned Ark to undertake a confidential review of the Housing Estate Regeneration Programme, to ensure the current approach presents the best vehicle for delivery for meeting the Council's visions, aims and objectives. A particular requirement was to examine areas where outcomes can be accelerated without compromising quality and sustainability.
- 1.2 The scope of the review, as per the written brief was as follows:
- To review the objectives and principles driving the programme in light of current National planning context.
  - To assess options and the merits of delivery models in terms of the risks/pace/cost/resident engagement.
  - To highlight any areas where improvements can be made within the delivery of the Housing Estate Regeneration Programme.
  - To explore where any efficiencies can be made in the programme approach including timelines for delivery and procurement of key partners.
  - To confirm the advantages and disadvantages of the current approach.
  - Undertake a market comparison of the Councils current approach, to appoint an independent master planner and separate developer partner, with a market test of other delivery vehicles e.g. JVC/engagement of a private sector partner.
- 1.3 The Kingston area is designated in the new London Plan as an opportunity area and the Cambridge Road estate has been designated as a Housing Zone. Cambridge Road is the first estate to form part of the wider estate regeneration programme and represents the largest concentration of council housing within the Borough.
- 1.4 The estate is home to 830 households, of which 650 are tenanted and 180 are homeowners (including leasehold flats and freehold houses). The Council has confirmed that all existing tenants who wish to remain in the area can be return and that all owner occupiers will be offered shared equity and shared ownership options in order to be able to return once redevelopment has been undertaken.
- 1.5 The Council is committed to achieving growth and so delivering a new high quality estate that increases the current number of homes is a priority. The Council also wished to ensure the residents and communities of Kingston are fully engaged as part of this process. Indeed, the residents should feel empowered and have a sense of ownership through being actively involved in the regeneration programme.

## 2. CONDUCT OF THE REVIEW

2.1 There were three strands to the review,

- One to one interviews: Ark held three meetings with senior members and officers at the Council in order to further clarify the brief and glean a clear steer on the programme priorities from a Council perspective. The meetings held were with the Leader of the Council, Councillor Paton, the Chief Executive, Director of Place, Head of Planning, Project Director and Project Manager.
- Desk top research: Reviewing documents provided by the council and examining National Policy documents ranging from those on good regeneration practice published by such bodies as the DCLG, GLA and CIS
- Market research: drawing on the experience of Ark and others in the delivery of regeneration schemes.

## 3. NATIONAL/REGIONAL PLANNING GUIDANCE AND ESTATE REGENERATION GOOD PRACTICE

### 3.1. National Planning Policy Framework

3.1.1. The National Planning Policy Framework (NPPF) sets out government planning policy for England. It was published by the Department for Communities and Local Government on 27 March 2012 and can be downloaded from the CLG website. The NPPF dismantled the regional planning apparatus and introduced neighbourhood planning in order to create *'a framework within which local people and their accountable councils can produce their own distinctive local and neighbourhood plans, which reflect the needs and priorities of their communities.'*

3.1.2. In essence NPPF established three principles to sustainable development. These dimensions give rise to the need for the planning system to perform a number of roles:

- 'an economic role – contributing to building a strong, responsive and competitive economy, by ensuring that sufficient land of the right type is*

*available in the right places and at the right time to support growth and innovation; and by identifying and coordinating development requirements, including the provision of infrastructure;*

- ii. **a social role** – *supporting strong, vibrant and healthy communities, by providing the supply of housing required to meet the needs of present and future generations; and by creating a high quality built environment, with accessible local services that reflect the community's needs and support its health, social and cultural well-being; and*
- iii. **an environmental role** – *contributing to protecting and enhancing our natural, built and historic environment; and, as part of this, helping to improve biodiversity, use natural resources prudently, minimise waste and pollution, and mitigate and adapt to climate change including moving to a low carbon economy.'*

3.1.3. Clearly a regeneration project such as at Cambridge Road estate can meet all of those three roles of sustainable development and heavily engage the local community in the planning process. top quality redevelopment project at Cambridge Road can help meet a number of the NPPFs specific objectives, including; Building a strong, competitive economy; Ensuring the vitality of town centres; Promoting sustainable transport; Supporting high quality communications infrastructure; Delivering a wide choice of high quality homes; Requiring good design; Promoting healthy communities; Protecting Green Belt land; Meeting the challenge of climate change.

3.1.4. In April 2016, the Communities & Local Government (CLG) Committee published 'Department for Communities and Local Government's consultation on national planning policy' in which they called for a comprehensive review of the NPPF before the end of the Parliament, pointing out that there had been, '*no robust, objective or evidence-based monitoring, evaluation or review*' since it was first published in 2012.

3.1.5. Overall there is little in NPPF that is specific to regeneration projects but much could be applied to any residential development project and the planning process.

## 3.2. The London Plan

- 3.2.1. Kingston is identified in the new London Plan as an opportunity area which means that GLA can support a project in a number of ways: *'The Mayor works closely with the boroughs and other stakeholders in developing Opportunity Areas. He provides encouragement, support and leadership in preparing and implementing Planning Frameworks, which serve to help realise the potential of these areas. These partnerships work in a number of ways, including: joint GLA and borough steering groups; secondments both to and from the GLA; active involvement of the private sector; the use of 'in-house' expertise; the appointment of consultants (where appropriate).'*
- 3.2.2. The estate has also been designated a Housing Zone which offers further opportunities to gain support from the Mayor including capital investment and grant. The Council has already been successful in securing £46m worth of investment in the Cambridge Road estate regeneration.
- 3.2.3. There is nothing in the London Plan or Housing Zone literature that would influence the Council within the confines of this assignment (ie the focus on procurement method and timescale). Nonetheless, speed of delivery will be critical when viewed from a GLA perspective and in particular where GLA investment is agreed. The Council may also wish to consider use of the GLA in-house expertise and help with the appointment of consultants.

### 3.3. Estate Regeneration Best Practise – DCLG and Mayor of London

- 3.3.1 A DCLG good practice guide to estate regeneration was released in December 2016 and a draft guide from the GLA was also issued in December 2016. Whilst they are two separate documents there are many similar contents. The main focus is regarding the quality of community engagement and related communication which is very important to both DCLG and GLA. There are also lots of case studies available within the GLA guide which help show how best to engage residents on regeneration scheme and there is a section on the DCLG website referring to *'the national strategy which outlines the important place leadership role local authorities can play to support estate regeneration'*.

- 3.3.2 Both guidance documents should be essential reading for senior members and officers at the Council. For example, the DCLG guidance does include an activity map, but it is qualified as follows: *'The purpose of the estate regeneration activity map is to provide a guide to a model process for a generic project. As all projects differ, not all the considerations may be appropriate to individual projects....'* This emphasises that every regeneration project is unique and there is not just one answer to all matters.
- 3.3.3 Despite the qualification, the DCLG estate regeneration activity map does show the procurement of a partner after the option appraisal process has been complete but prior to any *'plan development'* being undertaken. There is a matter of interpreting the definitions of the wording used but Ark would envisage that DCLG are suggesting an early recruitment of an appropriate development partner who can work alongside the Council on the master planning (plan development) and that this is then followed by a detailed planning application.

## 4. PROGRAMME DELIVERY STRUCTURE – OPTIONS

- 4.1 In conjunction with the Council, Ark has identified three potential delivery structures in order to deliver the Cambridge Road estate regeneration project. They are:
- i. **Self delivery: The Council delivers all the affordable housing (AH) and market sale housing itself.** This would require the use of a Development Company set up as a subsidiary of the Council in order to deliver the market sale element of the housing.
  - ii. **Barter/cross subsidy arrangement** where the development partner delivers the market housing and builds the replacement AH in return for free land upon which the market units are developed. There is a possibility to establish a review mechanism to apply to later phases of development that can establish a formula to calculate overage clauses on any 'super profit'.
  - iii. **Joint Venture (JV)** where the Council and a partner developer share costs, risk and profit on the market housing whilst delivering the replacement AH. This could be delivered through either a structural JV or a contractual JV.
- 4.2 There are no right or wrong answers as to which delivery structure option is best. The most appropriate solution depends upon the Council priorities, skills set and appetite for risk and reward.

- 4.3 In order to establish best fit It is therefore helpful to apply some assessment criteria in order to create a simple option matrix. The scoring of this matrix can help guide the Council to choosing the best delivery structure.
- 4.4 Ark have identified the following “tests” in order to assess the most appropriate approach, we would emphasise that at this stage the issues and rating are our assessment based on current understanding of the situation and aspirations. The development of tests and/or ratification of the decision matrix should form the basis of the next challenge meeting.
- 4.5 The tests (which currently all carry the same weighting) applied are:
- i. Speed of delivery – pre-contract
  - ii. Speed of delivery – post contract
  - iii. Risk implications for RBK
  - iv. Level of profit deliverable for RBK
  - v. Ability to undertake project review on subsequent phases – viability, overage and more AH
  - vi. Minimising build costs
  - vii. Maximising market value (GDV) on market sale units
  - viii. Cost of planning and procurement process and cash flow implications for RBK
  - ix. Internal staff resources and skills needed
  - x. RBK level of control over quality, design and planning process
- 4.6 The assessment criteria items have been tested against the three delivery structure options, with each criterion measured out of a maximum score of 5,

Score	Comment
1	Weak – fails to address
2	Just Adequate
3	Decent
4	Very Strong
5	Meets and exceeds

4.7 **Table 1 - The programme delivery structure matrix, as completed by Ark:**

<b>Assessment Criteria</b>	<b>Option 1 – Contract RBK delivers all AH and market housing. Appoints contractor.</b>	<b>Option 2 – Cross subsidy Partner housebuilder delivers market sale and builds the AH for RBK</b>	<b>Option 3 – JV Joint Venture with partner housebuilder</b>
<b>Speed of delivery – “Partner” in contract</b>	2	4	4
<b>Speed of Delivery – planning/mobilisation</b>	4	3	3
<b>Speed of delivery – contract stage</b>	4	4	4
<b>Capacity for residents directly engage</b>	5	3	4
<b>Ability of RBK to mitigate financial risk</b>	1	5	3
<b>Level of potential RBK profit</b>	5	2	4
<b>Flexibility to adjust future phases</b>	5	2	4
<b>Minimising build costs</b>	5	4	4
<b>Maximising sales income on market units</b>	2	5	5
<b>Cost of process from RBK perspective</b>	1	4	4
<b>Capacity of RBK staff to deliver</b>	2	5	4
<b>RBK control over the scheme quality and design</b>	5	3	4
<b>TOTAL</b>	<b>41</b>	<b>44</b>	<b>47</b>

- 4.8 Whilst the matrix indicates that Option 3, a Joint Venture with a partner developer is the most appropriate, weighting of the tests could shift the balance.
- 4.9 Conversations with senior members and officers suggest that the Council does have some appetite for sharing risk and reward with a developer. The advantage of Option 3 is that the costs and risk can be shared with a housebuilder whose sole purpose is to deliver market housing and optimise profit. The skills and culture required to achieve this are very strong within a housebuilder but likely to be absent in the Council. Hence, the balance between sacrificing an element of profit against bringing in open market expertise to optimise sales and share risk is a material consideration.
- 4.10 Option 2 is the low risk alternative and could deliver the replacement affordable housing. However, it has the disadvantage that whilst the Council takes less risk it will not share in the profit from the market housing (other than whatever “overage” arrangements are in place.) The confidential viability report produced by BNP Paribas, dated October 2016, shows Scenario 10 producing a developer profit of between £75m and £118m. In essence if the Council were a JV partner who took 50% of all risk and costs then it would be reasonable to expect to take 50% of the profit, which is estimated to be between £37.5m and £59m. These are sizeable returns and the proceeds could be recycled to deliver more affordable housing on subsequent phases at Cambridge Road or elsewhere as part of the wider estate regeneration programme.
- 4.11 Theoretically Option1 offers the highest potential return, however it carries with it considerable risk and the real possibility that without the appropriate sales knowledge and marketing expertise, the Council will fail to optimise design/massing and the appropriate sales rate or return. Given the scale of the redevelopment this risk is significant.
- 4.12 There are variations on a theme e.g. the Council directly procures and builds out the affordable units and appoints a partner for market sale. However, on balance, Ark would recommend that the Council pursues a Joint Venture as the preferred delivery vehicle for the delivery of all units on Cambridge Road estate regeneration.

## 5. NATURE OF JOINT VENTURES

- 5.1 For the sake of clarity, a joint venture (JV) is a business entity created by two or more parties, generally characterised by shared ownership, shared returns and risks, and shared governance. They are of two types Structural/incorporated JVs or Contractual

## 5.1. Incorporated JVs

- 5.1.1. Most joint ventures are incorporated, although some are an "unincorporated" joint venture. The precise nature of the JV, within the bounds of what is viable, and the desired outcomes will vary.
- 5.1.2. We have not been asked to comment on the nature of the JV and clearly the Council will take its own legal advice given it requires a separate legal entity. We would however make the following general observations on land based JVs given the impact on procurement options
- 5.1.3. There are number of variables such as:
- whether the construction is provided via the developer or by JV Co employing the contractor and professional team directly;
  - how development funding is provided to supplement the developer's contribution to the capital of JV Co; and
  - the corporate nature of JV Co and its board and shareholding membership.
- 5.1.4. "Straight" land sales and purchases (without any development obligations) are outside of the EU procurement rules. There is therefore no need for any EU procurement process if:
- all of the properties constructed by JV Co are sold on to third parties or retained by JV Co; and
  - the land transfer agreement does not include any controls over what gets built.
- 5.1.5. EU procurement is usually an issue only where a pre-sale agreement is signed before the build takes place under which the constructed properties are to be transferred to the Council or another registered provider. Whether EU procurement is required will depend on the terms of that agreement and the extent to which they give the Council control over the specification.
- 5.1.6. It is usual for additional development finance to be needed for the construction phase. This could both be obtained from a funder and secured on the land or (more cheaply, if funds are available) be provided by either or both parties to the joint venture.
- 5.1.7. The respective "shares" of the Council and the developer will need to be negotiated. It is possible to have different arrangements for:
- contributing capital (with profit usually being shared in the same proportions);
  - sharing profits (and losses); and
  - voting on the board of JV Co.

- 5.1.8. There is usually a “shareholders agreement” setting out how JV Co will be run and dealing with major decisions such as the specification, mix of the build, how sales prices are determined, etc.
- 5.1.9. Control of the board of JV Co is important, since it gives ultimate control over what gets built.

## 5.2. Contractual JV

- 5.2.1. In a contractual JV, there is no separate legal entity, the JV parties enter into licenses, development agreements, leases and build contracts with each other but do not conduct business through a jointly owned entity. When entering into a JV, the Council should analyse at the outset the pros and cons of a JV structural entity versus a contractual relationship.
- 5.2.2. Notwithstanding the route chosen, a pre-requisite of entering into either form of Joint venture is the need for the Council to establish the governance rules under which the JV is going to operate and the controls it wants to exercise in terms of working practices, design quality and standards etc. Too few and a developer partner will potentially have free reign, too many and it may fetter a potential partner such that they will either not be interested or the council will fail to optimise their sales/marketing expertise.

## 6. PROCUREMENT PROCESS OPTIONS

- 6.1 The Council is at a stage now where it needs to procure a partner contractor/developer in a way that is both compliant with procurement rules and is will result in the selection of a strong partner who can help deliver this flagship regeneration project.
- 6.2 It is also important that whichever procurement route is selected the Council can move forward in a timely manner. Previous discussions have focussed on whether it is necessary to undertake a master planning exercise prior to procurement. This gives absolute control but may prove abortive if the design is not appropriate for open market sale. We have discussed the nature of alternative delivery options in an earlier section and in considering the procurement options the recommendation is that given the substantial element of open market sales it vital to have a developer partner on board as early as possible, HOWEVER the appointment cannot be started until the Council has

defined the level of control, constraints and outcomes it requires – whether this is defined as a masterplan or design brief it is a prerequisite to procurement.

6.3 For the purposes of this element we have assumed that the Council will be bound by EU procurement rules. Given this, there are two options that the Council can consider. They are as follows:

- i. Full OJEU compliant process, bespoke for this project.
- ii. Use of existing framework, such as London Development Panel (LDP)

6.4 Both procurement routes have their merits and both require a level of due process that means there is little difference in the time taken to appoint a partner. The time required to produce a high-quality brief and ITT is necessary whichever route the Council selects.

6.5 Nonetheless, there are different advantages to each option, and in considering whether to use the direct procurement or a pre existing third party framework, we would take the following factors into account

- i) **The nature of the framework**, i.e. there are those that merely provide an expedient route to market and those who have more detailed specifications and price models
- ii) **Speed of procurement**: Frameworks can provide a faster procurement route because they eliminate the OJEU requirements; however, direct drawdown from a third party framework is rarely an option. There is inevitably a requirement for a so called “mini” tender. If a mini tender is required, then this severely erodes the time benefit of a framework
- iii) **SME and community benefit**; Can the framework, particularly if contractors on their panels are national, meet local community and social benefits at a local level
- iv) **Control**: The level of control that the Council wish to exercise is a consideration, flexibility varies between frameworks but it is inevitable that there is less control over which contractors can be invited, specification etc. than might be exercised by a directly procured contract.
- v) **Risk of Challenge**: Using framework avoids the risk of challenge from contractors and the associated delay in letting contracts that this brings.
- vi) **Skills and capacity**: are there sufficient skills and capacity internally to conduct a fully compliant OJEU procurement
- vii) **Longevity of contract**: Frameworks are time limited, directly procured contracts can be over a longer timeframe

6.6 For simplicity, we have consolidated these into a matrix to help quantify the relative strengths guide the Council in its decision making. The assessment criteria Ark has applied to the two options are as follows (again we have not weighted the factors):

- i. Procurement timeframe.

- ii. Selection of suitable partner
- iii. Value for money – cost of procurement (legal and technical) and delivery (design/planning fees).
- iv. Risk of a challenge
- v. Internal resources and skills needed to deliver.

6.7 The five assessment criteria items have been tested against the two procurement options, with each criterion measured out of a maximum score of 5 graded as per the table in 4.6. Note these are Arks assessment and could be revised by RBK.

6.8 **Table 2 – the procurement process matrix, as completed by Ark:**

Assessment Criteria	Option 1 – Full OJEU compliant process	Option 2 – Use of existing framework – eg LDP
Speed of Procurement	2	3
Opportunity to select a suitable partner	4	3
Ability to minimise cost of legal advice and procurement	3	4
Mitigating Risk of challenge	4	5
Capacity of RBK internal staff to deliver	3	4
<b>TOTAL</b>	<b>16</b>	<b>19</b>

6.9 We reviewed the LDP framework given this was the preferred option, and have used this for the benchmark. Whilst there are some names we might have expected to be on the list but weren't, there are some 25 organisations on the framework. These range from housebuilder/developers to contractors to developing housing associations (RPs) On the face of it there should be sufficient providers to provide the Council with a quorum of tenderers, however, the final assessment will rest on how the council develops its brief

6.10 The matrix suggests that there is advantage to the Council in using the LDP rather than going down the route of a bespoke OJEU process. It should be noted that whilst the LDP procurement route should be a little quicker than an OJEU compliant process this is not

the main justification for adopting this approach. The significant advantages are that there are likely to be reduced legal costs, there is relatively little risk of a challenge, and the Council will need less internal resources and skills to deliver as the framework is already established.

- 6.11 Taking in to account all the Council Priorities Ark would recommend use of the LDP in terms of delivery the procurement of a suitable partner.

## 7. PROGRAMME

- 7.1 The existing project programme adopted by the Council is shown in the table below.

- 7.2 **Table 3 - Summary of the existing project programme (sub headings only from the Microsoft project plan):**

ID	Task Name	Duration	Start	Finish
1	Project Initiation	81 days	29/04/15	19/08/15
12	Due diligence and project prep	325 days	18/06/15	29/09/16
19	Procurement and commissions	219 days	20/08/15	07/07/16
20	Design Feasibility Study	219 days	20/08/15	07/07/16
34	Preparation and approval of design feasibility study	145 days	02/12/15	07/07/16
41	Acquisitions strategy	121 days	20/08/15	19/02/16
54	Preparation of acquisitions strategy	60 days	13/11/15	19/02/16
59	Engagement and comms strategy	203 days	20/08/15	15/06/16
71	Preparation and approval of engagement and comms strategy	150.5 days	02/11/15	15/06/16
83	Options Appraisal and asset management plan	184 days	02/12/15	30/08/16
96	Preparation of and approval of options report	101 days	11/04/16	30/08/16
107	Stakeholder engagement and preferred option approvals	1293 days	03/08/16	01/09/21
122	Soft Market testing	20 days	19/10/16	15/11/16
125	Legal Services	1270 days	31/08/16	27/08/21
135	Design development	390 days	26/10/16	24/05/18
150	Development partner procurement (LDP)	274 days	01/12/16	18/01/18
162	Planning applications and approvals	930 days	19/01/18	27/08/21
171	CPO/Land acquisitions	751 days	05/01/17	23/12/19

- 7.3 Those tasks highlighted in yellow should have already commenced and those in red should have been completed. By their very nature, regeneration projects have a very long lead-in period. On the basis of the current programme, the projected start on site for Phase 1 (of seven) is March 2019 assuming no CPO requirement.
- 7.4 It is also important to note that whichever procurement route is taken, there are the following watersheds:
- There needs to be a robust design and good practice brief to enable procurement to take place
  - There needs to be a communications and engagement strategy brief in place and active.
  - There needs to be procurement exercise undertaken ( and in the case of a corporate JV a new legal entity set up)
  - There needs to be detailed plan for the whole estate (down to house types and specification)
  - CPO activity
  - Planning consent needs to be obtained
  - Phasing and decanting needs to take place
- 7.5 In short, whichever route the Council chooses, whether looking at delivery vehicles or the procurement process, then the timeframe will not be hugely different. The key Issue for the Council to consider is whether or not to procure and appoint a development partner prior to commencing the design master planning process. Whilst on some projects there may be a strong argument for the Council fully controlling the design, planning and construction process, the nature, scale and proportion of outright sale on the Cambridge estate would make that challenging and potentially embroil the Council in abortive work generating a master plan that did not sit comfortably with a partner.
- 7.6 The existing programme already allows some overlap between master planning and appointment of a development partner, i.e. the master planning was programmed to start with the master planner appointed March/April 2017 design principles by July 2017 with outline master planning commencing in November 2017 with final approval May 2018. The development partner is scheduled to be appointed in January 2018 giving them a maximum of three months to influence the master plan.
- 7.7 There are clearly advantages of getting a development partner on board prior to starting the design master planning process
- i. Huge commercial experience and culture within the partner organisation that will influence the detailed master planning process

- ii. Able to maximise densities whilst complying with planning policy requirements
- iii. Understand the property size, type mix and orientation that will maximise profit and land value
- iv. Design high quality features that remain good value for money when it comes to buildability and construction costs
- v. The partner can lead on commissioning an architect and associated technical surveys
- vi. Cost sharing of the design and planning phases
- vii. Avoiding the risk that if the council leads a master planning exercise itself, without first appointing a development partner, then a lot of work can be wasted. Each developer will have its own view on design, layout, densities, phasing and so on.

7.8 It is still possible for the Council to retain a large element of control over design quality by developing a robust design brief, establishing key project parameters, and feeding this into the procurement process for appointing a partner. In addition, control over design quality can be supplemented by the powers of the Planning Committee and the fact the Council is the landowner.

## 8. ACHIEVING EARLY WINS

8.1 Given the opportunity to reduce the overall timeframe is limited, and the length of time taken to get any regeneration project off the ground causes huge uncertainty and frustrations for local residents over many years, early wins are therefore absolutely critical in keeping local residents in a positive position in respect of redevelopment proposals.

8.2 We have looked at ways in which the Council can deliver some early wins. For simplicity, we have distinguished between those which could potentially help deliver the project as quickly as possible and those which will promote engagement and communication thereby underpinning a sense of resident ownership and positivity.

8.3 **Table 4 – Potential Early Wins**

Early Win	Potential Deadline	Comments/Notes
Section 1 - Estate Regeneration Programme Delivery		

Select and appoint consultant to lead design principles process	May 17	Gets someone in place quickly (existing framework?) to deliver workshops with residents, meet with planners and other stakeholders etc. to establish the design brief which will form the basis for procuring development Partner
Bring forward appointment of a development partner for Cambridge Road estate regeneration	March '18	With the design brief in place advance appointment of the Development partner so that they can participate in the selection of an architect/master planner. This engages them in the process from day one
Demolition of phase 1	Feb '18	<p>If the desire is to demonstrate action, one existing area is apparently predominantly temporary housing and could be emptied relatively quickly which could form the first phase of demolition.</p> <p>This will need a planning consent and have revenue implications for the council. Whilst this might provide a high level of intent there are associated risks if that area does not fit with the ultimate phasing.</p>
Use of other I RBK owned land to deliver early decant opportunities	RBK to obtain a detailed planning consent at Cambridge Gardens by March	Can seen as the enabling phase of the regeneration and run as a separate self delivered project/contract to deliver early decant opportunities, leading into a larger phase at Cambridge

	18	Road.  Offers the possibility of delivering show homes to excite residents.  Target start on site 2018
Overlap delivery of other projects as part of the wider estate regeneration programme	The second regeneration project - start the option appraisal process by October '17.  The third project the option appraisal process starting in spring/summer '18	Early wins do not just have to be about the Cambridge estate. Regeneration on other estates can be progressed in conjunction with Cambridge Road albeit with an overlap between different projects.  RBK will need significant staff resources to be added to the existing regeneration and planning teams albeit it is possible to outsource some of this activity.  Other estates may be easier to develop and could provide decant opportunities
<b>Section 2 - Communication and Engagement:</b>		
Engage Cambridge Road residents in the process to establish design principles	June/July '17	Led by an organisation with understanding of design and community engagement to run workshops plus liaison/feedback with the LPA. Establish key principles that any development proposals must meet – quality, materials, design, height, massing, parking, internal flat layouts (AH only)

Select 2 or 3 residents to be part of the interview panel, selecting someone to undertake the design brief and/or the development partner	Nov '17 and Feb '18	Further strengthens the sense of ownership over the scheme for local residents
Establish a Stakeholder Group (if not already in place)	Sept '17	Members to include residents and other local stakeholders.  RBK need great Terms of Reference and possibly an independent chair. Purpose to discuss and agree the engagement process and help keep all informed.  It will also help agree a resident's charter.
Set up a Cambridge Road website	July '17	It will need to be good, easy to use and allow people to access information and comment with a prompt response from RBK.

## 9. PROPOSED SHORT TERM PROJECT PROGRAMME – CONTRACTOR APPOINTMENT

- 9.1 Given the need to progress the Cambridge Road regeneration project as quickly as possible Ark have looked at the possibility of how quickly a partner could be selected, having taken into account the recommended delivery vehicle and procurement route as above. We have also taken on board our suggested early wins to show the art of what is possible. The revised project programme could look like this:

9.2 **Table 5 – Potential Revised Project Programme**

ID	Task Name	Duration	Start	Finish
<b>Procurement Brief - Preparation Stage</b>				
1	Approval to proceed – RBK Committee	N/A	03/17	03/17
2	Procure consultants i) to lead design brief workshops and ii) to lead activity 4	4 weeks	03/04/17	28/04/17
3	Hold and record design, planning and quality parameter workshops	12 weeks	08/05/17	28/07/17
4	Preparation and approval of RBK brief, EoI, ITT, sifting brief and tender documents including all technical and supporting information. Prepare cost models and scoring matrix	23 weeks	03/04/17	08/09/17
<b>London Development Panel – Mini Tender Process</b>				
5	Expression of interest, out to all LDP members and return	2 weeks	11/09/17	25/09/17
6	RBK Identify all capable and interested members	2 weeks	25/09/17	09/10/17
7	Sifting brief to all capable members and return	4 weeks	09/10/17	06/11/17
8	RBK assess the submissions, short interviews and agree shortlist for tender	2 weeks	06/11/17	20/11/17
9	Tender documents out and return	10 weeks including xmas	20/11/17	29/01/18
10	Assess tender submissions, clarifications and interviews	2 weeks	29/01/18	12/02/18
<b>11</b>	<b>Selection of partner approved by RBK Committee</b>	<b>N/A</b>	<b>03/18</b>	<b>03/18</b>

9.4 This suggested timeframe is ambitious but achievable; it will require the Council to be very focused and always one step ahead of the process. We have not been able to programme this against the Committee cycles which are a material consideration. Following the appointment of the development partner and a broad brush look at timeframe, the Council could expect a further nine months in the master planning and consultation stage alongside all technical surveys. This would be followed by an outline application based on the masterplan for the site as a whole and a detailed planning application for the early phases. This would take an additional nine months to achieve, followed by a three month contractor lead-in period.

- 9.5 Realistically the earliest that a true start on site for the construction of new homes at Cambridge Road itself is the beginning of 2020. It may be possible to shave a short period off that timeframe but experience suggests that the complexity of regeneration projects rarely allows a scheme to be fast tracked through any key stage.

## 10. OTHER CONSIDERATIONS

- 10.1 The Council will need to take into account a whole host of other considerations on the Cambridge Road estate regeneration project. Ark has listed a small number of key issues which could impact on the design brief and ITT for the recruitment of a partner. They are not intended to be definitive merely random relevant thoughts and challenges that may have been addressed by the Council already.

### 10.2 Phasing and decant programme

- 10.2.1 Getting the phasing and decant programme is critical and the Council has promised to all tenants and owner occupiers that they can return to a new home once redevelopment is complete.
- 10.2.2 It may be possible (likely) that many residents will not want to return and in reality, see this as an opportunity to be rehoused elsewhere. It is difficult to predict, but if there are significantly fewer returning than anticipated, this eases the pressure on decanting subsequent phases. Constantly refreshing the prediction is important in planning the regeneration.
- 10.2.3 The opportunity to deliver circa 100 new homes at Cambridge Gardens means that there is a chance to rehouse 100 households from Cambridge Road. In turn this will help the Council deliver a larger phase 1 at Cambridge Road.
- 10.2.4 There is a particular issue on the Cambridge estate with home owners who are freeholders. They will not, as we understand it, get the opportunity of a new house. Meeting the aspiration of leaseholders is challenging enough, let alone the freeholders. Irrespective of where they sit in the phasing these issues need to be addressed early.

## 10.3 Need for some market sale housing from phase 2 onwards

- 10.3.1 This is very much linked to the need for an accurate estimate of phasing and decant programme. Clearly the Council needs to be able to deliver this regeneration scheme and early phases of redevelopment will inevitably be predominantly replacement affordable housing. The Council is also under pressure to deliver as much affordable housing as possible in early phases due to the fact the GLA investment is linked to a Housing Zone allocation that has only ten years in which to deliver.
- 10.3.2 However, it is important to help relieve the pressure on the project cash flow to inject some market sale housing at as early a phase as possible. Whilst it may be limited, some market housing will generate sales proceeds and profit whilst, importantly, also creating a more balanced, integrated community.

## 10.4 Does the Council have to have the same delivery arrangement for the duration of the scheme?

- 10.4.1 This is a question to be considered before finalising the brief and ITT. Would the early phases be best delivered by the Council with a contractor in tow with subsequent phases in a JV with a partner housebuilder?
- 10.4.2 The skills of a housebuilder will be invaluable in the design and planning process but they are likely to expect a higher risk related profit and return on capital when compared to a pure contractor. On a scheme of this size, if the early phases are 100% affordable then the Council will potentially be paying a premium if using a pure housebuilder.
- 10.4.3 The Council will need to include contract break clauses to address under performance. However, this is particularly complicated in a JV situation where the front end activity may be supported by anticipated profits later in the programme I.e. where all the affordable have to be delivered up front.

## 10.5 Staff resources and skills?

- 10.5.1 Strong clienting is essential, whichever option for delivery vehicle and procurement is chosen at Cambridge Road estate. The correct Governance structure and achieving high level support from senior members and officers will be very important in terms of the successful delivery of this programme. Of equal importance, will be the need for officers at all levels of the council to treat any of these projects as a high priority, with a quick turnaround for advice and decision making.

## 10.6 Off Site manufacture

- 10.6.1 Once underway there is the potential to accelerate or reduce the build programme by introducing off- site manufacture. This option needs to be considered early in the process as it may impact upon the selection of a contractor. Consideration of off site manufacture should extend beyond speed of construction and cost to take into account the reduced impact on residents of this type of construction.

## 11 CONCLUSIONS AND RECOMMENDATIONS

11.1 There are no “right” solutions. However, based on our understanding of the Council as a client and where it is with the priorities in terms of delivery at the Cambridge Road estate regeneration we would recommend the following:

- i. **Delivery Vehicle** – take the Joint Venture (JV) route, probably a structural JV, subject to legal advice. This shares risk, costs and profit and affords the ability to work in partnership with a housebuilder and exploit their market knowledge and experience
- ii. **Procurement Process** – the Council to use an existing framework, one of which could be GLA London Development Panel (LDP) to procure a suitable partner.
- iii. **Select a partner using the LDP before embarking on design master planning**, further design consultation and submission of a planning application. A review of the programme suggests it is possible to push ahead and **select a JV partner by March 2018**.
- iv. **Appoint consultancy** with immediate effect to commence the development of a design brief and stakeholder engagement
- v. **Engage residents** alongside designers and planning officers in a process to define the project design and quality parameters. Feed the outputs from this process into the partner selection process.
- vi. **Progress an early planning application on additional land at Cambridge Gardens**, treating this as a separate self delivered project considered as “Phase 0” to deliver early decant opportunities for Cambridge Road residents.
- vii. **Consider other suggestions for early wins**, as listed in Table 4, paragraph 8.3 above.
- viii. **Skills Audit** Appraise thoroughly to establish if the Council has the staff resources and skills to be able to deliver this programme and behave as a strong client.

Ark Consultancy

January 2017

# CONTACTS

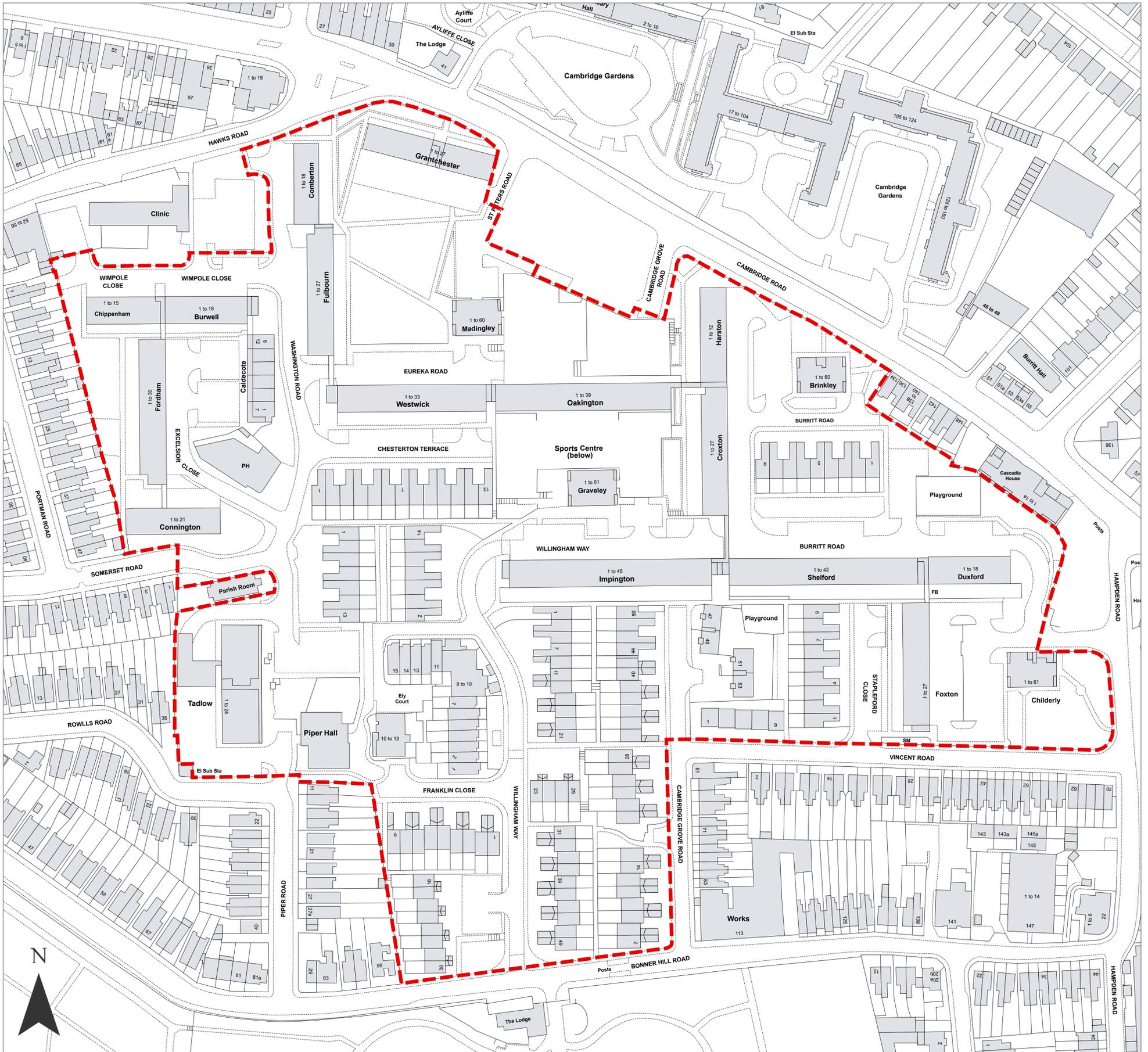
If you need help or advice on any aspect of this guide, please contact:

Jerry Gilbert – Director  
Geoff Fox - Senior Consultant

Email: [jgilbert@arkconsultancy.co.uk](mailto:jgilbert@arkconsultancy.co.uk)  
Mobile: 07973 835896



# CAMBRIDGE ROAD ESTATE LOCATION PLAN



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## Key

 Extent of Cambridge Road Estate



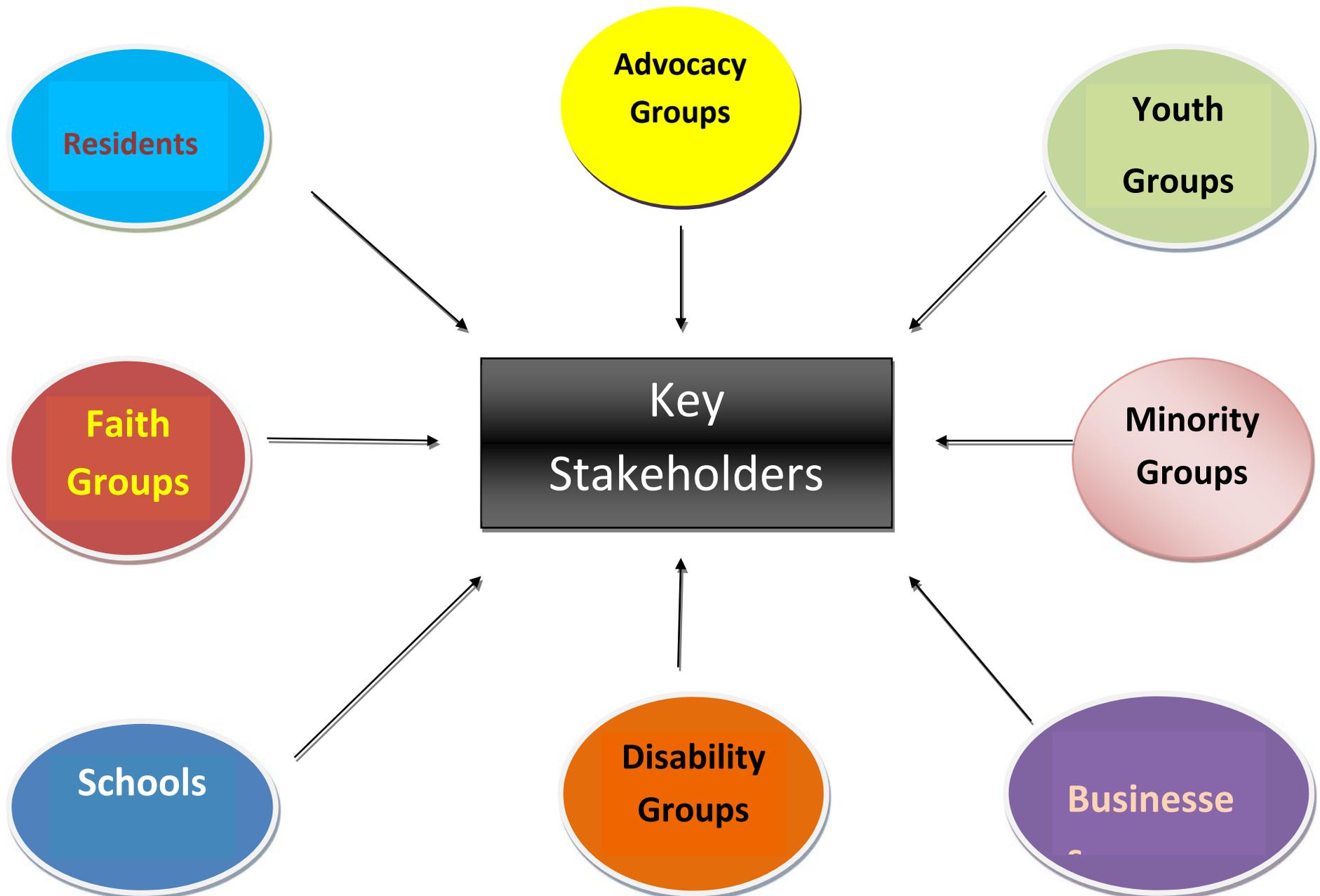
THE ROYAL BOROUGH OF  
**KINGSTON**  
UPON THAMES

<b>Date</b>	<b>Stakeholder Activity</b>
11 January 2017	LEAH- Learn English at Home
13 January 2017	MIND – A group for people with mental health challenges.
13 January 2017	MENCAP – an organisation working with people with learning disabilities
16 January 2017	Norbiton Scout Group – a group that works with young people
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31 <sup>st</sup> January 2017	Young Mums of toddler Group at the Archway
03 February 2017	Faith and Elderly Group – coffee morning
07 February 2017	King Oaks Primary School
07 February 2017	Local Businesses surrounding the estate
09 February 2017	ESOL - Bulgarian Group
10 February 2017	Axe Capoeira and Quilombo – initial meeting
06 March 2017	Axe Capoeira and Quilombo- Engagement Session with seventeen children and a separate engagement immediately after with the parents.
15 March 2017	Meeting with Oxygen (Youth Group)

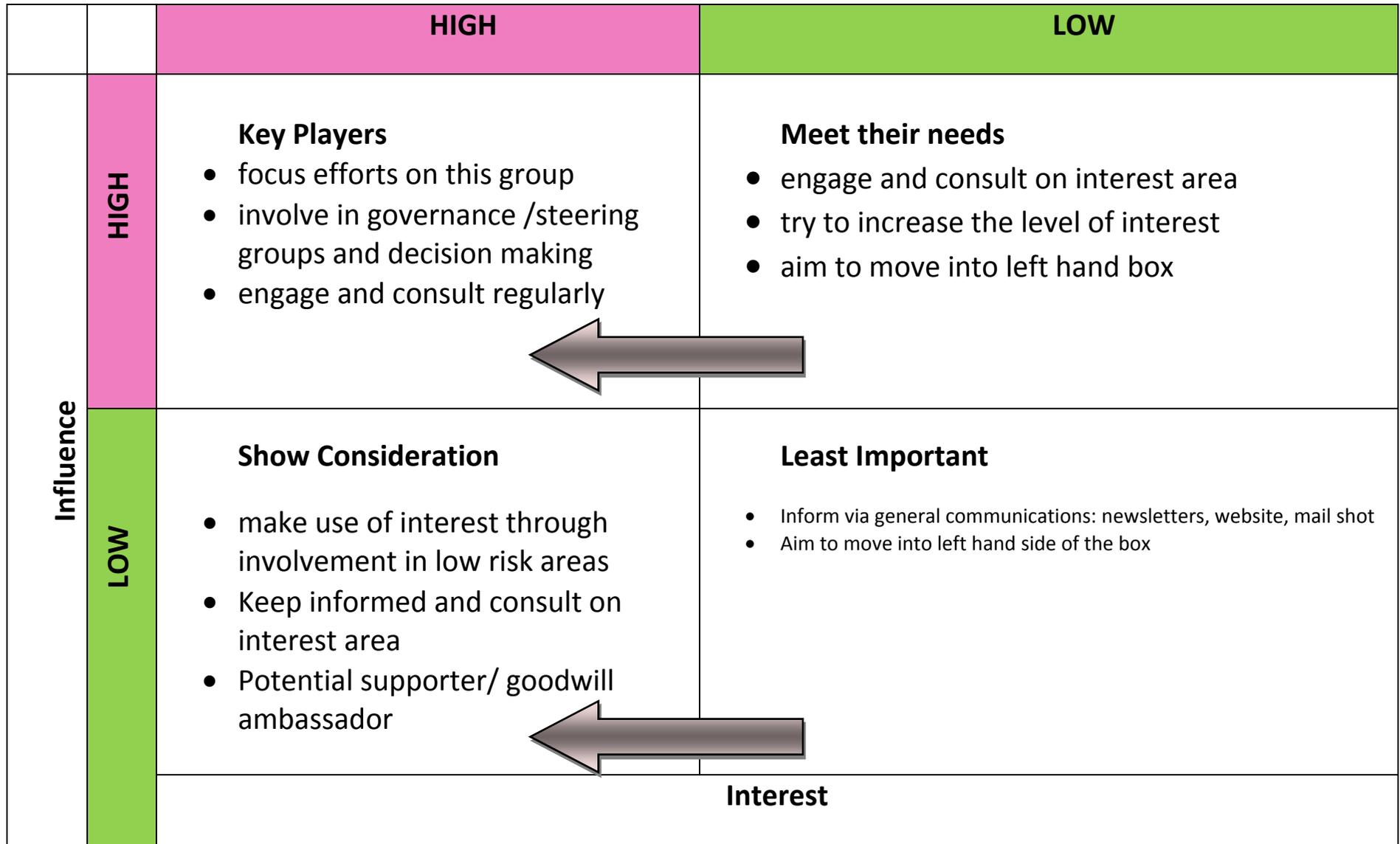
#### Other Stakeholders:

- **Achieving for children - (LOW IMPACT)** Social enterprise for children - adoption and fostering , work with disabled children - Also includes a branch called SEND
- **Hawks Road Clinic – (HIGH IMPACT)**
- **St Joseph's Primary School (LOW IMPACT)** – in the surrounding area.
- **Christ Embassy (HIGH IMPACT)** – They use the Piper Hall every Sunday and during the week for church services
- **Bull and Bush (High Impact )** – CPO is likely
- **Kingston Voluntary and Community Sector (Low Impact directly)**
- **Kingston Centre for Independent Living (MEDIUM IMPACT)**

- Kingston Advocacy Group (LOW IMPACT)
- Kingston Mosque (LOW IMPACT)
- Kingston Voluntary Action (LOW IMPACT)
- Kingston Citizen's Advice (LOW IMPACT)
- Kingston Welcare (LOW IMPACT)
- Kingston Race and Equality Council – KREC (LOW IMPACT)
- Kingston Somali Association (LOW IMPACT)
- Kingston Muslim Mothers and Girls Social Group
- Kingston Guardian
- Surrey Comet



		HIGH	LOW
Impact	HIGH	<ul style="list-style-type: none"> <li>• GLA</li> <li>• Residents</li> <li>• Councillors</li> <li>• Christ Embassy that uses Piper Hall</li> <li>• Disability Groups</li> <li>• Advocacy Groups</li> </ul>	<ul style="list-style-type: none"> <li>• Schools</li> <li>• Bull and Bush</li> </ul>
	LOW	<ul style="list-style-type: none"> <li>• Other Businesses</li> <li>• Other faith groups</li> <li>• Minority Groups</li> <li>• Kingston Voluntary and Community Sector Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Residents on the outskirts of Cambridge Road estate</li> <li>• Youth Groups</li> </ul>
		Interest	



Stakeholder update:

In preparation for the stakeholder engagement and recruiting for the steering group/design working group, I have started meeting with key players in the community to see how we can work collaboratively in reaching hidden and hard to reach stakeholder. Hidden stakeholders are potential key players like the owner of Bull and Bush who is not apparent at this stage but will pop out of the woodwork to challenge further down the line.

- 1. Bull and Bush** – Met the manager and I was informed that the owner lives in Esher and got his details. I have contacted him and I am waiting for a reply.
- 2. Oxygen YFC** – This is an organisation that works with youth groups and one of their projects is designed to raise awareness and challenge attitudes about the dangers, risk and consequences of being involved in knife crime. Met with them on **30.11.2016** to find out what events they have with young people in the estate and how we can work collaboratively to engage teenagers in the estate. There is a potential to draw out the parents if the youth of the estate are fully engaged. They will be useful in the engagement for open space regeneration and contributing to legacy issues as they will be the next generation in the estate.

**3. Refugee Action Kingston** – This group uses the Piper Hall regularly and work with refugees in the Borough. This is a potential link to residents who are hard to reach or who have language difficulties.

08.12.16 – update they are having funding issues and may have to move from their venue. They still use the Piper hall and it would be best to piggyback a meeting.

**4. Christ Embassy** – I have made initial contact letting them know about the engagement process and invited them to the feedback sessions.

**5. Contacts with schools:** Initial contact have been made with schools within the area – King Althestan primary school, Queen English language school and St. Josephs’s catholic school. Had an engagement session with parents who have kids in King Althestan School.

**6. Kingston VCS:** The Voluntary & Community Sector (VCS) in Kingston is extremely diverse and focuses on those in particular need. They have strong links with older people, carers,

disabled people, victims of crime and those living on low income. They also have links with faith groups and environmental groups.

- 7. Kingston Interfaith Forum** – 15% of the CRE respondents are Muslims and this organisation appears to have strong links with Muslims. Initial contact has been made and they will be followed up in the New Year.
- 8. 2<sup>nd</sup> Norbiton St Peters** – it's a Boy Scout group. Initial contact has been made but this is a low priority group.
- 9. Kingston Sports Centre** – website checked – low priority.
- 10. Creative Youth** – Creative Youth aspires to mentor young individuals, entrepreneurs and organisations by providing artistic business and strategic support, allowing the next generation of artists to flourish. – medium priority

11. **LEAH (Learn English at Home)** voluntary service to help ESOL residents in Kingston. Great organisation to use as a link to engage hard to reach groups. I will be meeting them in the New Year.
12. **Mencap** – established links with the administrator and will be meeting with her in the new year.
13. **Quilombo UK** - Quilombo UK is an outreach charitable organisation seeking to mediate between the various cultures and groups that are found in the Royal Borough of Kingston-upon-Thames, with the ultimate aim of contributing to a cohesive and thriving community.
14. **Scouts Group (youth)** – A high proportion of the youth from the estate are part of this group of 129 children in Kingston.



# Statement of Community Involvement

DRAFT



# Contents

- 1.0 Executive summary
- 2.0 Statement of community involvement
- 3.0 Stakeholder meetings
- 4.0 Summary and conclusions

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*Appendix I* Newsletter – Issue 1

*Appendix II* Newsletter – Issue 2

*Appendix III* Newsletter – Issue 3

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## 1.0 Executive Summary

1.1 An initial engagement took place between 03 September and 19 October 2015 where residents were consulted on wider options for regenerations. In October 2015 Renaisi was appointed to write a consultation strategy and they led on the engagement of the shortlisted options for regeneration. The engagement included a postal and online survey which was done from the for the regeneration options for Cambridge Road Estate. A further engagement was conducted on the three shortlisted options from 08 October to the 28 October 2016. Following Renaisi's engagement we had a public meeting with the leader of the council and two feedback drop-in sessions based on the consultation.

## 2.0 Statement of Community Involvement

2.1 The table below provides a record of all the drop-in sessions held initially when meetings held with local stakeholders since September 2015. A programme of consultation with the wider community began in September 2015 with eleven drop-in sessions this was advertised by sending newsletters to 832 resident. These drop-in sessions were based on the different options including viability, quality of the homes, environment and businesses in the area surrounding the site, introducing the scheme and showing the regeneration options for the area.

2.2

<i>Drop in sessions</i>	<i>Title of events</i>	<i>Total no of attendees</i>	<i>Non-residents attendees</i>	<i>Tenants</i>	<i>Leaseholders</i>	<i>Freeholders</i>
Sept 2015	General	19	0	unknown	unknown	unknown
Oct 2015	General	11	0	9	2	0
Dec 2015	General	4	0	2	1	1
Jan 2016	General	15	4	9	0	2
Feb 2016	General	11	0	7	4	0
Mar 2016	General	29	7	16	3	3
Apr 2016	General	28	4	17	4	3
May 2016	General	15	0	8	5	2
June 2016	General	7	0	7	0	0
July 2016	General	22	1	12	7	2
Aug 2016	General	24	0	16	6	2

2.3 A programme of consultation with the wider community began in September 2016 with fifteen targeted drop-in sessions. This was communicated by sending newsletters to residents and businesses in the area surrounding the site, this showed the three shortlisted options for regeneration which are :

- Option A - Refurbish the 4 tower blocks and all other homes will be replaced with new homes that meet current space and design standards.
- Option B - Refurbish 2 of the tower blocks (Madingley and Brinkley) and all other homes will be replaced with new homes that meet current space and design standards.
- Option C - Replace all homes on the estate with new homes that meet current space and design standards.

<b><i>Drop in sessions</i></b>	<b><i>Title of events</i></b>	<b><i>Total no of attendees</i></b>	<b><i>Non-residents attendees</i></b>	<b><i>Tenants</i></b>	<b><i>Leaseholders</i></b>	<b><i>Freeholders</i></b>
3 Sept 2016	CREst Fun Day	19	2	16	0	1
6 Sept 2016	Older & Vulnerable Residents	4	0	0	2	2
7 Sept 2016	General	18	2	7	3	6
12 Sept 2016	Young residents	0	0	0	0	0
15 Sept 2016	Bulgarian & Polish speakers	4	0	1	1	2
17 Sept 2016	Saturday drop in	18	1	9	5	3
20 Sept 2016	Older & Vulnerable residents	10	1	9	0	0
20 Sept 2016	Somalia speakers	2	0	1	1	0
21 Sept 2016	General	10	1	5	1	3
26 Sept 2016	Chinese & Korean speakers	5	0	2	3	0
27 Sept 2016	Tamil & other Indian Languages	11	1	6	4	0
4 Oct 2016	Older & vulnerable residents	7	0	7	0	0
8 Oct 2016	Saturday Drop in	9	0	5	1	3
10 Oct 2016	Stakeholders	5	5	0	0	0
19 Oct	General	4	0	2	1	1

2016						
Total		311(incl 19 unknown status)	29	173	54	36

2.4 The table below shows the breakdown of the residents that attended the public meeting and the feedback session on the consultation meeting.

Date	Title of events	No of attendees	Non –residents Attendees	Tenants	Leaseholders	Freeholders
29 Nov 2016	Public Meeting	73	20	3	4	14
Feedback sessions on the consultation Renaisi conducted. Attendance of the feedback session is showed below.						
03 Dec 2016	General	22	4	15	2	1
06 Dec 2016	General	11	6	3	0	2

## 3.0 Stakeholder meetings

- 3.1 In advance of the public consultation exhibition, RBK initiated meetings with a number of local stakeholders to build links in the community. Some of them send the following tables outline these meetings and the key issues discussed:

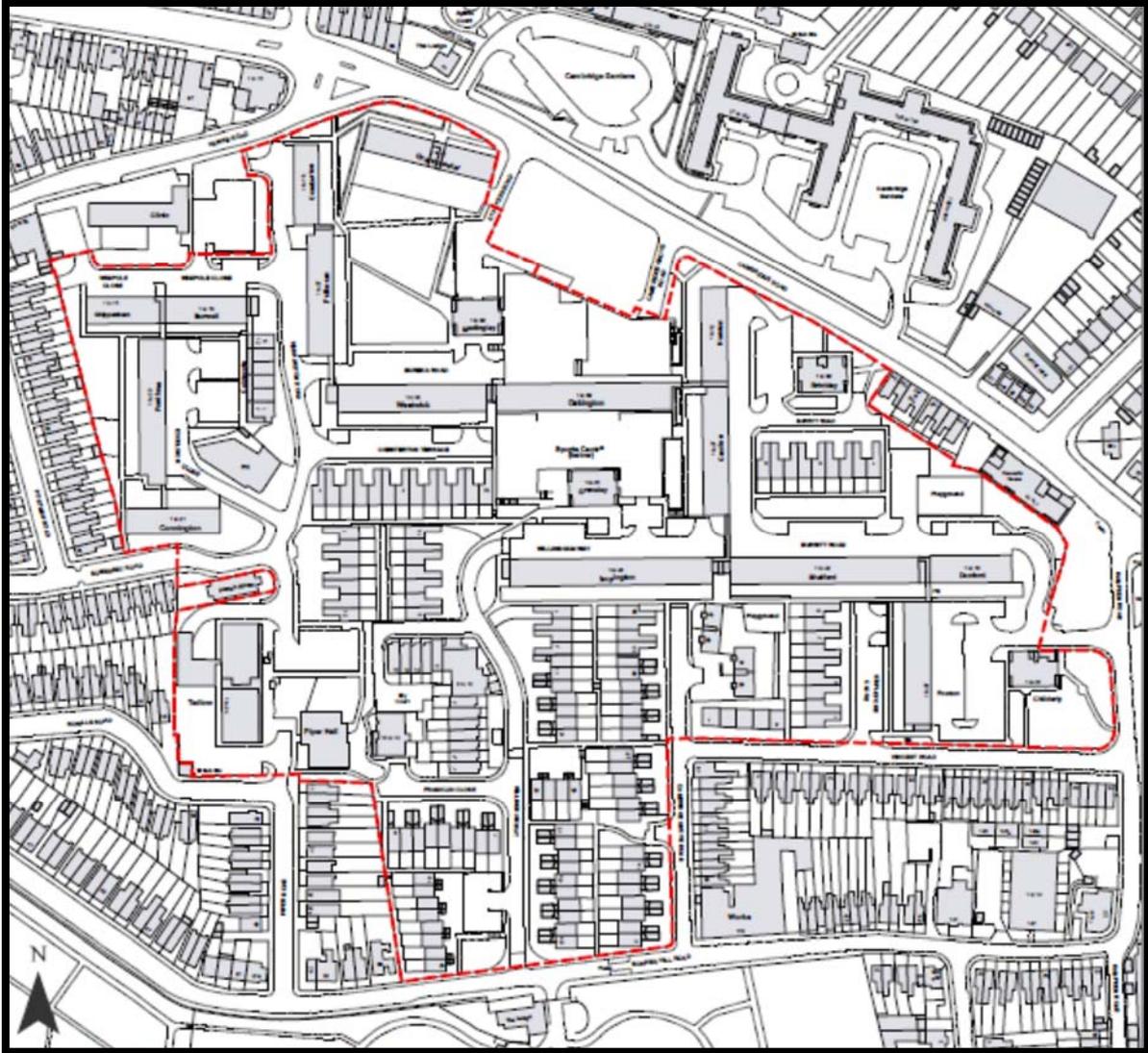
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10 February 2017	Axe Capoeira and Quilombo

## Key issues

3.2 The following table outlines the key concerns and questions that people during the stakeholder engagement

Topic of concern	General response
Where will people be moved to	<ul style="list-style-type: none"><li>• We are currently doing a decant policy specifically for Cambridge Road Estate and this will give people a bit more clarity about the phasing process.</li></ul>
Crime	<ul style="list-style-type: none"><li>• We will be designing out crime by getting rid of alleyways, and create more lighting around the estate.</li></ul>
Who gets what property	<ul style="list-style-type: none"><li>• A housing needs survey will be conducted to address issues like overcrowding and underutilisation.</li></ul>
What will home owners be entitled to	<ul style="list-style-type: none"><li>• We will have independent advisers that will assess the situation on a one to one basis.</li></ul>
Parking	<ul style="list-style-type: none"><li>• A parking survey has been conducted and we will be dealing with issues like commuter parking in the future to ease parking stress for those that live within the estate.</li></ul>
Density	<ul style="list-style-type: none"><li>• The estate will be designed in a way that makes an availability of open spaces and green spaces.</li></ul>
Better homes programme	<ul style="list-style-type: none"><li>• The better homes programme will no longer be in operation because of the pending regeneration process.</li></ul>
Tenures	<ul style="list-style-type: none"><li>• The final mix of social housing and shared ownership houses will be decided as the regeneration system progresses.</li></ul>

## 4.0 Proposed Regeneration Boundary











# Transforming Cambridge Road Estate

**Hello and welcome** to this update about the regeneration of the Cambridge Road Estate. This update gives you information about the regeneration and where we've got to, and what this means for you.

## Summary of this update

The Council needs to improve its current homes for its existing residents and build new homes for those who will need them in the future. It agreed at a committee meeting in June 2015 that it would look at the regeneration of its housing estates, starting with Cambridge Road, to meet these objectives.

We have now completed initial work and shortlisted 3 options which would meet our objectives and we are asking the estate's residents to tell us what they think about them. We will be holding a series of drop in events from Saturday 3rd September to Wednesday 19th October. It is important that we hear your views so please do come along and meet us.



We started with 14 different options that looked at different parts of the estate. Following an examination of all these options some were rejected as they did not enable us to meet the requirements for a high quality regeneration scheme and we explain these requirements later on in this newsletter.

The 3 shortlisted options will enable us to keep or re-provide the same number of council homes currently on the estate. We can build more new homes, provide better council homes and make significant changes that will improve safety on the estate, the outdoor leisure and green areas and upgrade the community facilities.

**Have your say.**



[www.kingston.gov.uk/CRERegen](http://www.kingston.gov.uk/CRERegen)



**INSIDE...**  
TRANSFORMING CAMBRIDGE ROAD ESTATE

**P2 Regeneration**  
What's happening?  
The council's commitments

**P3 Resident consultation**  
How to find out more

**P4-5 Shortlisted options**  
Why they were chosen

**P6 Rejected options**  
Why they failed

**P7 Your questions and answers**



# CRE

CAMBRIDGE ROAD ESTATE

REGENERATION

## Newsletter



### Door knocking - end of October



Please be aware that the council is commissioning a door knocking exercise across the estate to assist residents in completing the survey. This will follow the last drop-in session. As the company undertaking the survey won't be experts on the programme, if you have queries, please attend one of the council's drop-in sessions and speak to one of the officers present.

**PLEASE NOTE:** The council and its representatives will have appropriate ID on them at all times so always ask to see this. If in doubt call the Housing Contact Centre on 020 8547 5000.

### In other news...

It has been brought to our attention that there have been incidents of other people on the estate misinforming residents about the estate regeneration programme. We understand that some residents have been told they will have to move away from Kingston to places such as Birmingham and that they can help prevent this from happening. We do not know who these people are, but they are not council employees or council representatives and what they are saying is incorrect.

Please report any incidents via the Housing Contact Centre on **020 8547 5000** or via the Housing Management Office 5-8 Tadlow.

Have your say.



### One last thing...

Please complete the survey! This is your chance to have your say on the three shortlisted options and your views are very important to us.

**Survey deadline is 28th October.**

If you are unable to read this document because of disability or language, we can assist you. Please call the Kingston Council Helpline on **0208 547 5000** or ask someone to call on your behalf.

உங்களால் இந்த கடிதத்தை படிக்க இயலவில்லை என்றால் தயவு கூர்ந்து கிங்ஸ்டன் உதவி மையத்தை நீங்களோ அல்லது உங்களை சார்ந்த எவராவது தொடர்பு கொள்ளவும். தொடர்பு கொள்ள வேண்டிய எண் **020 8547 5000**

"당신이 신체적인 불편함 혹은 언어 문제로 인해 이 서류를 읽지 못할 경우, 저희들이 돕겠습니다. 킹스톤 의회 상담전화 (Kingston Council helpline) 020 8547 5000 로 직접 전화하시거나 혹은 다른 사람에게 전화를 부탁하십시오"

我们可以协助您，如果您因语言障碍或残疾不能阅读此文件。请拨打金斯敦市议会热线服务电话 **020 8547 5000** 或请求他人来代表您通话。

- کرینگے مدد کو آپ ہم تو ہیں ناقابل سے وجہ کسی پڑھنے کو دستاویز اس آپ اگر فون **020 8547 5000** لانن ہیلپ کاونسل کنگسٹن مہربانی برائے سے کسی یا کیجئے کروائے۔

[www.kingston.gov.uk/CRERegen](http://www.kingston.gov.uk/CRERegen)

**CRE**  
CAMBRIDGE ROAD ESTATE  
REGENERATION

**Newsletter**  
Issue 2 - October 2016



# Transforming Cambridge Road Estate

Have your say by 28th October!

## Tell us your views - complete a survey

We are asking all residents and stakeholders to complete the council's survey form. The results from these surveys will be incorporated within the officers' report recommending preferred regeneration options to be presented for approval at the council's Growth Committee in March 2017.

This is your chance to **HAVE YOUR SAY** so we would like as many of you to complete the survey as possible. You can find a copy of the survey enclosed with this newsletter.

**Hello and welcome** to the 2nd Cambridge Road Estate regeneration newsletter.

We've been holding engagement events over the last few weeks on three short-listed regeneration options. Thank you to everyone who has attended a drop-in session and/or completed the survey form to date.

There are only a few more events still to take place so if you haven't attended a drop-in yet or would like to attend again, the final sessions are listed below:

## Engagement Events

General Drop-ins (for all residents)		
DATE/TIME	VENUE	EVENT
Sat 8th Oct 11am - 2.30pm	Piper Hall – Large Hall	General drop in
Wed 19th Oct 5pm - 8pm	FED meeting room (1 Tadlow)	General drop in
Other stakeholders		
Mon 10th Oct 3pm - 5pm	FED meeting room (1 Tadlow)	Non-resident stakeholder session (eg businesses and hall users)

Please come along and speak to us directly at these events. It would be good to meet you and answer your questions on a one-to-one basis.

There is more information about the options in the first newsletter which was posted to all residents and other stakeholders in August. You can view this online at: [www.kingston.gov.uk/CRERegen](http://www.kingston.gov.uk/CRERegen). If you require another copy, come along to one of the drop-in sessions or visit the Housing Office at 5-8 Tadlow.

Have your say.



[www.kingston.gov.uk/CRERegen](http://www.kingston.gov.uk/CRERegen)

Please return the survey by either:

- posting it using the self addressed envelope provided
- dropping it into the Housing Office at 5-8 Tadlow
- giving it to council staff at a drop-in session.

Alternatively, you can complete the survey online at: [www.kingston.gov.uk/CRERegen](http://www.kingston.gov.uk/CRERegen).

If you need another copy of the survey there are copies available at the Housing Office, 5-8 Tadlow, or you can pick one up at a drop-in session.

**Please ensure all surveys are returned by 28th October 2016!**



THE ROYAL BOROUGH OF  
**KINGSTON**  
UPON THAMES

# CRE

CAMBRIDGE ROAD ESTATE

REGENERATION

## Newsletter



### Door knocking - end of October

Please be aware that the council is commissioning a door knocking exercise across the estate to assist residents in completing the survey. This will follow the last drop-in session. As the company undertaking the survey won't be experts on the programme, if you have queries, please attend one of the council's drop-in sessions and speak to one of the officers present.

**PLEASE NOTE:** The council and its representatives will have appropriate ID on them at all times so always ask to see this. If in doubt call the Housing Contact Centre on 020 8547 5000.

### In other news...

It has been brought to our attention that there have been incidents of other people on the estate misinforming residents about the estate regeneration programme. We understand that some residents have been told they will have to move away from Kingston to places such as Birmingham and that they can help prevent this from happening. We do not know who these people are, but they are not council employees or council representatives and what they are saying is incorrect.

Please report any incidents via the Housing Contact Centre on 020 8547 5000 or via the Housing Management Office 5-8 Tadlow.

Have your say.



### One last thing...

Please complete the survey! This is your chance to have your say on the three shortlisted options and your views are very important to us.

**Survey deadline is 28th October.**

If you are unable to read this document because of disability or language, we can assist you. Please call the Kingston Council Helpline on 0208 547 5000 or ask someone to call on your behalf.

உங்களால் இந்த கடிதத்தை படிக்க இயலவில்லை என்றால் தயவு கூர்ந்து கிங்ஸ்டன் உதவி மையத்தை நீங்களோ அல்லது உங்களை சார்ந்த எவராவது தொடர்பு கொள்ளவும். தொடர்பு கொள்ள வேண்டிய எண் 020 8547 5000

"당신이 신체적인 불편함 혹은 언어 문제로 인해 이 서류를 읽지 못할 경우, 저희들이 돕겠습니다. 킹스톤 의회 상담전화 (Kingston Council helpline) 020 8547 5000 로 직접 전화하시거나 혹은 다른 사람에게 전화를 부탁하십시오"

我们可以协助您。如果您因语言障碍或残疾不能阅读此文件。请拨打金斯敦市议会热线服务电话 020 8547 5000 或请求他人来代表您通话。

- کرینڈے مدد کو آپ ہم تو ہیں ناقابل سے وجہ کسی پڑھنے کو دستاویز اس آپ اگر فون 020 8547 5000 لانن ہیلپ کاونسل کنگسٹن مہربانی برائے 020 8547 5000 کروائے۔ سے کسی یا کیجنے

[www.kingston.gov.uk/CRERegen](http://www.kingston.gov.uk/CRERegen)

**CRE**  
CAMBRIDGE ROAD ESTATE  
REGENERATION

**Newsletter**  
Issue 3 - December 2016

# Consultation feedback



**Hello and welcome** to the third Cambridge Road Estate Regeneration newsletter.

Many thanks to all of you who participated in our recent consultation exercise. We are now in a position to feedback the main findings to you. Your views will be included in a report which will be presented to the Growth Committee meeting in the New Year 2017, when the council will make a decision on the preferred option(s) for the regeneration of the Cambridge Road Estate.

**First round of consultation and engagement with CRE residents:**

We consulted on the three shortlisted scenarios:

- Option A - Refurbish the 4 tower blocks and all other homes will be replaced with new homes that meet current space and design standards.
- Option B - Refurbish 2 of the tower blocks (Madingley and Brinkley) and all other homes will be replaced with new homes that meet current space and design standards.
- Option C - Replace all homes on the estate with new homes that meet current space and design standards.

We will continue to engage and consult with residents on the viability and quality measures of all the options and any changes, as we move into the next stage the Masterplanning stage.

Get  
involved.



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**CREATE  
BIG  
IDEAS  
FOR THE  
FUTURE**



**P2** Feedback, responses  
and engagement results

**P3** Current problems and  
residents aspirations

List of issues and aspirations raised and explanation how these could potentially be solved and achieved

**P4** Regeneration concerns  
and what happens next?

Residents issues, information on drop in sessions and timetable of next steps



THE ROYAL BOROUGH OF  
KINGSTON  
UPON THAMES

## Resident feedback

### Feedback - surveys and engagement



The online survey went live from the 3 September to the 28 October and the postal survey was sent out at the beginning of October to all residents. This was supplemented by a programme of door knocking at the end of October, where researchers called to all residents on the Cambridge Road Estate to ensure that each household had an opportunity to have its say.

We received 392 valid responses that were signed and not duplicated. This equates to a response rate of 44%. 73% of respondents were council tenants, 7% were freeholders and 9% leaseholders. 10% was a composition of business owners, private tenants and people who lived within close proximity of the estate. The remaining 1% did not respond about their status.

### The COUNCIL has made the following commitments to residents:

1. We will keep or re-provide the same number of homes for council tenants with a secure tenancy.
2. We will provide opportunities for leaseholders and freeholders living on the estate to move into one of the new homes.
3. We will offer market value for homes owned by leaseholders and freeholders if their properties are scheduled for redevelopment.
4. We will offer financial assistance to residents who need to move home in accordance with the Council's decant policies.
5. We will engage with all residents at all stages of the programme, discussing with them the next steps, the options if they need to move home and involving them in the design of new homes and the estates improvements.
6. We will support vulnerable tenants if they need to move home.

### Engagement results



**80%** of respondents understood the information the council had given out about the regeneration options.

**48%** of stakeholders thought that estate regeneration will make a positive difference to their household.

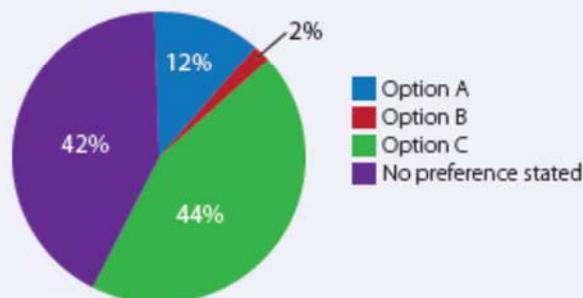
**54%** of stakeholders thought that estate regeneration will have a positive impact on the Cambridge Road Estate.

Residents were asked to relate their thoughts on the 3 options presented. Where a preference for an option was stated, the results are illustrated here:

**12%** of respondents favoured option A, which is to refurbish all 4 towers and replace all other homes.

**2%** of respondents favoured option B, which is to refurbish 2 of the tower blocks (Madingley and Brinkley) and replace all other homes.

**44%** preferred option C, which was to replace all the homes on the estate.



# Resident feedback



We have outlined much of the feedback into three broad categories, summarised below: Current issues, Residents aspirations and Regeneration concerns.



## Current issues

You have expressed concerns about the following issues and how the council plan to address them.

Current Issues - reported by you	Potential solutions - what we will do
<b>Dilapidated properties</b>	The council will continue to maintain homes once the timing of the programme is understood. The regeneration of the estate will deliver new improved homes for all residents.
<b>Crime</b>	As part of the transformation of the Cambridge Road Estate we will work with residents and the police to reduce crime through, better design, layout and increased lighting.
<b>Estate design</b>	Residents will be given an opportunity to tell us about their vision for the estate and they can be involved in realising that vision as the regeneration programme progresses.
<b>Parking</b>	We are currently doing a parking survey to analyse parking on the estate. The regeneration of the estate will be subject to national planning policy which determines parking provision.
<b>Layout</b>	Residents will be fully involved in the design of the estate, the new homes and public realm.



## Residents aspirations

You have told us that you wish to be involved in shaping the future of the estate and have stated that the following areas are important to you.

Current aspirations - expressed by you	Opportunities - to achieve this
<b>Better green spaces</b>	Residents will be involved in the design of the green or open spaces through the masterplanning process.
<b>Better community facilities</b>	Residents will be involved in the re- provision of community facilities through the masterplanning process.
<b>Improve the design</b>	Residents will be fully engaged in the design of the estate and the open spaces through the masterplan process.
<b>Provide improved better homes</b>	

# CRE

## CAMBRIDGE ROAD ESTATE REGENERATION

We realise that this is an uncertain time for all residents and stakeholders of the Cambridge Road Estate and we will be working closely with you to support you and help alleviate some of these concerns throughout the programme.

## Regeneration concerns

Further concerns you have expressed include the following:

- Disruptions to **lives**
- Don't want to **move home**
- Don't want to **leave the estate**
- Need more **information**
- Refurbishment preference
- Affordability** of new homes
- Overcrowding
- Quality** of new homes
- Loss of **community**

### What happens next?

You are invited to attend our feedback sessions where you can talk to the Regeneration Team on the outcome of the first round of consultation. These feedback sessions will give you the opportunity to ask questions about the regeneration plans and what they mean to you.

Both sessions will be at:

Piper Hall, Piper Road,  
Kingston upon Thames KT1 3EX

**Session 1** – Saturday 3 December from 11am to 2pm (Refreshment will be available on a first come first served basis)

**Session 2** – Tuesday 6 December from 6:30 pm to 8:30 pm



### Frequently asked questions (FAQs)

We know that residents will have a lot of questions as we move through the regeneration process. We have produced a document of frequently asked

questions which you may find addresses some of your queries. You can access FAQs on our webpage or pick up a paper copy at the Housing Office 5-8 Tadlow, Washington Road, Kingston upon Thames KT1 3JL.

### Next steps:

In the new year we will continue to run drop-in sessions and hold regular surgeries on the estate. You will be sent regular updates on all forthcoming events and you can also get full details from our webpages [www.kingston.gov.uk/CRERegen](http://www.kingston.gov.uk/CRERegen).

### Next steps timetable:

- February / March 2017 – Growth Committee decision on the preferred option.
- Once a decision is made by the Growth Committee on the preferred option for the estate the regeneration team will produce a range of information documents for residents.
- We will hold regular surgeries on the estate for residents to meet with and talk to the Regeneration team.
- January 2017 – Working in partnership with the CRE steering group and residents, we will develop a programme of activities across 2017 to engage and involve residents throughout the masterplanning process. This programme will include workshops, visits to other estates and 'Design for Real' events.

We look forward to speaking to you soon at one of our events. If you cannot attend, please email any query you might have to [CRERegen@kingston.gov.uk](mailto:CRERegen@kingston.gov.uk)

Get  
Involved.



4

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Appendix - Photo Albums of engagement Activities

**CREst Fun Day**



**Other Consultation Activites**

DK

DRAFT

## 5.0 Summary and Conclusions

- 5.1 The public consultation strategy sought to engage with political and community stakeholders, including local amenity societies, local businesses and neighbours living in close proximity to the site.
- 5.2 The pre-application public consultation exhibition provided an opportunity for local residents and businesses to voice their opinions on the development proposals and to engage with leading members of the development and design team, including representatives from the Helical Bar PLC, Piercy & Company Architects, DP9 Ltd. and Four Communications
- 5.3 Overall, whilst it is clear that consultees have a number of competing visions for the site, the fundamental aims proposals do enjoy a good level of support.
- 5.4 Whilst a small number of consultees felt the design was too modern, a large majority felt that the proposals responded well to the character of the area, which is one of variety. The design was commended for reference the traditional architecture of Covent Garden, whilst also adding interest through a variety of materials and styles.
- 5.5 The retention of the listed façades on Dryden Street and Drury Lane was supported by all. It was felt that the façades were an important part of the local streetscape.
- 5.6 Variation of the proposed materials was considered a positive. The use of brick, in keeping with many buildings in the area, was supported. Decorative stone window surrounds were thought by many to be innovative, providing visual interest.
- 5.7 Whilst some consultees regretted the loss of office space in Covent Garden, the majority felt that residential use would be appropriate, and welcomed the inclusion of private amenity space within the site. The provision of smaller units marketed to a domestic market was supported, with consultees advising that it was essential new residents become part of the Covent Garden community.
- 5.8 Whilst it is clear that some consultees had a degree of customer loyalty to the existing retain tenants at the site, it was thought that the proposed ground floor retail units would improve the activation of Arne Street and Shelton Street passageway. The flexible nature of the retail space was considered important, as this would maximise the range of retailers who could use the units.

- 5.9 Some consultees did have some concerns about additional height, with a small number concerned that this would be detrimental to Shelton Street. However, it was noted that Shelton Street is already very narrow, and that no additional overlooking or loss of daylight would result from the development.
- 5.10 There was some concern about the servicing of the proposed restaurant, various consultees indicated that it would be important to limit the impact of early morning deliveries on neighbours, suggested that time limitations should be imposed. The inclusion of a bottle crusher was requested, and the applicant is committed to ensuring all practical measures are taken to protect neighbour amenity.
- 5.11 It was indicated that construction would have to be carefully managed, alongside any development works taking place in the local area. Construction traffic and routes should be carefully planned, with input from the local community, to ensure inconvenience is minimised.
- 5.12 The project team remains committed to consulting with the local community and will continue to ensure that local residents and businesses are kept informed as the application progresses through the determination process. If necessary, post-submission consultation activity will be submitted to planning officers in the form of an addendum to this report.
- 

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## *Appendix I – Letter to Neighbours*

Name  
Address  
Address  
Address  
Address

3 July 2015

Dear Neighbour,

### **Invitation to a public exhibition to display the proposals for the land bound by Drury Lane, Dryden Street, Arne Street and Shelton Street**

I am writing to let you know that we will shortly be submitting a planning application to Westminster City Council for the redevelopment of this site.

Our proposal is to redevelop the site behind partially retained façades on Drury Lane and Dryden Street, providing a mixed-use residential and retail scheme. We would like to share our proposals with our neighbours, so we will be holding a public exhibition at **Crown Court Church of Scotland Hall, Russell Street** at the following times:

- **Tuesday 14 July** between 3pm and 7pm
- **Wednesday 15 July** between 3pm and 7pm

The exhibition room will be clearly sign posted from the reception and members of the project team will be present at the exhibition to answer any questions or queries about the development you may have.

I do hope you will be able to visit the exhibition. However, if you are unable to make these dates and would like further information or a separate briefing on the proposals, please do not hesitate to contact us on 020 3697 4385 or via email [26drurylane@fourcommunications.com](mailto:26drurylane@fourcommunications.com).

Yours sincerely,



Oliver Ripplier  
Helical Bar

## Appendix II – Exhibition Boards



### 26-35 Drury Lane & 2-12 Dryden Street

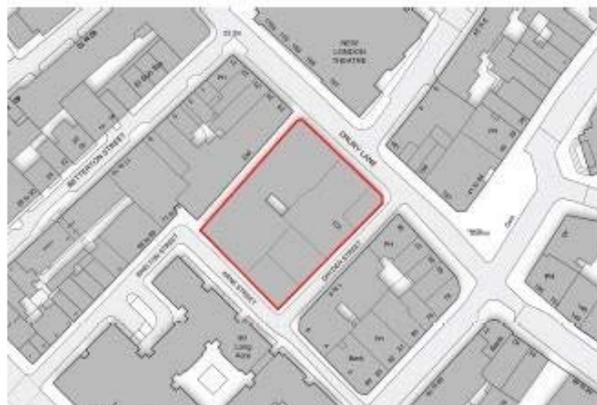
Thank you for taking the time to visit the Public Exhibition for the proposals at 26-35 Drury Lane and 2-12 Dryden Street.

Design is at the heart of everything Helical Bar does. Our approach to our buildings is to be innovative and design led.

Helical Bar's vision is to re-work the existing urban block to create high quality housing within this sensitive site maximising ground floor uses. In doing so, the objective is to enhance the public realm at ground floor level and breathe life back into the quieter streets to the west of the site.

We have commissioned leading architect Piercy&Company to design a proposal of exemplary design. The proposed design would create new activity and visual interest at ground level with space for new retail and restaurant use, with residential accommodation above.

The proposed high-quality design involves basement, ground and a range of four, five and six upper floors within four separate buildings and the retention of historically significant facades. The elevations are designed to reflect the history and character of the Covent Garden area, creating a range of rich, expressive and sympathetic architecture around the entire site.



Site Location Plan



Bar's Square, City of London - Helical Bar with Piercy&Company

King Street, Hammersmith - Helical Bar

King Street, Hammersmith - Helical Bar

The Bower, Old Street EC1 - Helical Bar

## Helical Bar

Helical Bar plc is one of the UK's leading property companies with a substantial development and investment portfolio. The portfolio comprises retail, office, industrial and residential properties, located in London and throughout the UK.

We have been involved in over 10 million sq ft of development since 1995, comprising 7.3 million sq ft of office and mixed use schemes, 1.7 million sq ft of retail and 1.5 million sq ft of industrial.

The current development programme comprises a further 2.3 million sq ft of commercial space and circa 440 residential units. Helical is committed to high quality, sustainable development with a strong emphasis on design and place-making.



Turnmill, London Borough of Islington - Piercy&Company



Turnmill, London Borough of Islington - Piercy&Company



Tabernacle Street, Islington - Piercy&Company - Winner of RIBA Regional Award 2015



Oxford House, City of Westminster - Piercy&Company



Clay Street, City of Westminster - Piercy&Company



Broom Street, City of Westminster  
Piercy&Company



Kew House, Richmond  
Piercy&Company  
Winner of RIBA National Award 2015

## Piercy&Company

Piercy&Company has established a reputation for bold ideas, strong forms and carefully crafted buildings.

Our work continues British architecture's traditional affinity with making, craftsmanship and inventiveness. We reinterpret vernacular architecture and traditional forms preserving emotive links to the past while still being progressive and pertinent to the conditions of contemporary cities and technologies.

We approach each project analytically; testing and pushing the design through digital media,

exploratory models and precision mock-ups. This rigorous method ensures clear, confident design and is a compelling tool in negotiating the complexities of the building process. At the heart of the studio's ethos is the concept of "designing through making". A digital fabrication centre and the studio's own workshops provide a testing ground for new ideas and relationships with artists and makers, established over years of collaborative projects, continually invigorate the studio.

This commitment to craft, continuity and methodology creates responsive, characteristic buildings that both contribute to and respect the context.

Team

 Piercy&Company



View looking north along Drury Lane



View looking east along Dryden Street



View looking south down Drury Lane



View looking north at the corner of Arne Street and Dryden Street



View looking east from the corner of Shelton Street and Arne Street

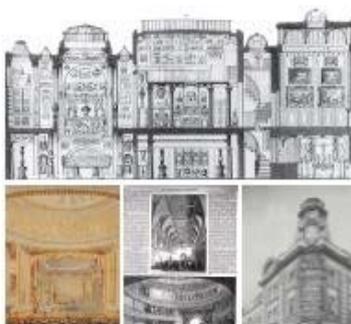


(A)

## Historical Context & Ideas

### Collection of historical fragments

St. John Soane Museum -  
Collection of relics assembled in an idiosyncratic manner.



(B)

### Subdivision into multiple elements

Retain the organization of the urban block by subdivision of the site creating a collection of buildings with different characters, responding to the historical narrative and layers of redevelopment of the immediate surroundings.

#### New London Theatre:

1853 - Octagon - Royal Opera  
1793 - Octagon - The Great Chapel  
1842 - Royal Opera  
1851 - Midland Bank Bldg  
1811 - New Midland Theatre  
1818 - Royal London Theatre  
1877 - New London Theatre

#### 50 Long Acre:

1846 - 1857 - St. Martin's Hall  
1850 - 1878 - James's Theatre  
1878 - 1884 - Gilbert's Free Building  
1885 - 1886 - 50 Long Acre



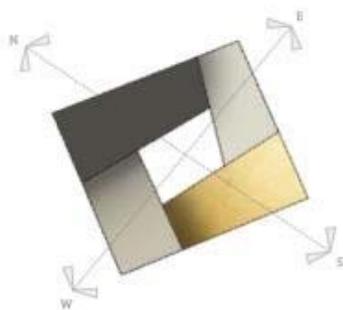
(C)

### Strong materials with site specific significance

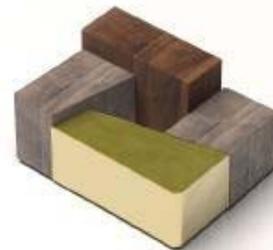
Carefully considered materials and building elements reflecting the local vernacular, with clear contrast between the old and the new, subdividing the site while retaining the arrangement of the 'urban block'.



(A)



(B)



(C)

## Concept

Collect the fragments of historical significance from the site, including important facades & elements such as the Mercer's Maidens.

Infill the voids with the new, fresh materials creating contrast and clearly defining the difference between the old and new.

Identify the relationship between the site and its surroundings, highlighting the strong cross-sectional links with poetic historical narrative, materials, and pragmatic building characteristics.

Borrow from the local vernacular and apply rules which sympathetic with the existing context and architecture.

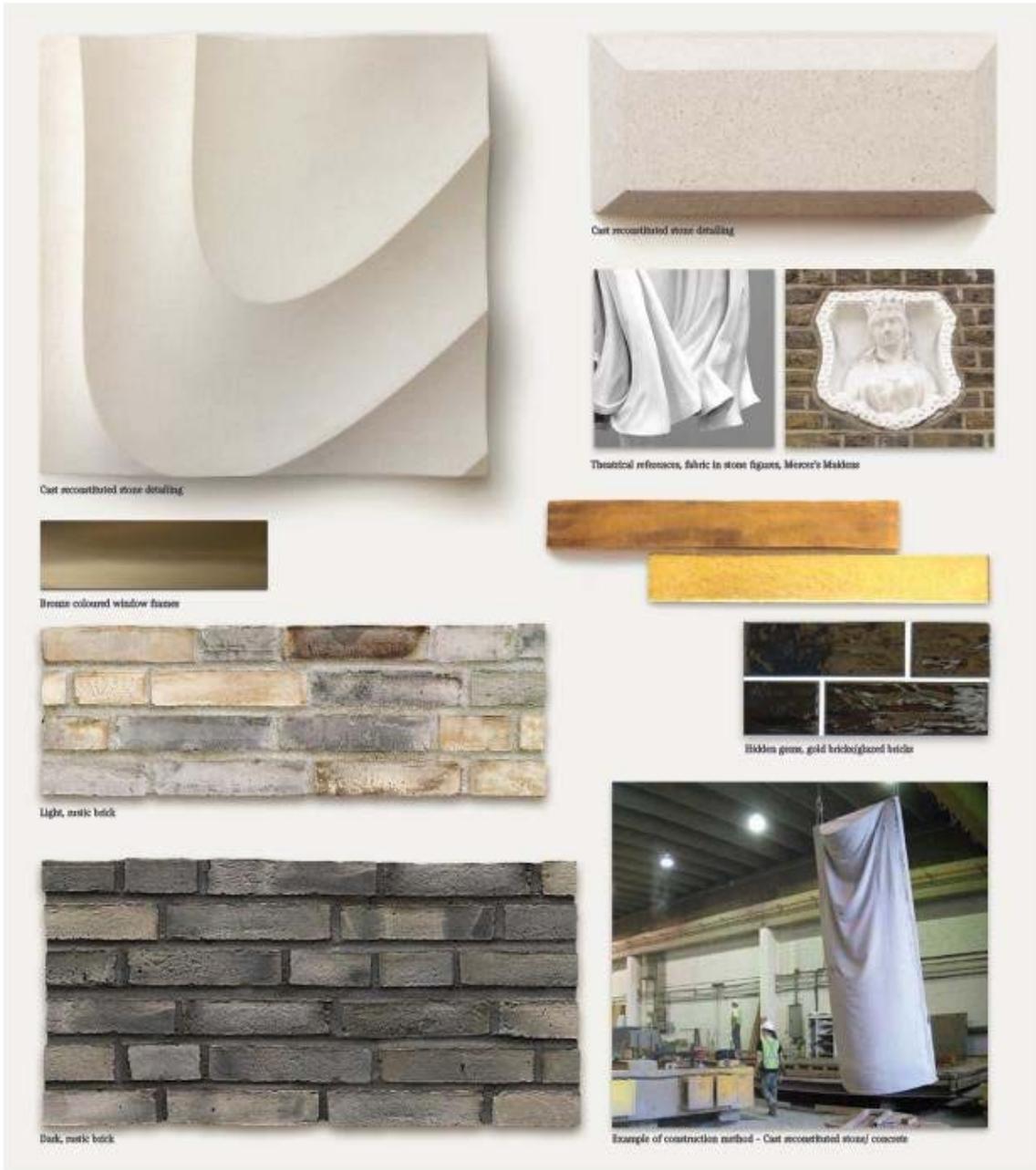
#### E-W Link:

Reference to historical & theatrical narrative, new corner buildings with contrasting materials

#### N-S Link:

Reference to existing townscape & materials, back streets with vernacular typologies and sympathetic additions to existing facades.

Re-create the 'urban block' with buildings of strong character and clear identities, reflecting the symbolism of the Covent Garden area. Apply meaning relevant to building characters and locations driven by the narrative and site constraints.



Cut reconstituted stone detailing

Cut reconstituted stone detailing

Theatrical references, fabric in stone figures, Mercor's Masking

Bronze coloured window frames

Ribbon glass, gold brick/glassed bricks

Light, rustic brick

Example of construction method - Cut reconstituted stone/ concrete

Dark, rustic brick

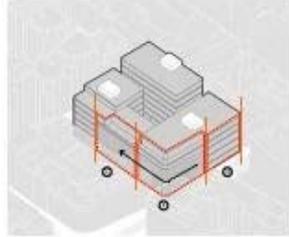
## Proposed Material Palette

A rich and robust material palette has been created to enhance the character of the proposals, clearly identifying the different blocks within the site.

The materials linked to the retained facades to the south offer a sympathetic relationship between the old and new, directly reflected by the warehouse style of the buildings situated to the north of the site.

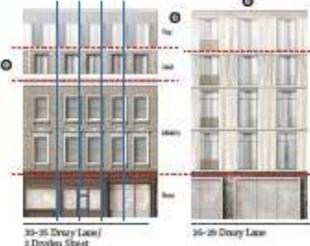
The east-west relationship between the buildings facing New London Theatre and 90 Long Acre is strengthened by the use of high-quality cast reconstituted stone elements, such as the expressive facade panels on Drury Lane, to the subtly decorated window reveals on Arne Street.

## Drury Lane & Dryden Street



Treat each building separately:

- 1. Retain existing facade
- 2. Retain facade in corner of Drury Lane & Dryden Street
- 3. New corner block in the north facing New London Theatre



- 1. Strong palette reflecting historical materials contrasting with the new.
- 2. Complete buildings with retained facade with a clear Base-Middle-Top.
- 3. Retain a strong parapet line above the second floor.
- 4. Keep hierarchy of Base-Middle-Top within new corner building.

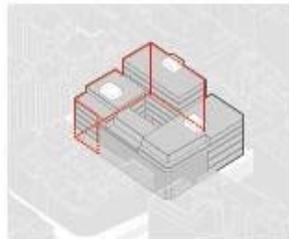


30-35 Drury Lane / 1 Dryden Street



36-38 Drury Lane

## Arne Street & Shelton Street



Subdivided Urban Block;

Split the massing into three blocks both to retain of height and different facade treatments to continue the character and variety of the surrounding buildings.



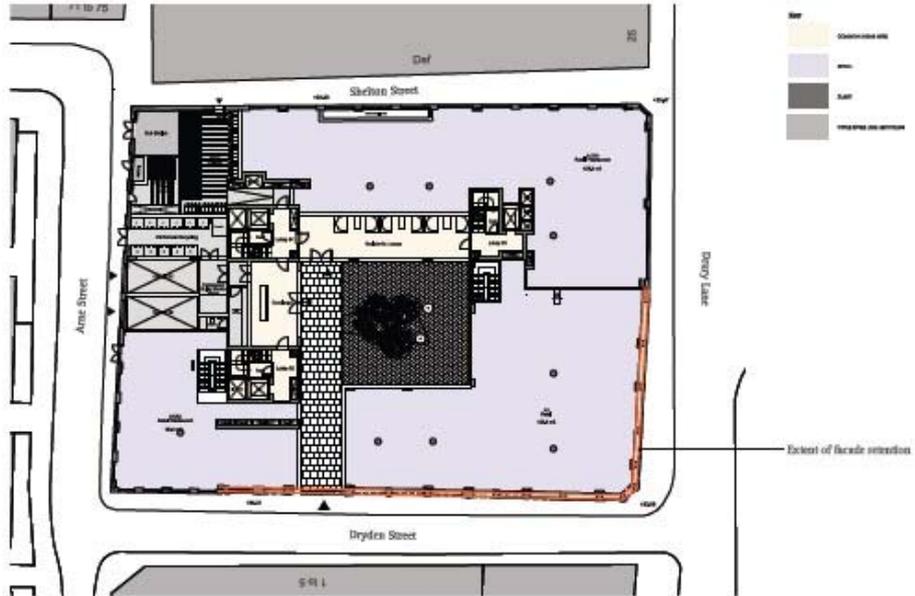
- 1. Height varies with site height restricted to surrounding context along with the historic existing urban fabric.
- 2. Heavy masonry facade, with soft window treatment.
- 3. In several areas provide regular corner window infill in height of parapet line above second floor (Arne Lane).
- 4. Full height masonry cladding top floor with window level base and window cladding.



18-20 Arne Lane



11 Dryden Street



Proposed Ground Floor Plan 1:200



Proposed Typical Floor Plan (Third Floor) 1:200

Existing

Proposed



View looking north up Drury Lane



View looking west along Dryden Street

Existing

Proposed



View looking south down Drury Lane



View looking west along Parker Street

Existing

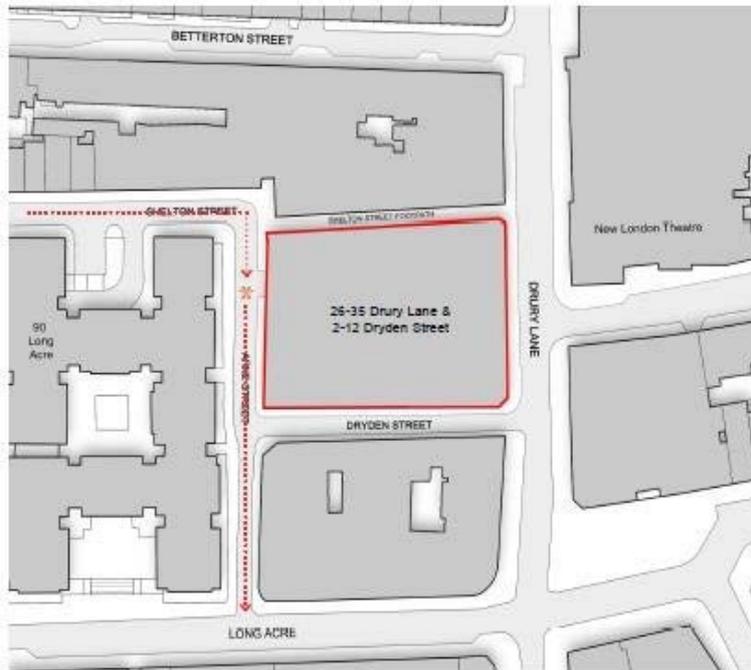
Proposed



View looking north along Arne Street



View looking east along Shelton Street



\* The main service access route is through the quieter Shelton Street and Arne Street, avoiding the busier Drury Lane.



- ① Basement car park access via 2 no. car lifts
- ② Main refuse & recycling store for collection from Arne Street
- ③ Bicycle storage area
- ④ Resident's access via open courtyard
- ⑤ A1/A3 unit access from Drury Lane and Dryden Street



Typical Section AA

- 35% reduction in regulated carbon emissions of the residential units.
- Very well insulated and Low energy apartments with provision of highly efficient heating and lighting system.
- Photovoltaic panels on the roof to provide some renewable energy for the apartments.
- Low water consumption by provision of efficient water fittings.
- Environmentally friendly materials being used for the building with high Green Guide rating.
- The materials, where possible, will be sourced from suppliers with very good environmental credentials.
- More than 90% of the waste that is generated on site will be diverted from landfill.
- The contractor will be required to comply with considerate contractors requirements.
- Low emission boilers and heating system will be installed.
- The level of sound insulation will exceed the requirements of the new building regulations.
- The Ecological value of the site will be enhanced by incorporation of recommendation of the ecologist including provision of flower and bird boxes where applicable.
- The retail units will have efficient building envelope and lighting and systems. They will be designed to achieve BREEAM Very Good rating.







View looking north along Druary Lane

Thank you for attending this public exhibition. We hope that you have found this information useful. To summarise, these proposals will:

- Regenerate the site into exceptionally high quality buildings with expressive architecture reflecting the history of the Covent Garden Area.
- Enhance public realm and animate street level activity.
- Provide high quality residential accommodation and retail units.

#### Next steps:

We will shortly be submitting a planning application to Westminster City Council to seek permission to redevelop the site. The timetable below sets out the key dates for the project:

- Summer 2015  
Planning application will be submitted to Westminster City Council.
- Winter 2015  
Anticipated date for a planning decision.
- Summer 2016  
Construction work starts
- Winter 2018  
Construction period complete.

To ensure that we understand the views of the local community, we would be grateful if you could take a few moments to fill in a feedback form to let us know your thoughts.

The feedback form can be completed and left with staff or sent back to us later using the FREEPOST address.

If you have any further questions or would like more information, please contact us at:

#### Contact

T: 020 3697 4385  
E: [26druarylane@fourcommunications.com](mailto:26druarylane@fourcommunications.com)

Westminster City Council will also consult residents, businesses and the local community as part of the application process. Westminster's officers will collate all feedback received to form part of their report to the planning committee - any feedback given here will be passed to Westminster City Council as part of the application.

Thank You

Appendix III – Feedback Form

26-35 Drury Lane &  
2-12 Dryden Street

July  
2015

Feedback form

Thank you for coming to our exhibition. We would be grateful if you would take a few minutes to fill out this feedback form. There is a space overleaf for any other comments you would like to make. If you give us your name and address we can keep you informed about the progress of this scheme. Your details will remain confidential. You can either leave this form in the box or take it away and post it to us (see details below).

<b>Name</b>	
<b>Organisation</b>	
<b>Address</b>	
<b>Telephone</b>	
<b>Email</b>	
	<b>Strongly Agree    Agree    Neutral    Disagree    Strongly disagree</b>

Please provide us with any comments you may have on the proposals:

If you have any further queries, please contact us on:  
Telephone: 020 3697 4385  
E-mail: 26drurylane@fourcommunications.com



Four Communications Ltd. will retain the information from the questionnaire on behalf of Helical Bar to allow you to receive regular updates on the development. If you wish to be kept informed please tick this box:

## Growth Committee

<https://modern.gov.kingston.gov.uk/documents/s72563/Cambridge%20Road%20Estate%20Regeneration%20Report.pdf>

16 March 2017

## Cambridge Road Estate Regeneration Procurement and Master-Planning Approach

Director of Place

### Purpose

To report on the work undertaken since the Estate Regeneration Programme was approved by the Council's Residents, Health and Care Services Committee on 17 June 2015; to progress the regeneration of Cambridge Road Estate and; to consider the regeneration procurement and master-planning approach to appointing a developer partner to deliver the scheme.

### Recommendations of the Deputy Leader

The Committee **resolves** that:

1. authority is delegated to the Director of Place, in consultation with the Deputy Leader and the Portfolio Holder for Regeneration, to procure a Development Partner through a Joint Venture approach in order to undertake the master-planning and delivery of the Cambridge Road Estate (CRE) regeneration; and
2. the Director of Place continues to engage residents fully in the next stages of the development programme, and to further test the emerging options having noted the feedback from the various resident engagement activities that were run over a 12-month period between September 2015 and October 2016 as well as those received from the ongoing consultation process.

### Key Points

- A. The Estate Regeneration Programme gives the Council the opportunity to improve the quality of homes on Cambridge Road Estate (CRE), invest in the wider neighbourhood increase the numbers of homes on the estate, and improve the quality of life for residents.
- B. The Council wants to make sure that every resident in Kingston has the opportunity to live in a good quality home. The challenge we have in Kingston is affordability. Kingston's housing waiting list has 9502 families waiting for a Council home, there are 693 families living in temporary accommodation, and the projection of population of 186,200 by 2035. A rise of approx 10% from the current 169,000 (Source: Destination Kingston 2016-2020).
- C. Kingston Council is investing in our neighbourhoods and building new homes. This will improve the quality of housing for our existing residents and offer the chance of an affordable home to thousands of families who desperately need a place to call home.
- D. The Council is committed to engaging with residents and the local community in an open and honest way and be realistic about the options available to us. The estate regeneration programme is essential provide much needed additional housing and improve the condition of our housing estates to make them places where people want to live. Building more homes and regenerating our estates is the way we can afford the improvements that are needed. We will work with our communities to agree our approach, the timescales and the costs of the options available.

- E. CRE is the first of the estates under consideration in the Council's estate regeneration programme. The principal reason for inclusion of the estate is that it represents an opportunity to build a significant number of additional homes, due to the relative low density of the estate, and its location and public transport accessibility levels. CRE is highly accessible to public transport and access routes.
- F. The Cambridge Road Estate scheme is of strategic importance to the Council. The eventual scheme is likely to be in the order of 2000 residential units with a Gross Development Value, on completion, in excess of £1bn. Land assembly, construction, and sales will be phased over a relatively long period spanning more than one economic cycle. The scale of the opportunity (and corresponding risk profile) is therefore significant and securing the right development partner and the most effective masterplan, that will set the direction for the project, is crucial.
- G. The wider Kingston area has been designated in the London Plan as a Opportunity Area and has been designated as a Housing Zone. The Housing Zone status provides for accelerating the delivery of housing schemes, to provide affordable homes and develop confidence. The grant and loan funding will be essential in supporting the Council's ambition for regeneration of CRE and the provision of more affordable homes. We are working with the GLA to finalise the Housing Zone bid which will contribute significantly to the viability of the scheme.
- H. This report presents two strategic recommendations to achieve the regeneration of the Cambridge Road Estate. These recommendations enable the Council to deliver its ambition to make a transformational change to the estate and surrounding area; invest in our existing communities by replacing existing secure council homes and provide homes for leaseholder/freeholder existing homeowners who wish to stay living on the estate and to increase the overall number of homes on the estate.
- I. The two strategic recommendations provide for an holistic approach to progress the masterplanning; set in a delivery context working in partnership with a developer and engaging residents throughout the process.
- J. The Council has confirmed six key commitments which will underpin the way we want to take the CRE programme forward:
  - 1) We will keep or re-provide the same number of homes for Council tenants with secure tenancy
  - 2) We will provide opportunities for leaseholders and freeholders living on the estate to move into one of the new homes
  - 3) We will offer market value for homes owned by leaseholders and freeholders if their properties are scheduled for redevelopment
  - 4) We will support vulnerable tenants if they need to move home
  - 5) We will offer financial assistance to residents who need to move in accordance with the Council's decant policies
  - 6) We will engage with all residents at all stages of the programme, discussing with them the next steps, the options if they need to move home and involving them in the design of new homes and the estates improvements.

## Context

### Developer Partner and Master-planning

1. Over the last 18 months the Council has been exploring the most appropriate approach for delivering the regeneration of CRE. This has included commissioning a feasibility report from architects, BDP, and resident engagement work undertaken by Renaisi. The Council has worked with residents through a range of consultation and engagement activities. (See **Annex 3** Resident and Engagement Summary to date 2015-16 and forward programme of activity 2017).
2. The Council wishes to deliver the scheme in a timeframe that is realistic and has regard to the wellbeing of residents on the estate; a key imperative is that residents are fully involved in shaping the masterplan and the future of the estate to meet the key commitments to residents.
3. The advantages for securing a development partner to work with the Council to develop the masterplan (rather than the Council doing this itself) is that a partner will add value and expertise, in terms of ideas to maximise the opportunity, through the design and planning process. A partnership approach with residents, the Council and a development partner working up the masterplan in collaboration is more likely to achieve a successful scheme which delivers wider community benefits and results in a scheme which is commercially viable. A partnership approach with a developer will allow the Council to benefit from full development cycle expertise whilst retaining control of the scheme along with residents. The masterplan will take into account the most appropriate phasing of the scheme based on a detailed design and technical analysis, construction and re-provision of affordable homes and also the timing of any sales receipts.
4. Working in a partnership approach enables greater collaboration which can add value that can be shared. The options for a scheme of this size are varied and not easy to define at the outset. The Council itself securing planning consent would undoubtedly add value and can de-risk a project. However, schemes of this nature (large, strategic, phased and high value) are more likely to benefit from a collaborative approach between landowner and developer partner in early stage activities enabling both parties to share in the value uplift that masterplanning and planning consent will deliver. This is because giving the developer partner some involvement in masterplanning and the planning process is likely to reduce the risk of future mismatch with the developer partner's/joint venture's proposals for the scheme.
5. There are also advantages in terms of avoiding duplication of work and avoiding time delays, ensuring that the masterplan is based on shared outcomes from the start of the process.
6. From September 2015 through to November 2016, a range of consultation and engagement was undertaken on the shortlisted options. We will continue to actively engage residents and stakeholders in the next steps of the masterplan; we will work with the community groups and residents to develop a more formal mechanism for working with the Council and development partner through the formation of a Regeneration Resident Team.
7. It will be an imperative for a development partner to demonstrate a solid track record of resident involvement in major housing redevelopment, and present a clear forward strategy for engagement in the masterplan. Residents and representatives from the Resident Regeneration Team will be involved in the procurement of the development partner. (See **Annex 3**). Resident and Engagement Summary to date 2015-16 and forward programme of activity 2017. (See **Annex 5** for viability of options).
8. The community needs to be part of the process of change. This means that residents need to have a sense of ownership and be empowered to be actively involved in

regeneration and any significant housing development (Housing Strategy 2015-2020 Priority One, Delivering Housing to Support Growth).

## Proposals and Options

9. The recommendation in this report is to procure a 'joint venture' development partner for the master-planning and delivery of the CRE scheme following an analysis of other alternative options.
10. Alongside the recommended proposal two other delivery options have been considered:
  - Direct delivery by the Council
  - A traditional Development Agreement approach
11. As noted above this project is of strategic importance to the Council offering the opportunity to increase housing delivery and deliver transformative regeneration for the residents of Cambridge Road. In considering these options the Council has therefore had reference to the following key objectives;
  - The profile of this project and the need for the Council to ensure it can maximise the benefits/rewards from the scheme
  - Manage risk appropriately
  - Exercise the right level of control over what is a major Council scheme
  - The Aims and Objectives agreed by the Residents, Health and Care Services Committee in June 2015.

### Direct Delivery Option

**The Council would fund all development costs, typically through HRA headroom and/or General Fund borrowing. Like any other developer/house-builder, the Council would assemble the land, secure planning, and construct the new homes. New housing would be sold to generate capital receipts with affordable/rented housing retained by the Council. All development cycle risks, including sales risk, would rest with the Council. A variation to this is where the Council establishes a wholly owned trading vehicle to undertake the development, with the Council acting as funder.**

12. Direct delivery of the entire scheme by the Council would entail a series of phased construction contracts where the Council would act as master developer. The Council would assemble parcels of land in phases, design and construct the new development, and undertake all of the sales activity.
13. This delivery route offers the following key benefits:
  - The potential to realise a greater return on the development through the retention of a developer profit margin
  - Full control and transparency over all aspects of the development.
14. In return for the potential to maximise reward and exercise full control the Council would need to manage all of the key project risks including:
  - Funding
  - Design
  - Planning
  - Construction

- Sales

15. A key constraint is the need to fund the entire development. Securing this funding and then managing the key development risks for such a large project would be a major undertaking for the Council. Property development is not a core activity of the Council and it does not have experience of managing the full range of development activities involved in a project of this complexity and scale.
16. The key impacts, in the event of project failure, on the Council could be significant financial loss, inability to deliver on housing and regeneration objectives for Cambridge Road, and reputational loss.
17. A number of local authorities are directly developing their own land assets. However this route would tend to be used on projects where:
  - The financial entry costs are manageable
  - The development period is shorter and comprised of fewer phases
  - The complexity and risks are lower

### **Development Agreement Option**

**Development Agreements cover a variety of agreements amongst developers, landowners, purchasers, tenants and funders. Typically a landowner will enter into a Development Agreement with a developer to carry out a development in line with agreed plans and specifications, within an agreed timescale, and at an agreed level of return. Development risks would be transferred to the developer along with obligations to deliver affordable/rented housing for the Council.**

18. The Council would enter into a traditional Development Agreement arrangement with a developer partner under which the site (or phases) would be drawn down as development pre-conditions are satisfied. The developer partner would provide or contribute to the financial and resource requirements for delivery.
19. The land is essentially exchanged for council owned homes based on a viability assessment. It requires both parties to work flexibly and in collaboration but the significant development risk is transferred to the developer, with some agreed support from the council.
20. There might typically be overage agreements to capture planning/sales upside, and these could be paid out in cash, rolled over into future sites, or converted into outputs such as affordable housing.
21. This delivery route offers the following benefits:
  - A contractual structure that is well known and understood
  - Offers high level of risk transfer to a development partner
22. In return for risk transfer to a development partner, the Council would be trading control and reward:
  - A developer partner will require high levels of control in order to take on the risks of the project
  - A developer partner will expect a minimum developer return which the Council would not share under this arrangement; overage arrangements can be put in place but in practice these are not entirely transparent and can be difficult to manage.
  - Whilst control mechanisms can be put in place (such as Council approvals rights), the Council would not be afforded the level of transparency or long-term flexibility it might achieve through direct development or some form of joint venture
23. A Development Agreement approach is appropriate where a landowner wishes to

substantially transfer risk and accepts that a developer will take the lion's' share of the reward for taking that risk.

### **The Recommended Delivery Route - Joint Venture**

**A Joint Venture is where two parties come together to undertake a property development. Decision making, risk, and reward are shared. Public-Private joint ventures might entail the Council investing land with a partner bringing matched investment. Both parties are responsible for delivering the development, which would be managed through a Board structure, and profits are distributed in proportion to investment stake. Joint Ventures are a common way for a public landowner to bring finance and expertise to a development, and are popular with developers as it provides access to land and a way of sharing risk. Joint Venture can be structured either as a contract between the parties, or through a separate legal entity.**

24. Following a detailed analysis of the options against the key objectives of the Council, including the commissioning of an independent review and detailed discussions with the GLA, the joint venture approach is considered the most beneficial.
25. Joint ventures, typically established as either contractual or corporate, are established to share risk and reward. They are used for a range of property development ventures, and are particularly suited to longer term projects including projects of scale or portfolios of projects to be delivered over a long timeframe.
26. A Council / developer partner Joint Venture can be an attractive option on longer term development schemes. For the Council it provides the following key benefits:
  - the opportunity to work closely with its developer partner throughout the pre-development and delivery phase in a forum that, because of the Joint Venture nature, promotes co-operation and acceptable compromise;
  - Joint control and oversight of scheme design and delivery;
  - a share in risk and reward on a scheme.
  - The potential to deliver a number of sites with the same developer partner (with added opportunity for cross-subsidy and reinvestment of returns).
27. A Joint Venture is established to share risk and reward and is not to be confused with deals that transfer risk to a development partner. Where risks and benefits are equally split, each party is equally committed and benefits equally from the success or suffers equally from materialised risks.
28. The Council, as with the Direct Development route, will need to manage development risk. The key difference is that a developer partner's expertise, capacity and funding will provide a significant resource to more effectively manage these risks.
29. In addition to a greater ability to manage risk, the presence of an experienced development partner has the potential to increase the overall size of the opportunity. Development partners can add value at all stages of the process from masterplanning through to sales. This offers the potential to realise more benefit from the overall scheme than if the Council delivered it without that expertise.
30. The appointment of a developer partner in either a contractual or corporate joint venture tasked with delivering the Scheme will give rise to a Public Works Contract and will therefore need to be procured in accordance with the Public Contracts Regulations 2015. The optimum process is likely to be either the Competitive Dialogue or Competitive Procedure with Negotiation. Either process would enable the Council to engage in face to face dialogue with bidders to explore and test its approach to key aspects of the partnership structure (including governance and profit

distribution) as well as scheme delivery itself.

31. The procurement of a development partner to enter into a joint venture will enable the Council to maximise the benefits of the scheme (i.e. more affordable housing) and provides the opportunity to exercise the right level of control over delivery of the scheme on what is a key strategic site for regeneration and housing delivery.
32. The Council will work with our lead consultants (Savills) and legal advisors (Shoosmiths) on the tender process and documentation for the procurement of the Joint Venture Development Partner. This will include:
  - Heads of Terms for the joint venture agreement including partner contributions and investment
  - Heads of Terms for the land interest transfer arrangements/development agreement
  - Complete set of legal documentation (based on the Heads of Terms)
  - A Development Brief setting out key expectations and parameters for the development including planning, design, land assembly, and resident engagement
  - Suite of procurement documentation (including OJEU notice, Selection Questionnaire, Invitations to Participate in Dialogue and Invitations to Submit Outline and Final Tenders)
33. The Council and the residents will have an important part to play in the formation of the Development brief, as identified above. This is a key part of the documentation with which the Council will engage with the market and will set out the parameters within which the appointed partner will be expected to deliver. This will include areas such as the design vision, placemaking principles, affordable homes numbers, structure of the joint venture etc. This enables the Council and its residents to implement the necessary levels of control to ensure the scheme delivers the outcomes it wants.

## Consultation & Engagement

34. Over the past year we have been considering how we can meet our aspirations for Cambridge Road Estate. We have tested 14 options against a range of criteria to establish which ones offer the best way of providing high quality sustainable homes.
35. In carrying out the viability analysis, the following assumptions have been made for all scenarios:
  - All secure tenanted properties are replaced and re-provided at council rent levels;
  - Homes are provided for those leaseholders and freeholders who live on the estate and wish to remain on the estate with an equity share offer where required. Existing leasehold and/freehold interests are acquired.
36. The consultation of options ranged from keeping some of the current homes and building some new ones through a fully redeveloping all homes. We used a traffic light system that showed how each option performed against the above criteria and measures. Three options were shortlisted and residents were consulted through a range of drop ins and a full survey of all CRE residents. The BDP feasibility report outlines the range of options and the Renaisi report outlines the findings of the consultation and survey. (See **Annex 2**. BDP Feasibility report).
37. The findings of the consultation and survey were reported to residents through feedback sessions and in our 3rd newsletter sent to all residents in November 2016. The findings of the survey are available in the Renaisi CRE Regeneration feedback report. (See **Annex 4** Renaisi Report December 2016).

38. From the consultation undertaken to date on the three shortlisted options; the emerging preferred option is option C: replacement of all homes. This option meets the viability criteria used by the Council and partners and was considered as the favourable option by the majority of those who took part in the survey.
39. The Council recognises the outcomes of the viability work and the feedback from residents in identifying a preferred option; however, the Council realises that this option approach will need to be tested further with the Joint Venture Development Partner when selected. The Council therefore proposes taking forward the options for further detailed analysis and testing, working with the appointed development partner and our residents.
40. We will continue to engage with all residents and will develop a Residents Regeneration Team to work on a Resident Design Brief for inclusion in the masterplan.
41. See **Annex 3** Resident and Engagement Summary to date 2015-16 and forward programme of activity 2017.

## Timescale

42. The Indicative Procurement Timetable is as follows:

Activity	Start	Complete	Decision
Committee approval to procure Joint Venture Development Partner		March 2017	March 2017
OJEU Tender	June 2017	April 2018	
Joint Venture Development Partner selected			May 2018
Masterplanning and statutory planning process	July 2018	October 2019	

## Resource Implications

43. We are utilising our own land for housing development and have an approved budget through the HRA of £3,768,000 (£2,120,000 Capital and £1,648,000 Revenue) to cover costs up to 2020 which have been agreed with the Director of Finance.
44. The Council have established a dedicated estate regeneration team which includes:
- a Programme Director
  - a Project Manager
  - a Project Officer
  - an Engagement Manager

45. The Estate Regeneration Team have been successful in securing an additional £660K of funding from the DCLG from an 'enabling fund' for kick-starting the regeneration process. This funding will be payable in 2017/18. The bid identifies some key areas where funding will be required:
- engagement support
  - housing needs surveys and decant support
  - guidance and advice lead client services
  - independent resident advisory role
  - supporting property acquisitions and CPO legal advice
46. Whilst the Council has identified both financial and non financial resources to support the estate regeneration programme and has the Housing Zone grants, and recoverable grants, it will require additional funding beyond 2020 to help deliver the proposals. Following the review of the HRA this year, the Council will take a view on funding options for the programme as it moves forward.
47. In addition there will be support from officers from other service areas, including planning and regeneration, housing, legal, finance, and strategic business to provide the necessary resource to deliver the project.
48. It should also be noted that the Council's involvement in a corporate joint venture will require appropriately experienced resource commitment (including appointments to the board of directors (or equivalent) and participation in decision making at board and member/shareholder level) as well as contract management of any development or land transfer agreement.

## **Legal Implications**

49. The Council has not previously delivered a major housing regeneration scheme particularly those requiring acquisition of multiple interests and use of its CPO (Compulsory Purchase Order) powers.
50. There will be significant legal implications in delivering the programme of this complexity and over a number of critical areas. However, it is not uncommon for such a scheme to be delivered through a joint venture structure. The Council has therefore appointed Shoosmiths solicitors to act as the legal advisors for the CRE programme. Shoosmiths will provide the level of expertise and guidance on a range of key areas for the project of this scale and over the life cycle. Such areas include planning, decant strategy, land interest transfer and development obligations as well as regulatory matters including State Aid, procurement and vires.
51. The South London Legal Partnership (the SLLP), which provides the shared legal service to the Council, does not have resources to support a large scale housing regeneration programme of this magnitude and hence the appointment of Shoosmiths. This will ensure the Council has the benefit of comprehensive legal advice through a single provider for all the elements of the Programme. The SLLP was however involved in the procurement and appointment of Shoosmiths. Moreover, it is providing a client side supporting role for the Council in the delivery of the programme.

## **Risk Assessment**

52. As well as taking the Council's landlord and statutory duties into account, the potential benefits of the regeneration, the disruption that housing development will

cause and the impact on existing tenants and homeowners, the Council must understand the delivery risks and consider the following factors;

### **Physical constraints**

53. Subject to surveys being undertaken through the next stage of the masterplanning phase, we will take a view of the structural analysis of the site to confirm there are no significant constraints, which will impact on the financial viability once a preferred option/s has been confirmed.
54. Subject to the structural analysis, additional costs will be factored into the viability analysis.

### **Planning risk**

55. There are no major planning risks envisaged to either the partial or comprehensive redevelopment of the estate. However future masterplanning and the identification of a preferred option would need to significantly improve the relationship with the surrounding area, ensuring that the new development knits in with the streets and spaces and provides a better relationship with the surrounding neighborhood and improved connections with the centre of the area and the route to Norbiton station. The London Plan contains key policies there will/may be opposition to place building of height in some parts of the estate. There is also likely to be pressure to keep buildings as low as possible along the edge of the Cemetery conservation area.

### **Land acquisition risk**

56. There are 832 homes on CRE. 178 homes are in homeownership, 107 leaseholder and 71 freeholder. Many of the freehold properties are houses situated on parts of the estate where there is planning pressure to keep the height of new buildings to a minimum. These properties (which are of high value given the location on the estate, on the fringe adjacent to the cemetery conservation area) will have to be acquired through Compulsory Purchase if they cannot be acquired by negotiation.
57. To mitigate this risk the Council will undertake parallel negotiations to acquire by private treaty and will only seek authority to use a CPO as a method of last resort, to ensure that all interests are acquired within an appropriate timescale. In order to facilitate a high quality scheme and to ensure a robust case for any CPO extensive preparation work will need to be undertaken to understand the Council's requirements and to plan for residents' needs through any loss of existing homes.

## **Equalities Impact Assessment**

58. See **Annex 6** which provides an EQIA informed by the current data held by the Council. In order to provide a range of support for residents who will be affected by the regeneration proposals the Council will be working with residents to update our information data and understanding of households, we will do this by undertaking a Housing Needs Survey of all households.

### **Household Needs Survey**

59. A Household Needs Survey will be procured to ensure the Council and partners have refreshed data and detailed information on the current composition of all households on the estate. This information is essential as we work with residents on planning decants and making provision for new homes for existing residents and to agree the phasing of moves with residents.

60. The Council will provide a range of support for residents to ensure residents are supported throughout the process; including a range of workshops and information sessions. (See **Annex 3** Resident and Engagement Summary to date 2015-16 and forward programme of activity 2017).

### **Decant Policy and Team**

61. A Decant policy is being developed for CRE and will be consulted on with residents in Spring 2017. The Decant policy will confirm the offer the Council will make to secure council tenants, leaseholders and freeholders. The policy will be taken to Committee in June 2017 for approval.
62. A dedicated decant team will work with all residents to ensure the Council has a comprehensive understanding of the needs of our residents. Each council tenant will be visited to ensure the Council understands the needs of the household and can provide additional support where needed.

### **Independent Resident Advisor**

63. The Council will procure with the involvement of the Resident Regeneration Team and residents, an independent engagement specialist to help and advise residents of all tenures to understand the implications of the regeneration proposals. The Independent Resident Advisor (IRA) will ensure that residents receive advice and guidance on the Council's key commitment and supporting information that has been made available by the Council.

## **Road Network Implications**

64. The BDP feasibility report (**Annex 2**) considers that the CRE is a disjointed environment and is dominated by car parking and underused public spaces. The road network provides little integration to the surrounding area and pedestrian movement is not clearly defined. The estate sits on a busy road, which is a source of noise and pollution.
65. The Road Network Implications and Transport at a strategic level will be examined through the next stages of the masterplanning for CRE. There will be a need undertaken transport modeling to identify opportunities to consider and promote sustainable transport networks to accommodate growth and measures to mitigate against the impact of growth.
66. Road network implications will be examined through the masterplan and as part of a holistic movement strategy for CRE, the surrounding area and Kingston as a whole.

## **Environmental Implications**

67. The CRE regeneration programme will have environmental implications and will be examined through the masterplanning process, the NPPF and Kingston's Local Plan.
68. The masterplanning process will examine the impact of key environmental considerations including flood risk and measures introduced to mitigate against risk.

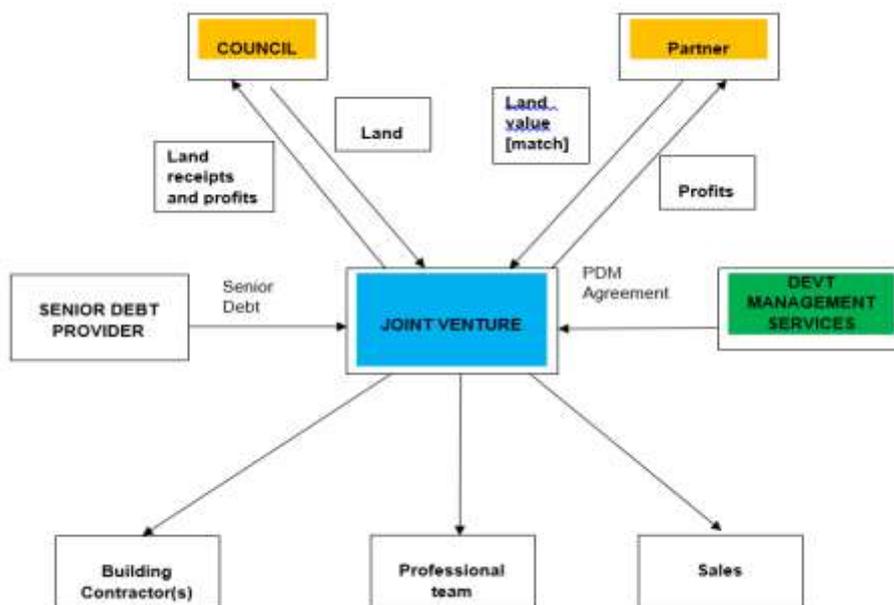
- Annex 1 - Site Map
- Annex 2 - BDP Feasibility Report
- Annex 3 - Resident and Engagement Summary 2015-16 and forward programme 2017
- Annex 4 - Renaisi Survey Report
- Annex 5 - Summary of Viability of options
- Annex 6 - EQIA

## Kingston - Cambridge Road Estate

### 1. Delivery Team section

Summary of structure of contracting parties who will receive funding, responsibility for delivery and repayment	<p>See diagram below for the proposed structure of the JV.</p> <p>Council to receive the funding from GLA and fund land assembly costs until JV partner selected. Once JV is in place, it may be an option that the GLA funding could be channelled into the JV through the Council, subject to GLA regulations. The JV will procure development management services, most likely from the JV partner itself, and they will be responsible for delivery.</p> <p>Repayment of the loan element of the GLA funding will be by the Council.</p>
Overview of the JV structure	See diagram below.
What housing will be retained by the Council through the JV route	The Council will retain all replacement affordable housing, comprising of rented and shared ownership units. Number of units to be confirmed through the planning process.
Explain the procurement route (OJEU) for a JV partner	<p>The Council is proceeding with a competitive dialogue procedure to procure the developer JV partner.</p> <p>This involves issuing a selection questionnaire to shortlist interested parties down to around 5-6. Following this an Invitation to Participate in Dialogue (ITPD) is issued and a period of dialogue meetings occur. At the close of dialogue, the Council will request a response to the (Invitation to Submit Detailed Solutions) ITDS and 3-4 bidders will be shortlisted. Another period of dialogue meetings will occur, followed by the Invitation to Submit Final Tender (ISFT) and the preferred bidder will be selected.</p>
Details of parent company	Won't be known until the developer partner is chosen.
Credit Rating	Ditto above.

## Structure Diagram:



The **suite of documentation** for a JV LLP will include the LLP Members' Agreement which will contain provisions covering the following issues:

- a. Capital contributions of each party
- b. Profit share and distributions
- c. Governance and reporting procedures
- d. Operation of the LLP's bank account and signatories to it
- e. Provision of information and preparation of initial and annual business/phase plans
- f. Decision-making and delegation policy setting out constitutional and operational matters requiring approval of members/partnership board/sub-committees/individuals
- g. Objectives of the LLP
- h. Constitution and operation of the Partnership Board and circumstances in which a Representative will be required to vacate their position
- i. The LLP's ability to borrow
- j. Guarantee of the JV Partner's obligations (if applicable)
- k. Frequency, quorum and voting for Member and Partnership Board meetings
- l. Conflict matters
- m. Deadlock resolution procedures
- n. Pre-emption rights on transfer of interest in the LLP
- o. Events of default and options to acquire defaulting party's interest in LLP

p. Duration and Exit Strategy

## CAMBRIDGE ROAD ESTATE TITLE SUMMARY

- The attached plan shows the proposed CPO boundary outlined in red. The CPO may be done in one or more phased CPOs.
- The plan shows the freehold land owned by the Royal Borough of Kingston Upon Thames ("the Council") shaded green. The pink shading shows the registered third party freehold ownerships and the unshaded land is unregistered (with the roads thought to be in the Council's ownership).
- The main Council freehold title is SGL58256 which is described as land to the south west of Cambridge Road. This title is subject to 102 registered leases all except three of which run for a term of 125 years from 23 January 1984. The other three are for terms of 99 years from 10 October 1969.
- The Council is also the registered proprietor of the freehold land in title number SY230439. This is known as 2 Vincent Road and is not subject to any registered leases.
- The Council is also the registered proprietor of the freehold land in title number SGL103128. This is known as land on the North West of Washington Road and is not subject to any registered leases.
- The third party leasehold ownerships are contained in the blocks which are hatched in blue on the plan. The number on each of the blocks indicates the number of leasehold interests within each block.



NOTES:

4	RLB AMENDED	SM	21	04	17
3	RLB AMENDED	SM	20	04	17
2	REGISTERED LAND & LEASEHOLDS ADDED	SM	19	04	17
1	FIRST DRAFT	SM	05	04	17
R	DESCRIPTION	BY	DD	MM	YY

KEY:

- RED LINE BOUNDARY
- THE ROYAL BOROUGH OF KINGSTON UPON THAMES OWNERSHIP
- REGISTERED LAND
- INDICATIVE LEASEHOLDS

COMMISSION:

CAMBRIDGE ROAD,  
KINGSTON  
(2639)

DRAWING:

TITLE OVERVIEW PLAN

DRAWING NO.

PA-2639-TOP

DATE:

21/04/2017

SCALE:

1:500 @ A0

REVISION:

R4

DRAWN BY:

SM

Drawing units  
are in metres

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ASSOCIATES



## Paul Robinson

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**From:** Archika Kumar <archika.kumar@kingston.gov.uk>  
**Sent:** 22 March 2017 08:56  
**To:** Asiyah Ally  
**Subject:** Re: Governance structure

Thanks Asiyah

Sent from my iPad

On 21 Mar 2017, at 17:36, Archika Kumar <[archika.kumar@kingston.gov.uk](mailto:archika.kumar@kingston.gov.uk)> wrote:

Hi Asiyah,

See below, information as requested on the governance arrangements as part of the due diligence toolkit.

The Council's Housing and Regeneration Cabinet Board will have responsibility for the overall governance of the Cambridge Road Housing Zone and comprises:

- The Leader of the Council (chair)
- Portfolio holder for Housing
- Portfolio holder for Growth
- Director of Place
- Head of Planning and Regeneration
- Head of Housing
- Head of Property

The Council's Housing Regeneration Officer's Board supports the Cabinet Board and comprises:

- Director of Place.
- Head of Planning and Regeneration
- Head of Housing
- Head of Property
- Housing Estate Regeneration Programme Manager
- Group Manager, Development, Planning and Regeneration
- Senior Business Insight Partner, Finance
- Capability Lead, Commissioning, Organisational development and Strategic Business
- Kingston Futures Programme Manager
- Housing Maintenance Service Manager
- Strategic Relationship Manager, Place
- Group Manager, Housing Operations
- Group Manager, Community Housing
- Group Manager, Strategic Housing

The Housing regeneration officers' Board has responsibility for the conduct of the project, including resourcing, quality control, co-ordination, sign-off of all outputs, and securing the appropriate approvals as necessary.

The Housing Regeneration Officers Board meets monthly and will review implementation of a Housing Zone, offer advice, opinion and technical inputs to the project, provide oversight and direction and help to secure wider support for delivery through officers' respective teams.

Disclaimers apply, for full details see :

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## Paul Robinson

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**From:** [REDACTED]@kingston.gov.uk>  
**Sent:** 22 March 2017 08:56  
**To:** [REDACTED]  
**Subject:** Re: Governance structure

Thanks [REDACTED]

Sent from my iPad

On 21 Mar 2017, at 17:36, [REDACTED]@kingston.gov.uk> wrote:

Hi [REDACTED],

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### Leaseholder Buy-backs Intervention

Agreed Intervention Milestone	Agreed Intervention Milestone Date
1 <i>Open negotiations to acquire land by private treaty and thereafter continue such negotiations</i>	Discussions are being held with those who are currently seeking to sell. 'In principle' resolution that the Council is willing to use its CPO powers to be obtained at Committee in June to assist negotiations. Funding needs to be available to carry through acquisitions within the relevant Borough Direct Zone Outputs. before serious negotiations commence and before approaches are made to owners within the wider area
2 <i>Completion of land acquisition (leaseholder buybacks) by private treaty and Borough obtains vacant possession of relevant Borough Direct Zone Output Sites</i>	January 2021
3 <i>Completion of decanting all tenants and Borough obtains vacant possession of relevant Borough Direct Zone Output Sites</i>	January 2021
4 <i>Resolution to make a CPO</i>	'In principle' resolution to be obtained June 2017. Land referencing process, preparation of planning applications, formulation of Statement of Reasons all to be carried out in remainder of 2017 and first part of 2018. Anticipate formal CPO resolution towards the end of 2018.
5 <i>Make the CPO and serve statutory notices</i>	January 2019.
6 <i>Objection Period Ends</i>	February 2019.
7 <i>Planning Consent obtained</i>	End of 2018.
8 <i>CPO Inquiry</i>	August/September 2019.
9 <i>CPO Inquiry Decision</i>	January 2020.
10 <i>CPO confirmation by Secretary of State</i>	January 2020.
11 <i>Commence vesting process to acquire any outstanding land interests pursuant to the CPO and settle compensation</i>	Make GVDs February 2020, vest March 2020.
12 <i>Completion of Borough Direct Zone Output Sites possessions through CPO</i>	January 2021