

Considerations for Estate Regeneration Proposals:

Treverton Estate

1 Introduction

This document identifies the Royal Borough's Corporate consideration of the case for regenerating the Treverton Estate, as part of the Royal Borough's Estates Regeneration Programme. This document should be read in conjunction with the Royal Borough's overarching strategic considerations for Estate Regeneration proposals document. The Royal Borough's Estates Regeneration

This is a live document reflecting the information, analyses and decisions that are available at this time. Further work being undertaken by the Royal Borough seeks to discover whether there are any viable continued maintenance, infill, partial redevelopment, or full redevelopment options for Treverton that would deliver the Council's objectives, whilst also meeting the Council's commitments to the estate's residents. As this additional information becomes available, this document will be updated accordingly by the Royal Borough's Housing and Property Team.

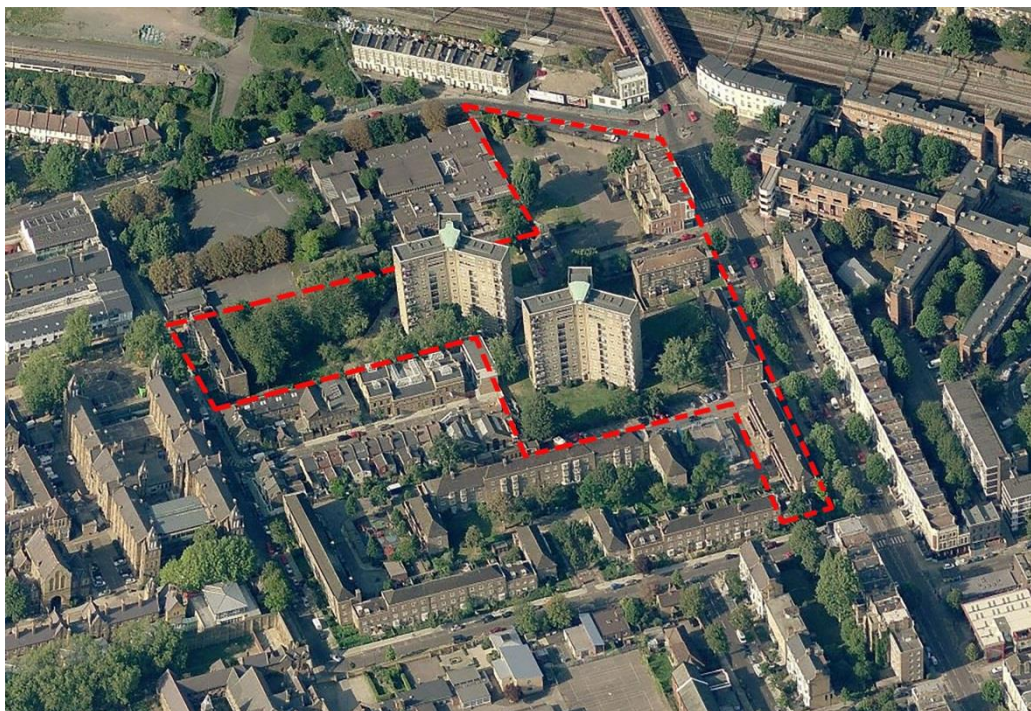
This version of the document has also been prepared to support the potential allocation or identification of the Treverton estate within the Royal Borough's Local Plan Partial Review. A version history is located on page 14 of this document.

The allocation of the site within the development plan would, if found to be "sound", assist in delivering a flexible range of development options. Any allocation will not however determine the regeneration route to be chosen by the council in respect of the site. The contents of the development plan, and the views of the Planning Authorities (both strategic and local), will be material to any regeneration option choice. Ultimately the regeneration option chosen (if any) will be determined by the Council having regard to a wide range of considerations, including consultation responses.

2 Site Description

The Treverton Estate is situated within the Dalgarno Ward in the northern part of the Royal Borough of Kensington and Chelsea. The site is approximately 2.2ha in area.

Figure 1: Location and potential extent of site



The site is bound to the north-west by Barlby Primary School, to the north-east by Barlby Road, to the east by Ladbrooke Grove, to the west by Exmoor Street and to the south by Bruce Close and properties on the northern side of Hewer Street. An internal road, Treverton Street, runs into the site from Ladbrooke Grove, providing vehicular access. Treverton Street becomes pedestrianised at its exit on Exmoor Street and there is no vehicular route through the site.

The red-line boundary of the site, in relation to which options are being tested, comprises both unregistered land and six freehold titles. The following section forms a schedule of these landholdings and related considerations such as titles, uses and occupancy.

2.1 Royal Borough land holdings

Five of the registered titles are owned by the council under the following Registered Title numbers:-

NGL232629 – The property is described in the Registered Title as “...1 to 55 Treverton Tower and 1 to 55 Raymede Tower, Treverton Street, 319 to 339 Ladbrooke Close, 5 Exmoor Street, 1 to 42 Burleigh House, 1 -36 Bruce House and 1 to 42 Balfour House St Charles Square London.” Only part of the land within the Registered Title is included within the red line plan.

- LN40226 – 8 Treverton Street. This property is still registered in the name of the London Residuary Body. The property was vested in the Council by virtue of Section 2(1)(c) of The Education (London Residuary Body) (Transfer of Functions and Property) (No 2) Order 1992

- *LN40235 – 10 Treverton Street. This property is still registered in the name of the London Residuary Body. The property was vested in the Council by virtue of Section 2(1)(c) of The Education (London Residuary Body) (Transfer of Functions and Property) (No 2) Order 1992*
- *LN40236 – 12 Treverton Street. This property is still registered in the name of the London Residuary Body. The property was vested in the Council by virtue of Section 2(1)(c) of The Education (London Residuary Body) (Transfer of Functions and Property) (No 2) Order 1992*
- *140559 – 2, 4 and 6 (even) Treverton Street Kensington. This property is still registered in the name of the London Residuary Body. The property was vested in the Council by virtue of Section 2(1)(c) of The Education (London Residuary Body) (Transfer of Functions and Property) (No 2) Order 1992*

NGL605802 –19 Burleigh House St Charles Square London W10 6HB is privately owned having been transferred by the council on the 10th August 1987. The transfer contains restrictive covenants, detailed below.

Part of the land in title NGL232629 edged green on the title plan being 19 Burleigh House property benefits from, but is subject to, the easements and other rights prescribed by paragraph 2 of Schedule 2 of the Housing Act 1980 and paragraph 2 of Schedule 6 of the Housing Act 1985.

The leases granted for the properties set out below reserve for the council the right to alter, add to or rebuild any adjoining or neighbouring property whether or not forming part of the Estate belonging to the Council or any part of the building NOTWITHSTANDING that such alterations additions or rebuilding may interfere with or diminish the amount of light or air enjoyed by the building or the demised premises.

The council is also granted a right to substitute, divert or otherwise alter the roads and pedestrian access ways on the estate as well as the sewers, drains, pipes, wires and cables and has a right to alter the boundaries of the estate and to make variations to any rights of way or access over the estate or over any adjoining property and to any of the gardens communal amenity areas or any other communal facility on the estate.

Parts of the land are subject to the leases set out in the schedule of leases in the charges register being the following:

- 3 Burleigh House – ground floor flat and garden
- 11 Burleigh House – first floor flat
- 17 Burleigh House – second floor flat
- 23 Burleigh House – second floor flat
- 26 Burleigh House – ground and first floor flat and garden
- 29 Burleigh House – Ground and First Floor Flat and garden
- 30 Burleigh House – Ground and First Floor Flat and garden
- 31 Burleigh House – second floor flat
- 32 Burleigh House – second floor flat

- 36 Burleigh House – first floor flat
- 41 Burleigh House – Ground floor flat
- 42 Burleigh House – First Floor Flat and Ground floor entrance and staircase
- 5 Exmoor street – second floor flat
- 5 Exmoor Street – Flat 6 second floor flat
- Flat G 319 Ladbroke Grove – second floor flat
- Flat J 319 Ladbroke Grove – second floor flat
- Flat 4 339 Ladbroke Grove – first and second floor flat
- Flat 5 339 Ladbroke Grove – ground floor flat
- 12 Treverton Tower – second floor flat
- 13 Treverton Tower – second floor flat
- 16 Treverton Tower – third floor flat
- 20 Treverton Tower – third floor flat
- 21 Treverton Tower – fourth floor flat
- 23 Treverton Tower – fourth floor flat
- 28 Treverton Tower – fifth floor flat
- 32 Treverton Tower – sixth floor flat
- 36 Treverton Tower – seventh floor flat
- 49 Treverton Tower – tenth floor flat
- 14 Raymede Tower – second floor flat
- 29 Raymede Tower – fifth floor flat
- Raymede Tower – sixth floor flat

These properties are subject to all the rights granted in the leases including rights of way, passage and running of water soil gas electricity and other services, support shelter and protection, entry and use of outdoor areas, entry phone, refuse chutes, dust containers or dustbins and other facilities or services, rights in respect of wireless or television aerials and other rights as are granted by those leases.

The access ways and footpaths are subject to rights of way on foot.

There is an electricity substation lease in an area within the basement of Treverton Tower registered with title BGL58713. The lease is for 60 years from the 25th December 1957, expiring on the 24th December 2017.

Further to a housing needs survey completed in March 2016 the following table provides a tenure breakdown of the existing residents located on the Royal Borough owned land.

Table 1: Summary of Royal Borough tenants



| Block | No. of Tenanted units | | | | | Total |
|---|-----------------------|-----------|-----------|----------|----------|------------|
| | Studio | 1 Bed | 2 Bed | 3 Bed | 4 Bed | |
| 1-18 Burleigh House & 20 Burleigh House | - | 5 | 10 | - | 1 | 16 |
| 5 Exmoor St | - | - | 10 | - | - | 10 |
| 319 Ladbroke Grove | - | - | 14 | - | - | 14 |
| 329-333 Ladbroke Grove | 1 | - | 2 | - | - | 3 |
| 337 & 339 Ladbroke Grove | 3 | - | 1 | 3 | - | 7 |
| Raymede Tower | - | 21 | 32 | - | - | 53 |
| Treverton Tower | - | 19 | 26 | - | - | 45 |
| TOTAL | 4 | 45 | 95 | 3 | 1 | 148 |

Table 2: Summary of Leaseholders

| Block | No. of leasehold units | | | | Total |
|---|------------------------|-----------|----------|----------|-----------|
| | Studio | 1 Bed | 2 Bed | 3 Bed | |
| 1-18 Burleigh House & 20 Burleigh House | - | 2 | 1 | - | 3 |
| 5 Exmoor St | - | - | 2 | - | 2 |
| 319 Ladbroke Grove | - | - | 2 | - | 2 |
| 329-333 Ladbroke Grove | 0 | - | 0 | - | 0 |
| 337 & 339 Ladbroke Grove | 1 | - | - | 1 | 2 |
| Raymede Tower | - | 2 | 0 | - | 2 |
| Treverton Tower | - | 10 | 0 | - | 10 |
| TOTAL | 1 | 14 | 5 | 1 | 21 |

2.2 Non-Royal Borough land-holdings:

The freehold interest in the commercial and residential terrace 341-351 Ladbroke Grove also located to the north east of the site also falls within the potential site boundary. This



area has been considered for inclusion as it could provide continuity of the street frontage along Ladbrooke Grove from St Charles Square to Barlby Road. It could also assist in achieving one of the council's key objectives to create a better sense of place in this location.

Table 3: Residential Units

| | Leaseholder / Freeholder interest - Residential | | | | | |
|---------------------------|---|-------|-------|-------|-------|-------|
| | Studio | 1 Bed | 2 Bed | 3 Bed | 4 Bed | Total |
| 19 St Charles Square | - | - | - | 1 | - | 1 |
| 341 – 351 Ladbrooke Grove | | | | | | |
| Totals | - | - | - | 1 | - | 1 |

The red line also includes the freehold interest in the land to the south of the site, 19 St Charles Square

Table 4: Commercial Units

| | Leaseholder / Freeholder interest - Commercial |
|---------------------------|---|
| | Units |
| 341 – 351 Ladbrooke Grove | 6 |
| Totals | 6 |

2.3 Land Titles

A report on title has been commissioned and is expected to be issued by the end of September 2016. This will identify all legal interests in the site and allow for an assessment of risk associated with redevelopment and/or disposal of land.

2.4 Land Uses

The site is mainly residential with associated landscaping and play area, but there are also commercial units comprising a launderette, offices, fast food, cab/taxi office, community uses, education, and an art gallery. The potential to re-provide these planning use classes if a development option is to be pursued should be considered through a retail impact assessment.

2.5 Tenant / Leaseholder Status

The estate shown within the potential boundary area comprises of 176 homes including the two towers, of which 148 are managed by the Kensington & Chelsea Tenant Management Organisation (TMO) on behalf of the Council. There are four shared ownership homes on the site, currently owned by Notting Hill Housing Association. The

remainder of the homes are private free/leaseholders. Further work is being undertaken to establish if there are any other leaseholders.

2.6 Operational / Maintenance Considerations

A report will be completed by the Royal Borough's Tenant Management Organisation (TMO) that examines the current condition and further resources required to maintain the existing buildings for a further 30 years.

3 Site-specific objectives

The following section sets out what the project is trying to achieve, what the objectives were at the start of the project, how these objectives have changed or have been refined over time, and where these changes were approved.

The 21 July 2016 Cabinet Report (Item A07) provided the following recommendations, amongst others:

- *“Agree that based on initial options appraisal undertaken there appears to be a compelling case for regeneration: in particular, the partial redevelopment option (retaining the two towers) can deliver on the Council’s objectives, be viable and result in least disturbance to residents”*
- *“Agree that all the options (including ‘do nothing’, ‘infill / refurbishment’, and ‘redevelopment’) should be further investigated and consulted on with local residents and other stakeholders with the view to selecting a preferred option / scheme that can best meet the Council’s objectives for the site.”*

Section 4 of the report sets out the following:

“The Council recognises the intense and growing shortage of all types of housing in London. Kensington and Chelsea continues to have growing demand for all types of housing within middle incomes households, who are largely unable to access either market or affordable housing in the borough. Over 2,767 households are on our waiting list for affordable housing and approximately 1,800 households in temporary accommodation, to whom the Council has a duty to rehouse. The Council is therefore developing an ambitious regeneration programme with the following objectives:

- *Contribute towards building the new homes that London and the Royal Borough needs*
- *Provide the best possible homes for our existing (and future) tenants*
- *Provide new homes that are affordable to people on low to middle incomes, thereby preserving our “mixed communities” and reducing the risk of “dumbbell communities”*
- *Use redevelopment as a catalyst to regenerate some of the Borough’s neighbourhoods which would benefit from improvement. Better homes improve health, better public realm reduces crime, more mixed uses offer more job opportunities, and more mixed tenures improve school catchments, educational aspiration and achievement*

- *Build the ‘Conservation Areas of the Future’ through improving the built environment and urban fabric to match the character, architectural quality and built legacy of the borough”*

On review of the report, the Royal Borough’s Cabinet agreed with the recommendations as set out above.

A stock condition survey was carried out in 2013 to review the future maintenance requirement on the estate against available resources and confirmed Net Present Value. The stock condition survey report highlighted a need to plan and prioritise where investment should be directed and/or review alternative options for the borough’s assets that do not have a sustainable future.

- In order to assist in this prioritisation, the TMO asset management strategy produced an Asset Investment Framework. This starts from the objective that the HRA requires financially sustainable assets that contribute to the long term surplus of the HRA. In addition, assets should meet the strategic needs of the Royal Borough, and meet agreed quality measures. Finally, development opportunities should be identified and exploited to enable future housing

3.1 The Council’s commitments to residents

The July 2016 Cabinet Report sets out the following:

“There is a strong commitment from the Council to meet its housing needs and objectives, to meet the demand for school places within the borough and to regenerate the site by reintegrating this neighbourhood to have a positive impact on the local environment whilst enabling the existing residents to remain within the community. Therefore, the Council has undertaken to provide tenants, leaseholders and freeholders directly affected by redevelopment proposals with the following assurances:

- *The Council will be sensitive to the concerns of the existing community and the desire of any residents to remain near friends and family.*
- *On any redevelopment scheme at least the same amount of social rented floor space will be provided as currently exists.*
- *All existing Secure Tenants will be given the option of remaining in the same area, in a property on the same terms and conditions and rent level as their current property.*
- *Schemes will be phased to maximise the number of people able to move home only once (wherever possible).*
- *Offer an attractive disturbance package to allow tenants to move at no cost to themselves.*
- *Repurchase private interest properties at full market value plus CPO compensation, in line with statutory guidance from any leaseholders (or freeholders) who wish to sell their property but are concerned that they may be unable to do so because of the Council’s proposals.*

- *Wherever viable, offer resident leaseholders or resident freeholders the opportunity to buy a property on a Shared Equity basis on the new development.*

4 Options Testing

The following section sets out how the options have been considered and refined over time, and how these decisions have been taken.

4.1 Optioneering Status

The 30 October 2014 Cabinet Report (Item A10) sought approval for:

“...proceed with undertaking a Master Plan.

Delegated Authority to Cabinet Members for Education and Housing, Property and Regeneration to;

- *Appoint Master planner (including School Design Team);*
- *Client Side Team;*
- *Commission all required surveys and investigations.*

To consult with residents and the community with regards to the expanding Barlby Primary School and the regeneration of elements of the adjoining housing estates”

On review of the report, the Royal Borough’s Cabinet resolved to approve the recommendations as set out above. The initial site appraisal (RIBA stage 1) for the partial and full redevelopment options were completed by BPTW. As part of this investigation, it was agreed that options should be reviewed for partial and full redevelopment of the Treverton estate. This design evaluation included the redevelopment of the Barlby Primary School.

On review of the 21 July 2016 Cabinet report, Cabinet approved a proposal to carry out the next stage of design work to appraise four options for the area defined as ‘Barlby/Treverton’; this being the estate referred to in this document, plus the Barlby Primary School site. This involves understanding what development options are viable on this site, while achieving the council’s key housing aims for the borough and minimising impact to existing residents. Cabinet simultaneously approved the decoupling of the Estate and School sites, creating a separate project for the school¹. This report focuses on option appraisals for the estate only.

External architects have been appointed to develop potential design solutions for partial and full redevelopment options, and additional consultants to carry out financial viability

¹ The Barlby School site has been identified for redevelopment, and the options appraisals will include a residential option for part of the school playground, this is estimated to provide £5m to £7m cross subsidy into a school regeneration budget. Part of the existing school site is proposed to be rationalised and allocated for residential development. In accordance with Children’s Services the school land will also be included within the boundary of the proposed residential/commercial development once consent from the Secretary of State has been obtained for appropriation/disposal. This will include c.8m200 square metres on the eastern boundary of the existing school site that will be presented in pursuance of Schedule 14 of the Education Act 2011 and Schedule 1 of the Academies Act 2010 as well as disposal consent under Section 77 of the Schools Standards and Framework Act 1998.

testing of these options. Between the original work undertaken considering the full site, and this additional work, Four options for the estate will have been appraised;

- Continued Maintenance Strategy
- Infill/Refurbishment
- Partial Redevelopment
- Full Redevelopment

The towers, Treverton and Raymede, will remain in situ under appraisal options 1-3, but would be demolished under option 4, full redevelopment. In the partial and full redevelopment options, demolition of the following blocks is proposed for testing;

- Ladbroke Grove 313 – 339
- Treverton Street, 1-18 Burleigh House
- 5 Exmoor Street.
- 341-351 Ladbroke Grove

These options have been (and will continue to be) rigorously tested against the Council's publicised ambitions and objectives, and the consultation responses received by the Council. The preferred option and associated scheme will be presented for approval to a Cabinet in the future (currently scheduled for Spring 2017).

The current proposals being explored as part of the partial and full redevelopment options include the acquisition and demolition of the privately owned interests at 341 - 351 Ladbroke Grove on the basis that it is anticipated that these regeneration options are likely to have a material impact on the rights of light and visual amenity benefiting those properties, and their exclusion would result in a loss of opportunity in providing additional housing units on the eastern part of the site and meeting the Council's objectives.

4.1.1 Continued Maintenance Strategy

The 'Continued Maintenance Strategy' option assesses the merits and feasibility of the Council carrying out no new development on the Treverton estate. It assesses the financial implications of this course of action by examining the expenditure required to maintain the estate in its current condition as well as the forecasted expenditure required to give the buildings a further 25-30 years of life. The NPV of the estate is also established to determine if the current asset is financially sustainable. Finally, the performance of this strategy scenario against the Council's stated objectives and commitments to residents is also assessed.

An Asset Investment Study was undertaken on behalf of the Royal Borough's Tenant Management Organisation (TMO) in 2013 to calculate the NPV and to set out the forecast maintenance expenses in order to assess a continued maintenance approach assessing its financial impact. A copy of this study is attached at Appendix E.

The NPV assessment as set out in 'Asset Investment Study' provisionally concludes that Treverton is a weak performer, and notes that a more detailed options appraisal should be carried out in the near future.

4.1.2 Infill/extensions

The infill option assesses the feasibility of developing units within the estate boundary, without demolishing any of the existing units. An infill study was undertaken by Pollard Thomas Edwards Architects (PTEA) on behalf of the Royal Borough's Tenant Management Organisation (TMO) in 2014. A copy of this study is attached at Appendix D and extracts are included throughout this document.

The PTEA study provisionally concluded that there is potential to undertake infill development within several areas of the estate. Each infill option has been subjected to a high-level review by CBRE to assess, in its opinion, the extent to which the Royal Borough's objectives and commitments to tenants can be met by each option. The options are also reviewed from a planning and financial perspective to assess the likelihood of obtaining consent and the prospects for delivery.

It should be noted that the CBRE opinion is based on a high-level review of the options conducted within a relatively short time period. The views and opinions must be treated as indicative only and should be verified before a decision is taken. Further investigation of this option will take place.

The provisional conclusions on the infill options have been ranked against the Council's objectives using a Red, Amber, Green (RAG) system. Please see page 13 of the July 2016 Cabinet Report, shown in Appendix A.

4.1.3 Partial redevelopment

The Partial Redevelopment Option examines the merits and feasibility of redeveloping a portion of the Treverton Estate but keeping some of the existing buildings as they are. In this particular case, Treverton and Raymede Towers would be retained and the remaining buildings on the estate would be redeveloped. The financial implications of this option have been assessed as well as how effective the proposed development is at achieving the Council's stated objectives and commitments to residents.

BPTW worked with the Royal Borough and produced various master plan proposals for the Partial Redevelopment Option. CBRE also produced a report outlining the impact and benefits of a redevelopment proposal that leaves the towers in place. The Partial Redevelopment Option has been assessed based on this information but this option needs to be explored further.

The provisional conclusions on the Partial Redevelopment Option has been ranked against the Council's objectives using a Red, Amber, Green (RAG) system and presented to Cabinet in July 2016. Please see Appendix A.

4.1.4 Full redevelopment

The Full Redevelopment Option evaluates the merits and feasibility of redeveloping the entire Treverton Estate. This involves the demolition of all existing buildings and development of new residential buildings in their place. In this option, all 162 existing secure tenancy units would be re-provided in the new development. The financial implications of this option are assessed in order to ensure the scheme is viable and the benefits to the council are maximised. The performance of proposed development against the Council's stated objectives and commitments to residents is also assessed.

BPTW reviewed options for redevelopment of the entire site in further detail. The Full Redevelopment Option will be assessed based on these proposals and further investigatory work may take place if required.

The Full Redevelopment Option has been ranked against the Council's objectives using a Red, Amber, Green (RAG) system. Again these provisional conclusions were presented to Cabinet in July 2016. Please see Appendix A.

4.2 Supporting technical assessments

The Cabinet approval allowed for further appraisal work that would lead to a final report to be brought back to Cabinet in the summer of 2017. This will enable further detail appraisal work into the options previously considered to complete RIBA stage 2. To this end, the council will appoint technical support to undertake the required due diligence work and to progress the design evolution.

4.3 Housing Needs Assessment and optioneering

A Housing Need Assessment has been completed and will be applied to the architect's brief for RIBA stages 1 and 2 option.

4.4 Consultations and Engagement undertaken

A series of consultation meetings and correspondence have been carried during 2014/15 with residents, owners and users of the buildings in the designated area. Most recent consultation was the Housing Needs survey completed in March 2016.

Public consultation events, newsletters, web updates, email and postal notifications, as well as wider consultation with the local planning authority and other key stakeholders within the local community will continue. Regular events and public notifications will be scheduled in a communication plan. In addition, a summary of consultation feedback and FAQs will appear on the Council's website.

Information from previous events and copies of newsletters sent to residents are also available on the Council's website:

www.rbkc.gov.uk/barlbytrev

Consultation on the disposal and/or change of use for the school site playing fields will need to be undertaken before an application for the relevant consent is made to the Secretary of State.

4.5 Consideration of non-residential uses within optioneering

If an option to redevelop the estate is pursued, any existing non-residential uses will be reprovided.

5 Project delivery

This section considers how the project may be delivered

5.1 Use of existing Council powers

Depending upon which option is selected, it may be necessary to obtain land owned by residents and others to enable the renewal of the estate. To do so, the Council will make all efforts to acquire this land by negotiation and private treaty, with mutual agreement

from third party landowners to sell their property. The use of a compulsory purchase order (CPO) or permission from the Secretary of State for use of Section 10A of the Housing Act 1985, would be used only as a last resort..

5.2 Delivery and Funding Partnerships

Not known as yet.

5.3 Decant Policies

Any rehousing will take place in line with the Council's Decant Policy, which is currently being updated and will be subject of public consultation.

6 Future project activities

This section sets out the project-related activities that are planned or due in the future.

6.1 Programme of work and broad timescales.

Current key milestones have been set out below, and a design programme is being developed should be attached to future reports.

- Design appraisal (RIBA stages 1 and 2) Winter 2016/17
- Internal evaluation Spring 2017
- Cabinet Decision Summer 2017

| Activity | Start | End |
|---|---------|----------|
| Confirm appointment of ADAM architects | | Sept-16 |
| Review current RIBA stage 1 cost plan and undertake value engineering. Agree new scope of works | Sept-16 | Nov-16 |
| Review RIBA stage 2 cost pla and undertake value engineering. Agree new scope of works | Dec-16 | April-17 |
| Cabinet approval | Mar-17 | June-17 |

6.2 Governance structures and milestones

As stated earlier in this report, the future delivery of Treverton will be based upon the outcome of detailed investigation and interrogation of the four options and feedback received through public consultation. On completion of the design appraisal, there will be a report submitted to Cabinet which will include consideration by Housing and Property Scrutiny in spring of 2017, which will make a decision on the option that best meets the council's objectives. The details of the decision will be publically available on the Royal Borough's website.

6.3 Future stakeholder engagement

The stakeholder participation and consultation strategy is currently being updated, this is anticipated for the end of September 2016 and will be annexed to this report.


7 Appendices

- A. Executive Decision Report – The Royal Borough Cabinet, 21 July 2016
- B. Executive Decision Report Appendix – The Royal Borough Cabinet, 21 July 2016
- C. Minutes - The Royal Borough Cabinet, 21 July 2016
- D. Options Feasibility Report, December 2013
- E. KCTMO Asset Investment Summary

8 Version History

October 2016 – for the Royal Borough’s Local Plan Partial Review

Executive Decision Report

| | | |
|---|---|--|
| <p>Decision maker</p> <p>Forward Plan details</p> | <p>Date of Cabinet: 21 July 2016</p> <p>Forward Plan reference: 04808/16KAB</p> |  <p>THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA</p> |
| <p>Report title</p> | <p>Barlby / Treverton Regeneration: Options Appraisal and Next Steps</p> | |
| <p>Ward</p> | <p>DALGARNO</p> | |
| <p>Reporting officers</p> | <p>Laura Johnson, Director of Housing Richard Egan, Interim Director of Corporate Property Services Ian Heggs, Tri-borough Director of Schools Commissioning</p> | |
| <p>Key decision</p> | <p>Yes</p> | |
| <p>Access to information classification</p> | <p>Public (Part A) with Confidential/Exempt (Part B) Appendix Information relating to the financial or business affairs of any particular person (including the authority holding that information)</p> | |

1 EXECUTIVE SUMMARY

- 1.1 The Council's initial consideration of options to regenerate the estates and an element of surplus school land were published in October 2014 when Cabinet granted approval to investigate the proposals further. At the same time Cabinet approval was also granted to develop design proposals and obtain planning consent to redevelop the Barlby Primary School and parts of two adjacent housing estates - namely, parts of Treverton and Balfour of Burleigh estates.
- 1.2 The estates shown within the redline boundary area (Appendix A) comprise 160 homes including the two towers, of which 141 are managed by the TMO on behalf of the Council, plus two commercial premises comprising Café and Convenience Store. A number of the leaseholds within this area are shared ownership with Notting Hill Housing Trust. In addition, a block outside Council ownership containing a number of residential and commercial private interests at 341-351 Ladbroke Grove has been included within the redline area in order to better deliver the Council's objectives for the site.

- 1.3 A number of wide-ranging proposals have been investigated. These proposals have been derived from options appraisals undertaken to date as part of the review of potential urban design solutions for this important site. In addition to the emerging preferred option of partial redevelopment (i.e. retaining the two towers), these architecturally-led appraisals also examined various opportunities in terms of 'do nothing' and 'infill / refurbishment' options.
- 1.4 These options have been (and will continue to be) rigorously tested against the Council's publicised ambitions and objectives and a final preferred option, if appropriate, will be presented for approval to Cabinet in the future (which is currently scheduled for Spring 2017).
- 1.5 From the initial findings, however, there appears to be evidence for a 'compelling case' for regeneration of that part of the Balfour of Burleigh and Treverton estates within the proposed redline area and which includes the redevelopment of the Barlby Primary School. This has been demonstrated through the evaluation of the initial outputs of the options and viability appraisals and following consultation with the local planning authority and local community thus far.
- 1.6 To enable the options to be further developed and tested it is necessary to appoint a new design team up to and including RIBA Stage 2 of the design process, via the RBKC architectural framework, in order to develop master plan proposals for the housing land, surplus school land and the private interest block. This will assist the Council with developing and selecting an eventual preferred scheme, which could be 'do nothing', 'refurbishment and infill', or 'redevelopment'.
- 1.7 The school proposals relate to the redevelopment and expansion of Barlby Primary School to provide places for 420 pupils; 12 ASD pupils and 26 nursery places, and also the building of a brand new special school for children with severe special educational needs
- 1.8 In relation to the new school facilities and proposed new layouts, working with Children's Services and officers, as well as staff of the existing Barlby Primary school, proposals have now been developed to accommodate both new schools within a rationalised shared site, in accordance with the brief set out and approved in March 2014.
- 1.9 School design has now reached the end of RIBA Stage 2 (Concept Design) and the current design proposals have been signed off and approved by Children's Services (subject to value engineering and affordability).
- 1.10 Cabinet are asked, as part of this paper, to consider delivering the new Barlby School and SEN provision separately from the housing regeneration proposals, allowing the school to be operational earlier.

2 RECOMMENDATIONS

2.1 The Cabinet is recommended to:

- i) Agree that based on initial options appraisal undertaken there appears to be a compelling case for regeneration: in particular, the partial redevelopment option (retaining the two towers) can deliver on the Council's objectives, be viable and result in least disturbance to residents.
- ii) Agree that all the options (including 'do nothing', 'infill / refurbishment', and 'redevelopment') should be further investigated and consulted on with local residents and other stakeholders with the view to selecting a preferred option / scheme that can best meet the Council's objectives for the site.
- iii) Agree to move to the next stage of design options for redevelopment by appointing a new design team through the RBKC Architects Framework, and to delegate authority to the Deputy Leader and Cabinet Member for Housing, Property and Regeneration to appoint the design team following completion of the tender process.
- iv) Agree to facilitate and advance negotiations with leaseholders, freeholders and private interests within the redline area on a private treaty basis, based upon Open Market Value plus compensation in line with statutory guidelines prior to any CPO designation being approved.
- v) Agree to offer a Shared Equity scheme for resident leaseholders within the redline area which will enable those eligible to consider whether they wish to acquire a replacement home within any redevelopment scheme. However, the details of the scheme itself are subject to further viability testing and separate Cabinet approval of the finalised basis of this offer at a later date.
- vi) Agree the schools funding strategy, details of which are presented in the Confidential Part B of the report.
- vii) Agree to 'de-couple' the design and delivery of the schools from the overall estate regeneration proposals and proceed with design, and submit planning application for the schools, in order that the school element can be delivered separately by the Council and to their own timescales.
- viii) Delegate authority to the Deputy Leader and Cabinet Member for Housing, Property and Regeneration, in consultation with the Cabinet Member for Education, to appointment a new design team to undertake the remaining design development of the two new schools via the RBKC Architects Framework.

- ix) Delegate authority to the Deputy Leader and Cabinet Member for Housing, Property and Regeneration to appoint the Client Side Team for this project.

3 REASONS FOR DECISION

- 3.1 The regeneration proposals for the area are still at a very early stage and subject to the Cabinet approvals requested within this paper, the Council wishes to continue the process of options and financial appraisals in order to identify a 'preferred' option / scheme that can be agreed by Cabinet (at a future date and is currently scheduled for Spring 2017).
- 3.2 Furthermore, the Council will continue to progress the design process for redevelopment options, by progressing further design studies to be developed in more detail. This additional work will be subject to further scrutiny and testing.

4 BACKGROUND

The Council's Objectives

- 4.1 The Council recognises the intense and growing shortage of all types of housing in London. Kensington and Chelsea continues to have an increased demand for all types of housing, with those on middle incomes largely unable to access either market or affordable housing in the borough. Currently there are more than 2,767 households on the Council's waiting list for affordable housing, and approximately 1,800 households which the Council has a duty to house placed in temporary accommodation. The Council is therefore developing an ambitious regeneration programme in the borough with the following objectives:

- Build the new homes that London and the Royal Borough needs
- Provide the best possible homes for our existing (and future) tenants
- Provide new homes that are affordable to people on low to middle incomes, thereby preserving our "mixed and diverse communities" and reducing the risk of "dumbbell communities"
- Use redevelopment as a catalyst to regenerate some of the Borough's neighbourhoods which would benefit from improvement. Better homes improve health, better public realm reduces crime, more mixed uses offer more job opportunities, and more mixed tenures improve school catchments , educational aspiration and achievement
- Build the 'Conservation Areas of the Future' through improving the built environment and urban fabric to match the character, architectural quality and legacy of the borough.

The Council's Commitments to Residents

- 4.2 There is a strong commitment from the Council to meet its housing needs and objectives, to meet the demand for school places within the borough and to regenerate the sites by reintegrating the neighbourhoods to have a positive

impact on the local environment whilst enabling the existing residents to remain within the community. Therefore, the Council has undertaken to provide tenants, leaseholders and freeholders in the Treverton and Balfour of Burleigh Estates who may be directly affected by any redevelopment proposals with the following assurances:

- The Council will be sensitive to the concerns of the existing community and the desire of any residents to remain near friends and family.
- On any redevelopment scheme at least the same amount of social rented floor space will be provided as currently exists.
- All existing Secure Tenants will be given the option of remaining in the same area, in a property on the same terms and conditions and rent level as their current property.
- Schemes will be phased to maximise the number of people able to move home only once (wherever possible).
- Offer an attractive disturbance package to allow tenants to move at no cost to themselves.
- Repurchase private interest properties at full market value plus CPO compensation, in line with statutory guidance from any leaseholders (or freeholders) who wish to sell their property but are concerned that they may be unable to do so because of the Council's proposals.
- Subject to viability, offer resident leaseholders or resident freeholders, who may be directly affected by such redevelopment proposals, the opportunity to buy a property on a Shared Equity basis on the new development.

Key constraints

4.3 The key issue for Kensington and Chelsea is the lack of land on which to develop new housing. As a consequence the Council has made an in principle commitment to a programme to explore redeveloping some low-density Council estates, where there is a strong case for regeneration and can be demonstrated to be financially viable and deliverable. We also need to plan positively for new housing in the Borough, ensuring that we are in accordance with national planning guidance and keeping an up-to-date housing land supply demonstrating sufficient allocated sites in the Local Plan to meet our housing target for the next 15 years. Further alterations to the London Plan published in March 2015 increased the Borough's annual supply target from 600 to 733 net additional units per annum and this equates to a 15 year supply of 10,995 new homes. Taking undeveloped sites already allocated in the Local Plan into account we need to find land to allocate around a thousand additional units.

4.4 It is therefore important that significant new sources of housing in the borough are formally allocated so that they can be counted towards the land supply figure. An allocation assists greatly when a subsequent planning application is submitted as the principle and quantum of development on the site will have already been agreed. Failure to make positive decisions planning sufficient land for housing significantly increases the risk of housing being granted on appeal in locations or at heights, sizes and designs which are not supported

locally. It can also lead to the Secretary of State intervening to prepare a local plan on the Council's behalf.

Work to date

- 4.5 The Barlby / Treverton regeneration scheme is one of four areas under consideration within the Council's current estate regeneration programme. The Council's initial plans to regenerate the estates and an element of surplus school land were published in October 2014 when Cabinet granted approval to investigate the proposals further. At the same time Cabinet approval was also granted to develop design proposals and obtain planning consent to redevelop the Barlby Primary School and parts of two adjacent housing estates. Namely, parts of Treverton and Balfour of Burleigh estates, as shown within the redline boundary existing site plan (Appendix A).
- 4.6 The estates shown within the redline boundary area comprise 160 homes including the two towers, of which 141 are managed by the TMO on behalf of the Council. A number of the leaseholds within this area are shared ownership with Notting Hill Housing Trust. In addition, a block outside Council ownership containing a number of residential and commercial private interests at 341-351 Ladbroke Grove has been included within the redline area in order to deliver the Council's objectives for the site.
- 4.7 In addition there is a resident freeholder and a secure tenant in the block adjoining 1-18 Burleigh House. Both these units are outside the proposed regeneration area but are in such close proximity to the proposed development, that consideration will need to be given to the potential for relocation of these residents if a redevelopment is taken forward.
- 4.8 A number of wide-ranging proposals have been investigated. These proposals have been derived from options appraisals undertaken to date as part of the review of potential urban design solutions for this important site. In addition to comprehensive redevelopment and also the partial redevelopment option, these architecturally-led appraisals also examined various opportunities in terms of 'Do Nothing' and 'Infill /Refurbishment' options.
- 4.9 Following initial review of all possible options, and viability analysis of these options, it has been determined that a viable and deliverable scheme can be achieved, subject to further detailed design work being undertaken as part of the next stage.
- 4.10 The outline proposals demonstrate there are significant potential benefits, in terms of delivering the Council's objectives whilst at the same time responding to and aligning with feedback from a number of public consultation events. A summary of principles have been set out in the Proposals and Issues section of this paper which outlines works completed during RIBA Stage 0-1.

5 PROPOSAL AND ISSUES

Estate Regeneration

- 5.1 The Council owns the majority of the land within the redline boundary marked on the existing site plan which comprises part of the proposed estate regeneration. This includes the Council's housing blocks on:
- (a) 313 – 339 Ladbroke Grove
 - (b) 1-18 Burleigh House and
 - (c) 5 Exmoor Street.
- 5.2 The other ownership elements within the proposed redline are the privately owned units within the block at 341 – 351 Ladbroke Grove and the private residential leasehold interests acquired within the estate under 'right to buy'.
- 5.3 Part of the existing school site which is proposed to be rationalised, in accordance with Children's Services and the School's requirements will also be included within the proposed residential / commercial development once consent from the Secretary of State has been obtained for appropriation / disposal of c.3200 square meters on the eastern boundary of the existing school site pursuant to Schedule 14 of the Education Act 2011 and Schedule 1 to the Academies Act 2010 as well as disposal consent for the playing fields under Section 77 of the Schools Standards and Framework Act 1998.

School Proposals

- 5.4 The school proposals relate to the redevelopment and expansion of Barlby Primary School to provide places for 420 pupils; 12 ASD pupils and 26 nursery places.
- 5.5 The current primary school main building is nearing the end of its useful life, and maintenance of it is of increasing concern as patch repairs are not long-lasting and extensive repairs would not be cost effective. That building is not appropriate for 21st century education, with spaces and shapes which make efficient and effective education difficult, and the reliance upon two other buildings is not conducive to cohesive teaching and learning and management.
- 5.6 The provision of a new special school providing places for 80 pupils with respite accommodation has, for some considerable time, formed a central part of Phase 2 of the Authority's SEN Strategy. The Royal Borough has been paying substantial sums of money to independent and out-borough special schools for the education of children with autism and/ or severe learning difficulties, and not all of the provision is of the desired quality. Furthermore, attendance at such provisions requires funding of often costly and socially and educationally detrimental travel, and sometimes residential accommodation which would not be necessary if the provision were local.

- 5.7 A local school for local children would not only reduce costs of undesirable transport and sometimes residential provision; it would also significantly improve the educational and social welfare of a good many of the affected pupils.
- 5.8 School design has now reached the end of RIBA Stage 2 (Concept Design) and approval is now sought, as part of this paper, to progress school design proposals based on a principle to rationalise the shared school site and to agree (in principle) that the remaining surplus school land will be offered for new housing purposes (pending receipt of a satisfactory planning consent and approval from Secretary of State) to approve these proposals.
- 5.9 The current design proposals have been signed off and approved by Children's Services (subject to value engineering and affordability).
- 5.10 It is intended that the Council will retain ownership of the two new schools.
- 5.11 It is intended that the Council will fund the two new schools, to enable delivery within the required timeframes and will be subject to a financial contribution based on the value of the surplus school land, that will be offered for residential purposes (as agreed by Cabinet in October 2014). Please refer to the Confidential Part B of this paper for further information.

School Delivery Strategy

- 5.12 Children's Services have confirmed that they would prefer, principally for educational reasons, but also for reasons of revenue cost economy, that the housing regeneration elements of the scheme be 'de-coupled' from the schools' programme to enable the schools to be built at the earliest opportunity.
- 5.13 If Cabinet agree to deliver the schools separately, Corporate Property will lead the school delivery programme on behalf of Children's Services. As part of the discussions involved, Corporate Property have confirmed their proposed indicative programme which is outlined below:

| Activity | Start | End |
|--|---------------------------|---------------------------|
| Cabinet approve decoupling and set budget for school. | | 21 July 2016 |
| Confirm appointment of School design team | | End July 2016 |
| Delegated authority to appoint School client side and design team. | End July 2016 | Early August 2016 |
| Review current School scheme cost plan and undertake value engineering. Agree new scope of works | Early August 2016 | End Of August 2016 |
| Issue Cabinet report requesting the full project budget for School | September 2016 Cabinet | September 2016 Cabinet |
| Appointment of contractor stage 1 (assume 2 | September | November |

| | | |
|--|----------------|----------------|
| stage D&B and procurement is undertaken in conjunction with the RIBA 3 work) | 2016 | 2016 |
| Submit planning application and receive permission for new School. | January 2017 | April 2017 |
| RIBA Stage 4 (3 months- assuming start during the planning period) | April 2017 | June 17 |
| Delegated authority to appoint contractor stage 2 | September 2017 | September 2017 |
| Contractor mobilisation and confirm contract conditions | October 2017 | October 2017 |
| Construction work on new School | Nov 17 | April 2020 |

5.14 The key to achieving this delivery date is, once a decision has been made to de-couple the school delivery from the housing regeneration proposals, we get the client side and design teams appointed and work on the value engineering of the current scheme underway.

5.15 It is assumed that a 2 stage Design and Build procurement route for the contractor which will run concurrently with stage 3. This will provide the Council with much needed construction logistic advice, as well as the ability to market test prices at an early stage in the programme, providing further cost certainty.

5.16 Assumptions/caveats are outlined below:

- Direct appointment of design team via the RBKC Architects Framework (thereby saving 12 weeks on the programme compared to full tender exercise).
- That the Planning decision will not be called in for review by the Secretary of State or the Mayor of London for judicial review.
- That the school will be constructed whilst the existing school is occupied and that no decanting of staff or students/ or temporary accommodation is required.
- Not included: a fit out period for the school following the completion of the contractor. Once the design has been progressed through RIBA stage 3 and a contractor has been appointed we will discuss the option of a programme of beneficial access for fit out and training.

5.17 Once finalised plans have been prepared, ready for a planning application to be submitted for the new schools, consent can be obtained for the appropriation and disposal of the surplus school land. In the meantime, initial contact has already been made with the offices of the Secretary of State in order to commence dialogue and to instigate the process.

6 OPTIONS AND ANALYSIS – ESTATE REGENERATION

6.1 To date a number of wide-ranging proposals have been investigated for the regeneration of the area. These options have been (and will continue to be) rigorously tested against the Council's publicised ambitions and objectives

and a final preferred option will be presented for approval to Cabinet in the future (which is currently scheduled for Spring 2017).

- 6.2 From the initial findings, however, there appears to be a strong case for regeneration of that part of the Balfour of Burleigh and Treverton Estate within the proposed redline area and which includes the redevelopment of the Barlby Primary School. This has been demonstrated through the evaluation of the initial outputs of the options and viability appraisals and following consultation with the local planning authority and local community thus far.
- 6.3 A summary of the initial options analysis undertaken to date is outlined below. The performance of each option has been assessed against the Council's stated objectives, commitments to residents and other factors such as disruption to residents and the wider community.

Option 1 – Do Nothing

- 6.4 The 'Do Nothing' option assesses the merits and feasibility of the Council carrying out no new housing development on the Barlby / Treverton site.
- 6.5 It assesses the financial implications of this course of action by examining the expenditure required to maintain the estates in their current condition and well as the forecasted expenditure required to give the buildings a further 25-30 years of life.
- 6.6 An Asset Investment Study was undertaken on behalf of RBKC by the Tenant Management Organisation (TMO) in 2013 to calculate the Net Present Value (NPV) and to set out the forecast maintenance expenses in order to assess this option.
- 6.7 Emerging Conclusions:
- As an asset in its existing condition, the Treverton Estate is a weak performer, in terms of energy efficiency and maintenance requirements.
 - Substantial capital expenditure is required to maintain the Estate as it is in both the short-term and over the next 25-30 years.
 - The option does not meet the Council's key objectives of providing additional affordable housing and better quality homes.
 - The option would result in no disturbance to residents in comparison to options that involve new development on site.
 - The Housing Needs Survey which has been carried out has established that there is a level of overcrowding on the estates. The option therefore will not provide any solution to this overcrowding.
 - The Option is not feasible for the Barlby schools as significant investment and essential planned maintenance work is required.

Option 2 – Infill / Refurbishment

- 6.8 This option assesses the feasibility of developing units within the boundary of the estates, without demolishing any of the existing units. An infill study was

undertaken by Pollard Thomas Edwards Architects (PETA) on behalf of the TMO in 2014.

- 6.9 The PETA study showed potential to undertake infill development within several areas of the estates. Each infill option has been subjected to a high level review by CBRE to assess the extent to which RBKC's objectives and commitments to tenants can be met. The options are also reviewed from a planning and financial perspective to assess the likelihood of obtaining consent and the prospects for delivery.
- 6.10 Emerging conclusions:
- Housing density improved but not optimised to full potential.
 - As a result of the above, additional affordable housing not maximised.
 - This option does not enable the Council to achieve the vision of creating the 'Conservation Areas of the Future' as it does not allow repair or re-planning the urban form to create the desired street pattern.
 - East to west route maintained, but opportunities to improve connectivity with surrounds missed.
 - Issues of poorly defined public realm and green space not addressed comprehensively.
 - Loss of green space may need to be offset by improvements within the estates, including the re-provision of better quality play space where this is lost.
 - Lack of comprehensive approach constrains ability to maximise height and massing, as individual blocks will be considered against the existing low rise housing on the estates.

Option 3 – Partial Redevelopment

- 6.11 The Partial Redevelopment option examines the merits and feasibility of redeveloping a portion of the Treverton and Balfour of Burleigh estates but keeping some of the existing buildings as they are.
- 6.12 In this particular case, Treverton and Raymede Towers would be retained and the remaining buildings on the estates would be redeveloped. The financial implications of this option have been assessed as well as how effective the proposed development is at achieving the Council's stated objectives and commitments to residents.
- 6.13 BPTW Architects, working with RBKC produced various master plan proposals for the Partial Redevelopment option. CBRE also produced a report outlining the impact and benefits of a redevelopment proposal that leaves the towers in place. The Partial Redevelopment option has been assessed based on this information.
- 6.14 Emerging Conclusions:
- Creates an additional circa 250 - 350 residential units.
 - Maximises delivery of additional affordable housing. Development of new market housing can cross subsidise additional affordable housing and make a financial contribution to the cost of the two new schools.

- In this option all existing secure Council tenant units will be re-provided.
- Disturbance to residents is reduced compared to a Full Redevelopment option.
- Treverton and Raymede Towers are in relatively good structural condition. However, the scheme can pay for some important improvements to the existing towers.
- In the Partial Redevelopment option, the construction programme is 2-3 years shorter than in the Full Redevelopment option resulting in lower costs for the Council and less disturbance to residents.
- Any tenants that need to be decanted can potentially be moved to their new homes in one move only. Partial redevelopment delivers more additional housing of all tenures. Providing the same or more social rented houses whilst increasing intermediate homes for the community.

Option 4 – Full Redevelopment

- 6.15 The Full Redevelopment option evaluates the merits and feasibility of redeveloping the entire Treverton and parts of Balfour of Burleigh estates, as shown with the existing site plan and redline boundary. This involves the demolition of all existing buildings and development of two new schools and new residential buildings in their place.
- 6.16 In this option, all 162 existing secure tenancy units would be reprovided in the new development.
- 6.17 The financial implications of this option are assessed in order to ensure the scheme is viable and the benefits to the Council are maximised.
- 6.18 The performance of proposed development against the Council's stated objectives and commitments to residents is also assessed.
- 6.19 BPTW architects have created several master plan proposals where the entire site is redeveloped. The full Redevelopment option has been assessed based on these proposals.
- 6.20 Emerging Conclusions
- The Full Redevelopment option will create circa 300 new homes of which circa 140 additional.
 - The Full Redevelopment option allows the most coherent and efficient master plan to be created and excellent quality homes for all current and future tenants.
 - This creates better urban design for the area and increases the chances of the area becoming a 'conservation area of the future'.
 - It also has the potential to simplify construction logistics and phasing.
 - If the whole site is redeveloped, 162 social rented units will have to be re-provided, as opposed to approximately 42 in the Partial Redevelopment option. The cost of re-providing these units results in little resources being left over to provide additional affordable housing.

- The total new additional affordable housing will be significantly lower than in the Partial Redevelopment option.
- The Full Redevelopment option will result in the greatest disruption to residents compared to all other options.
- As all the units would be demolished, an extensive decant programme would be required. This would result in a phased decant programme where residents might have to move temporarily / twice or be relocated off site.
- The overall construction programme would also be longer resulting in disturbance to residents over a more extensive period of time.

Conclusions

6.21 In order to demonstrate clarity and transparency within the Council's assessment of each option, a RAG (Red, Amber, Green) status has been used, as outlined below;

6.22 **RED:** Fails to meet the Council's stated objectives, commitments to residents and other factors, such as noise and disruption.

6.23 **AMBER:** Meets some of the Council's stated objectives, commitments to residents and other factors, such as noise and disruption.

6.24 **GREEN:** Meets or exceeds the Council's stated objectives, commitments to residents and other factors, such as noise and disruption.

6.25 Table – summary of options comparison study:

| | Option 1 Do Nothing | Option 2 Infill/ Refurbishment | Option 3 Partial redevelopment | Option 4 Full redevelopment |
|--|-------------------------------|---|---|--|
| Build new homes | ✘ | ✔ | ✔ | ✔ |
| Provide new affordable homes | ✘ | ✔ | ✔ | ✔ |
| Best possible homes for existing and future tenants | ✘ | ✘ | ✔ | ✔ |
| Catalyst for regeneration (improve health, public realm, reduce crime, more job opportunities) | ✘ | ✘ | ✔ | ✔ |

| | | | | |
|--|---|---|---|---|
| and mixed tenures | | | | |
| Build conservation areas of the future | x | x | ✓ | ✓ |
| Minimise disruption to local residents | ✓ | ✓ | ✓ | x |

6.26 In high level terms and pending further design and viability appraisals, it has been shown at this stage that the Partial Redevelopment option can best meet the Council's aspirations for this important site, and likely to be able to deliver the following:

- Additional circa 250 - 300 new homes (both affordable intermediate rent and open market).
- Re-provision of all existing RBKC social rented units (currently assumes 42 social rented units excluding the two towers).
- Ground floor and other improvements to both retained towers.
- Replacement retail / commercial units.
- Two new schools based on:
 - redevelopment and expansion of Barlby Primary School to provide places for 420 pupils; 12 ASD pupils and 26 nursery places.
 - The provision of a new special education needs school providing places for 70 – 80 pupils with respite accommodation.
- Enhanced public realm, with private and communal open spaces (including re-provision of community play and shared garden facilities)
- Improved connections and pedestrian links.

7 CONSULTATION

7.1 There have been three consultation events for residents (each event held twice) in March 2015, June 2015 and December 2015 to present the outcomes of the redevelopment options. A summary of the responses to consultation held in December 2015 is attached as Appendix B.

7.2 Regular events and public notifications will continue going forward, in order that residents and local community can continue to be consulted on all options before the Cabinet takes a decision on the preferred option for estate regeneration. Residents will be informed of the Council's planned consultation and decision making programme and timetable and feedback to each consultation will be provided at each interval of the next phase of work.

7.3 A summary of consultation feedback and FAQs appear on the Council's website.

7.4 A Housing Needs Survey has also been undertaken over a 10 week period to assess residents housing needs in greater detail which will assist the Council in considering the options during next stage.

7.5 Consultation on the disposal and or change of use of the playing fields on the school site will need to be undertaken before application for the relevant consent is made to the Secretary of State.

8 EQUALITY IMPLICATIONS

8.1 It will be necessary to carry out an Equality Impact Assessment should a decision to redevelop be taken in the future and in advance of that decision being implemented.

8.2 During the next phase of work consideration will be made of which of the following groups may be directly or indirectly impacted by any proposals. An initial screening of groups requiring consideration is shown below:

8.3 **Older households** may find the prospect of a move from a long settled home extremely daunting and this will require a sensitive approach from officers dealing with re-housing. Older households may also require more practical help with moving and a package of appropriate assistance will be developed and made available. In addition, older households may wish to be re-housed near to neighbours, friends or relatives who provide support and these considerations will be taken into account when arranging alternative housing. Some older people may have had adaptations carried out to their homes due to restricted mobility and these will be replicated in the new homes in advance of any individual being asked to move in.

8.4 **Households with children:** Proximity to schools will be taken into account where considering re-housing for families with school aged children. In addition, where there are children with special needs or a disability, adaptations may be required to the new property and these will be assessed at an early stage and carried out before occupation. Remaining near to support mechanisms may also be particularly important to these families. Moving home may be particularly stressful and so it is likely to be desirable to enable these families to have to move only once.

8.5 **Disability:** Those residents with an existing physical disability and an adapted property will have suitable adaptations made to their new home in advance of being required to move. Overall any new development will have a positive effect as any new properties would meet lifetime homes standards and 10% of any new properties would be wheelchair adaptable.

8.6 **Gender:** Unlikely to have any impact.

8.7 **Gender reassignment:** Unlikely to have any impact.

8.8 **Marriage and Civil Partnership:** Unlikely to have any impact.

- 8.9 **Pregnancy and maternity:** Where a member of the household is pregnant at the time they are required to move, and the sex of the unborn child is known, any additional bedroom requirement will be taken into account when allocating the new home.
- 8.10 **Race:** Some residents may not have English as a first language. Where this is identified translation and interpretation services will be supplied in line with the Council's Translation and Interpretation Service Policy.
- 8.11 **Religion/belief:** Where a resident's religion or belief requires design adaptations to a property these will be taken into account wherever it is reasonable to do so.
- 8.12 **Sex:** Unlikely to have any impact.
- 8.13 **Sexual Orientation:** Unlikely to have any impact.
- 8.14 **Other considerations:** Some residents will be affected by the new Housing and Planning Bill 2016, Pay to Stay (if they are in employment).
- 8.15 Majority of the occupants of split households are under the age of 35yrs. If accommodation is offered on the new development or elsewhere, they will be affected by the LHA (if they are not in employment).
- 8.16 The Council will also consult local organisations and other key stakeholders in relation to equalities to ensure that any relevant matters are identified and dealt with, prior to commencement of any works.

9 PROCUREMENT PROCESS

Appointment of New Design Team

- 9.1 A bespoke framework is currently being procured for the Royal Borough for architectural design services and associated professional consultancy services. The Framework will operate for a maximum of four years, to a maximum value of approximately 200 million pounds.
- 9.2 It is envisaged that the Council's capital projects and wider housing and regeneration schemes can use this service to commission architects, wider design teams and associated professional consultants.
- 9.3 The Framework operates via two functions: direct call-off and mini-competition. Direct call-off will be used generally for smaller, more urgent projects or pieces of work, possibly early stage options and feasibilities. An individual supplier would be called-off to provide specific services detailed at the outset. A mini-competition would tend to be used for projects or wider schemes of greater complexity and value. All suppliers would be invited to submit proposals to the competition, terms of which would be detailed at the outset of each competition.

- 9.4 The Framework will commence from mid July 2016 onwards, within the region of 8-10 suppliers.
- 9.5 The procurement of the Framework includes an element of a design contest - meaning that Tenderers can be judged and selected on their architectural design abilities. Procurement began in March 2016 with issue of OJEU Notice and request for registration of interest and return of a Pre-Qualification Questionnaire. Interest was strong and varied, with over 151 questionnaires returned. These were reviewed, scored and shortlisted. This resulted in a list of 16no tenderers. These 16 were then invited to the next stage - invitation to participate in negotiation. This is made up of Initial Tender, Negotiation meetings and confirmation of Final Tender, along with the submission of an entry or proposal for the Design Contest. If the Tender elements are satisfactorily completed, then the Tenderer is able to have its entry judged. The Design Contest is the ultimate stage which decides the scoring and ranking of the Tenderers, and therefore selection of Suppliers to the Framework.
- 9.6 15no Tenderers submitted an Initial Tender, and Negotiation meetings complete by 23 June 2016.
- 9.7 A design brief for the Barlby/ Treverton scheme was issued in early June - requesting that Tenderers respond to the master planning / urban design and provide architectural design elements and approach. Entries were received on Tuesday, 28 June. Entries are currently being reviewed, with scores and ranking completed by early July. Formal notifications will be issued on w/c 4 July onwards, along with the Winner of the Design Contest. With standstill period, the Framework will commence from mid July. At this point the Winner of Barlby Treverton will be called-off and detailed scope/ brief re-confirmed, with the chosen Supplier providing back confirmation of fees, design team and proposals.
- 9.8 Therefore, to enable the redevelopment options to be further developed Cabinet approval is sought to delegate authority to the Deputy Leader and Cabinet Member for Housing, Property and Regeneration to progress appointment of a new design team up to and including RIBA Stage 2 of the design process, via the RBKC architectural framework, in order to develop master plan proposals for the housing land, surplus school land and the private interest block. This will assist the Council with developing and selecting an eventual preferred scheme.
- 9.9 This procurement exercise was directed by legal representatives, Sharpe Pritchard and undertaken in accordance with the Public Contracts Regulations 2015.

10 PLANNING IMPLICATIONS

- 10.1 The Executive Director, Planning and Borough Development recognises the significant potential the area has for providing improved or new homes and public realm which together could contribute to housing need, improving the

urban fabric of the borough and acting as a catalyst for other regeneration in the area.

- 10.2 The opportunity to progress appraisal of options and then embed the Council's preferred approach in the Local Plan Review should be taken to ensure that the new Local Plan fully reflects the Council's spatial aspirations for the area, appraisal and analysis work is not duplicated and the Council positively plans for the new housing it is required to provide to contribute to its own local need and that of wider of London.
- 10.3 The costs of the local planning authority fully engaging in this phase of the project should also be fully covered in the project costings, rather than from revenue budgets, as they would be for other developments of this scale promoted by other landowners.
- 10.4 The total fee for this would be £120k and if Cabinet agree that the school should be decoupled from the estate regeneration, then this is likely to increase the planning (LPA) cost as effectively this will be two separate work streams.
- 10.5 Strategic Developments Team Leader:- Alison Flight,
Alison.flight@rbkc.gov.uk
Tel: 020 7361 2084

11 LEGAL IMPLICATIONS

- 11.1 Secretary of State's consent is required pursuant to Schedule 14 of the Education Act 2011 and Schedule 1 to the Academies Act 2010 for the appropriation and disposal of that part of the school site which is surplus to requirements and which will be brought within the proposed redevelopment as well as consent for the change of use and/or disposal of the playing fields under Section 77 of the Schools Standards and Framework Act 1998. Consultation with the relevant stakeholders on any proposals regarding the change of use/disposal of playing fields must be undertaken within one year of the application for consent.
- 11.2 Legal Officer:- Jennifer Muller - Jennifer.muller@rbkc.gov.uk
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12 FINANCIAL AND RESOURCES IMPLICATIONS

- 12.1 The newly appointed design team may need to revisit some of the design proposals, surveys and investigations. Following the appointment of the new design team, a review of potential costs will be undertaken which may result in a budgetary increase being required.
- 12.2 Housing Finance – Group Manager:- Steve Mellor –
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Tel: 0207 361 2370

12.3 Corporate Finance – Director of Corporate Finance and Systems:- Lyn Myers
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Tel: 0207 361 2370

Local Government Act 1972 (as amended)

Background papers used in the preparation of this report: none

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