

The Royal Borough of Kensington and Chelsea

Notting Barns South Draft Final Masterplan Report



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NOTTING BARNs SOUTH
MASTERPLAN

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Fig 1 Farsighted option

Executive Summary

Urban Initiatives has been working to understand the potential for transformation of Notting Barns in North Kensington. We believe there is a compelling case to create a more successful urban neighbourhood through selective demolition of existing housing stock and the reprovision of high quality new homes for both affordable and private tenures and other uses. Our team has explored two broad options for intervention. This report sets out the proposals for the area and complements the masterplan brief document.

The context

Notting Barns is a 18 hectare urban residential area consisting mainly of 20th Century social housing in the north of the Royal Borough of Kensington and Chelsea located immediately south of the Westway and east of the West Cross Route, centred around Latimer Road underground station. The area consists of medium and high-rise apartment buildings providing 1,452 socially rented and 352 leasehold/freehold homes. The area suffers from a disconnected street network, housing stock in need of ongoing and expensive refurbishment, a range of social deprivation and other issues often associated with large post-war housing estates. This context means that land values are artificially depressed closer to the centre of Notting Barns.

We have explored two broad approaches to the redevelopment of Notting Barns that are set out below. Both options have been developed on the basis that they would need to reprovide existing affordable housing floorspace, and that all secure tenants would be rehoused on site. Both options also allow for the provision of a new 1,060 pupil Academy in the area. All interventions are on council-owned land.

Farsighted Option

The Farsighted Option looks at the whole Masterplan area. It aims to maximise overall value in the long term and create a high quality new neighbourhood. This requires a number of significant interventions and therefore a greater level of commitment from the Council.

Physically this option builds on opportunities to create a well-laid out street-based neighbourhood that connects with surrounding areas and allows for a series of well-defined blocks to be created. This would include a continuous link from Ladbroke Grove through to White City.

The area could be centred around a core of community, retail and educational uses clustered around Latimer Road Station. A Learning and Skills focus would consist of a new 1,060 pupil Academy serving the whole of North Kensington together with a rebuilt primary school.

A new health hub could co-locate a brand new Sports Centre, polyclinic, community space and chemist to the west of Latimer Road tube station, significantly regenerating this area. A new neighbourhood park would serve local communities and provide space for school-based activities.

Most of the existing housing in the area would be demolished to make way for mix of new and refurbished private, intermediate and social rented homes of a range of house types would bring a net increase of 769 homes across the area. The area would end up with 1,457 affordable (equivalent to existing social rented floorspace) and 1,116 private homes. A significant proportion of new homes would be terraced houses and ground floor maisonettes with direct access to the street. The size of the project means that the area would be developed as four new character areas as shown on the masterplan.

Socially the area could be transformed in tandem with physical change. New social and community infrastructure, changes in tenure and opportunities for skills, training and employment in the redevelopment process could kick-start positive change to take place. Local people would be able to make more of these opportunities.

In delivery terms if developed as a whole, the area could capitalise on its location adjacent to some of the most prime residential land in London to generate values that are likely to support redevelopment on the scale that is envisaged in this document. This project will require a phased approach over 15 years or more and considerable commitment from RBKC, although interest from private developers and registered social landlords will probably be significant.

We estimate that the project could deliver significant returns to the council, much of which would come through in the later phases. Although phase 1 appears to be negative in value terms, our experience of procuring developers for regeneration schemes within other London boroughs is that there is demand for regeneration sites. In order to present the most attractive offer in a competitive bidding process the winning consortium would need to adopt the most optimistic approach to cost and/or values.

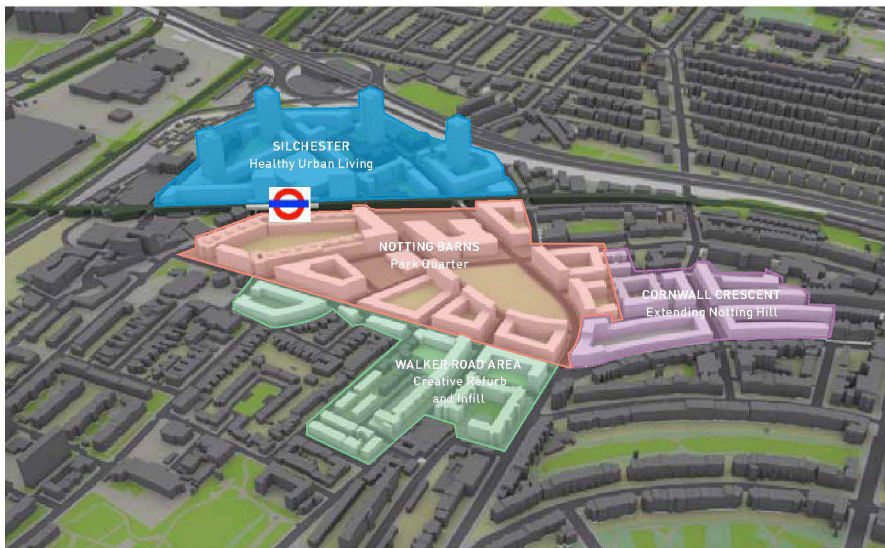


Fig 2. 3D block massing of Farsighted option for Notting Barns looking from the south

Farsighted Option Phasing

Value	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Combined
Upper	-£15.6m	-£23.7m	£72.9m	-£2.1m	£139.1m	£170.7m
Middle	-£23.8m	-£37.8m	£29.4m	-£11.7m	£87.5m	£43.5m
Lower	-£32.1m	-£52.0m	-14.1m	-£21.3m	£35.9m	-£83.6m

Cornwall Crescent: A natural extension of the Notting Hill urban form allows for wide streets lined by large high quality town houses. This area is predominantly 4 and 5 storeys.

Park Quarter: A new urban park forms the centrepiece of the new neighbourhood. The park will be shared with a new Academy and reprovided Thomas Jones Primary School. This area will mostly consist of flats ranging from 5 to 7 storeys.

Walker Road: Selected creative refurbishment and infill creates more connected streets into the new neighbourhood and south to Avondale Park. Most of the reprovided homes would be terraced houses.

Silchester Healthy Living Quarter: More urban in nature, this quarter is centred on a new health hub consisting of a new sports centre, polyclinic, chemist, community centre, play areas and walking and cycling connections. A mix of retained and new buildings creates a good street structure linking to White City and North Pole. New homes will consist of a mix of houses and flats ranging from 3 to 12 storeys

Financial modelling of the Farsighted options shown as five phases. Left hand column refers to values sensitivities. Please note that the model use to produce these figures only appraises individual sites which been added to one another to produce a cumulative total. A cash flow analysis of the scheme as a whole has not been undertaken. Finally these scenarios take a conservative approach to costs.

Please read main report for further details.

Early Value Option

The Early Value Option focuses on the area west of the Hammersmith and City Line, seeking to increase potential early returns, and considerably reducing the scope of intervention. This would make the project easier to deliver in the short term but would make further development more difficult, would compromise some of vision developed as part of this work. At present this area covers 197 affordable homes and 47 private homes.

This option would create a street-based area west of Latimer Road Station, with selective demolition around Silchester, retaining the towers as they are and constructing several new infill apartment buildings and terraces of houses, many of which would be private for sale. This scheme would reprove the number of demolished affordable units and in addition provide that 25% of all new homes are affordable (would need to be agreed through the planning process). This results in a scheme that includes 555 homes of which 199 would be retained (167 affordable) and 356 new build (98 affordable). If the 25% requirement were removed then the viability improves.

A new 1,060 pupil Academy would be provided on the site of the existing Grenfell pitches. Should further redevelopment take place, this option would mean that the existing sports centre would need to be retained or moved elsewhere in the area. It also reduces the provision of public open space in the area.

This option would have some positive impact on the local area to the west of Latimer Road and create a more mixed community here through the development of private homes.

Fig. 3 Early Value Option possible layout



Early value Option (NB middle and upper values would not be achievable in this scenario)

Value	Phase 1
Lower	£3.8m

In delivery terms the project would deliver a net surplus to the council. However values achieved are likely to be less per unit than the Farsighted option, reflecting the fact that developers are unlikely to bid as strongly for a more piecemeal project. However building could be completed within 5-7 years.

If the council pursued this option, it would mean that the delivery of future phases would be more difficult without significant up front funding of affordable homes to provide decant units as well as the land to build them on. It would also mean that later phases would need to provide a greater proportion of affordable homes than in the option above, making an overall approach less attractive if this route is chosen at a later stage.

Conclusion

This work indicates that there is real and tangible opportunity for change in the area if guided by a clear and comprehensive vision. It is clear that a site of this complexity and scale cannot be redeveloped through disconnected interventions. Notting Barns is already a victim of incrementalism. We recommend that a whole-neighbourhood approach should be adopted in order to deliver the quality and long term value required.

Urban Initiatives has written this report to feed into the Council's ongoing stock options study. We are supported by Urban Delivery and Turner and Townsend.



01 Introduction

We have been commissioned to complete a masterplanning process to develop an understanding of the potential for the Notting Barns Estate in RBKC, looking mainly at land owned by the council. We submitted a revised brief in April that included a comprehensive baseline reporting process and have since been working to develop a plan for the area. This document sets out the outcomes of this work.

02 Issues and Opportunities

Urban Initiatives has undertaken a baseline study which is summarised in the revised masterplan brief (submitted with amendments to RBKC on May 22). This sets out our understanding of the context and our key assumptions. This document should be read in conjunction with the baseline study.

Below is a summary of the main findings of the baseline study in form of a SWOT analysis.

Strengths

The primary strength for the masterplan area is its location in close proximity to the centres of Ladbroke Grove and White City/ Shepherd's Bush. Latimer Road Underground Station also offers direct connections to Central London and Hammersmith. The study area sits adjacent to some of the most prime residential land in the country, which should be able to generate a value uplift to support comprehensive redevelopment.

The Kensington Sports Centre sits within the site, and the Westway Sports Centre adjacent to the North West. This level of access to sports and leisure facilities for this inner urban area is an important advantage and must be carefully considered, and utilised as part of the regeneration.

The site has a fairly decent access to public transport, with Latimer Road Station positioned centrally within the site and offering direct connections to Hammersmith and Central London on the Hammersmith & City line. Services are however limited and bus links are harder to reach.

Greenspace is an obvious advantage to the area, found scattered throughout the area. However, the quality, scale and safety of these spaces leave little to be enjoyed.

Some small business sites already exist, which could be improved or expanded whilst alternative spaces, such as the railway arches, offer potential for further growth.

Weaknesses

Although a diverse population in terms of age, ethnic and religious backgrounds, the area is limited in terms of its economic profile and is predominantly made up of social housing tenants. With high levels of deprivation the area suffers a series of challenges in regards to social, physical, and economic weaknesses.

The ward of Notting Barns South suffers substantial issues of deprivation relating to employment, health and crime, however, the intensity of deprivation varies. The Lancaster West Estate (east) is within the 10% most deprived areas in the country, and similarly crime is more severe in the east of the study area. The area ranks very high for barriers to housing and services, this includes poor performance in relation to overcrowding, homelessness and average distances to a primary school, a food store, a GP and a post office. The masterplan will tackle issues of access to a choice of opportunities including basic community facilities.

Notting Barns South lacks a coherent and concerted approach to the built environment including a mix of uses combining a range of social and private residential tenures, retail, leisure and local employment uses. A re-introduction of a street-based environment as found in the majority of the Royal Borough will be key to the success of the renewal of this estate.

The issue of access clearly has generated some major concerns. The West Cross Route and West London Rail to the west and the Westway to the North of the site are major barriers. Although they do not penetrate the site, they have led to the partial isolation of Notting Barns, particular of the Silchester Estate. There are no direct connections with the west and the area fails to capitalise on its close proximity to the White City Opportunity area and the Central Line Station on Wood Lane. The impermeable urban structure of the site further weakens connectivity and bares little relation to the appealing urban fabric to the South and East. The result is an internal street structure that is highly illegible and dislocated to the surrounding area.

The study area comprises of a collection of social housing from different periods. Although terraces are found, the area is dominated by the haphazard swathe of 1970s modernist estate blocks of 4-6 storeys punctuated by 21-24 storey tower blocks. These developments removed the traditional street pattern, replacing it with a confusing network of poorly fronted and defined streets and spaces. Deck access, elevated walkways and blank facades exacerbate this problem and deter from an active and inviting environment. The tower blocks do not serve any landmark or legible purpose, adding to the confusion. Most of the current building blocks in the Study Area are not flexible enough to get adapted to changes in housing demand and do not support a good social mix and a variety of uses. Many suffer from poor energy efficiency and conditions, generating significant maintenance and running costs.

The Hammersmith and City Line dissects the site raising further issues of severance and reduced legibility. It offers a limited frequency service leaving most of the site with a Public Transport Accessibility Level (PTAL) of 2, however, plans are underway to improve this service. The urban form fails to relate to this key node and the vicinity contains a very limited choice of retail and local facilities. With limited bus services penetrating the site, the role of the station node is even more important, however, amendments to existing routes could be sought to strengthen this nodal location. This would need to be examined in conjunction with Transport for London.

Greenspace is abundant in quantity, yet severely limited in quality. Many spaces form leftover spaces between blocks, with poor surveillance and choice of activity offering little amenity other than visual areas of greenery.

Opportunities

The masterplan offers the opportunity for a comprehensive regeneration, which provides the community with better living condition, better access to health and education facilities, an enhanced and better-designed environment, improved connections, and a balanced tenure mix supporting a cohesive community.

Reintegrating the site with the surrounding area should be a priority with the creation of a street-based urban fabric and a network of routes complementary to the traditional pattern of surrounding areas. This will bring in greater permeability and legibility and help re-connect the area with Ladbroke Grove and Notting Hill. There is a real opportunity to improve connections with White City and the Central Line Station to the west as part of the project.

Improved links locally and to the wider area will also bring further benefits in terms of land values. Embracing the existing street fabric would extend surrounding routes into the site and positively support the value of land within.

Bramley Road is an important route passing North-South through the site and connecting it to Northwest Kensington and Notting Hill West. The intersection of this route with the Hammersmith & City Underground line at Latimer Road station offers the strong potential of creating an important node, and key focus to the site. This could develop into a local centre, generating increased footfall and offering a range of retail and commercial facilities within walking distance of much of the site.

Improved PTALs will be required in order to justify significantly increased residential densities in this area. This can be achieved through additional services or connections to alternative services. One of the most important options will be to consider how connections could be made to the Wood Lane Central line station.

The regeneration and integration of a more coherent fabric also provide opportunity for improved community facilities. This includes a new secondary school, new high quality, well surveyed greenspace including a neighbourhood park and the potential re-provision of the Kensington Leisure Centre's sports facilities in a more accessible location.

Threats

A major threat from regeneration is the environmental impact associated with the demolition, construction and new population. Noise is already an issue relating to the two major highways adjoining the site and construction is likely to create additional issues. Traffic generation from construction and the new population needs to be addressed, however a focus on alternatives will relieve some of this pressure. The amount of greenspaces that could be removed as part of regenerating the area raises a potential threat to the loss of biodiversity.

An increased density and resulting higher population could cause significant demands for certain community provisions, above existing capacities and therefore may need to be addressed. Also, the relocation and/or rehousing of individuals from existing estates may be crucial to the development however this could affect social capital and community cohesion.

The project will only be successful if the plan is developed as a whole. In the past the area has already suffered extensively from incremental development and disconnected interventions. A comprehensive approach will be the only suitable way to regeneration of the area. This would allow a holistic approach to the structural problems of the area, enable a step change of the image, and achieve higher values. In terms of delivery this would permit cross-subsidy, the internalising of value increase, and the decanting of the local residents in the area.



03 Masterplan Vision

The masterplan offers a great opportunity for the comprehensive regeneration of the Notting Barns South area into an attractive, welcoming and functioning neighbourhood that focuses on the needs and opportunities for the local community.

From the brief, through extensive site visits, workshops and client meetings we have developed the following vision for Notting Barns:

- To reconnect the street pattern and to integrate Notting Barns South with surrounding parts of the Borough, and to provide improved connections to transport nodes, such as the Central Line Station at Wood Lane, Ladbroke Grove and the potential future West London Line Station at North Pole Road, which would give residents better access to the employment, leisure and retail offer of London.
- To create a street based and legible environment with streets defined and enclosed by active building frontages which take its cues from the typical street environment found in other parts of the Borough. All open spaces will be clearly defined as private, communal or truly public. There will be no 'space left over after planning'.



- To create a distinct place with a positive feel, where people want to live, enjoy spending their time, and where it is safe to move around, with quality open spaces, an attractive built form and areas of different character, that are inspired by other successful parts of the Borough and attract values.



- To create a better housing offer with quality accommodation that provides for family and urban living, with a good mix between houses and flats of different sizes and a mix of tenures that supports the creation of a cohesive and integrated community.



- To create a new local centre at Latimer Road Station as an area focus, which supports the local community in and around Notting Barns providing a bus-rail interchange, local shops, health and community facilities.



- To bring a new learning hub to the heart of the community by providing new primary and secondary education facilities central to the Notting Barns South area.



- To create a healthy neighbourhood with tree-lined streets that invite to walking and cycling, and the benefit of a new sports and leisure centre, better access to the Westway Sports Centre, an urban jogging track and a new neighbourhood park.



- To create RBKC's most environmentally friendly neighbourhood built based on sustainable urban design principles, providing low energy housing, and exploring the opportunities for local waste and energy management and the provision of a combined heat and power plant to serve the area.



Because of the scale of the opportunity and the land available within Council ownership, this plan really has the opportunity to transform this rather forgotten edge of the borough. In doing so, and by having a comprehensive plan, it will be possible for some of the values found in some of the surrounding areas to be developed at Notting Barns.

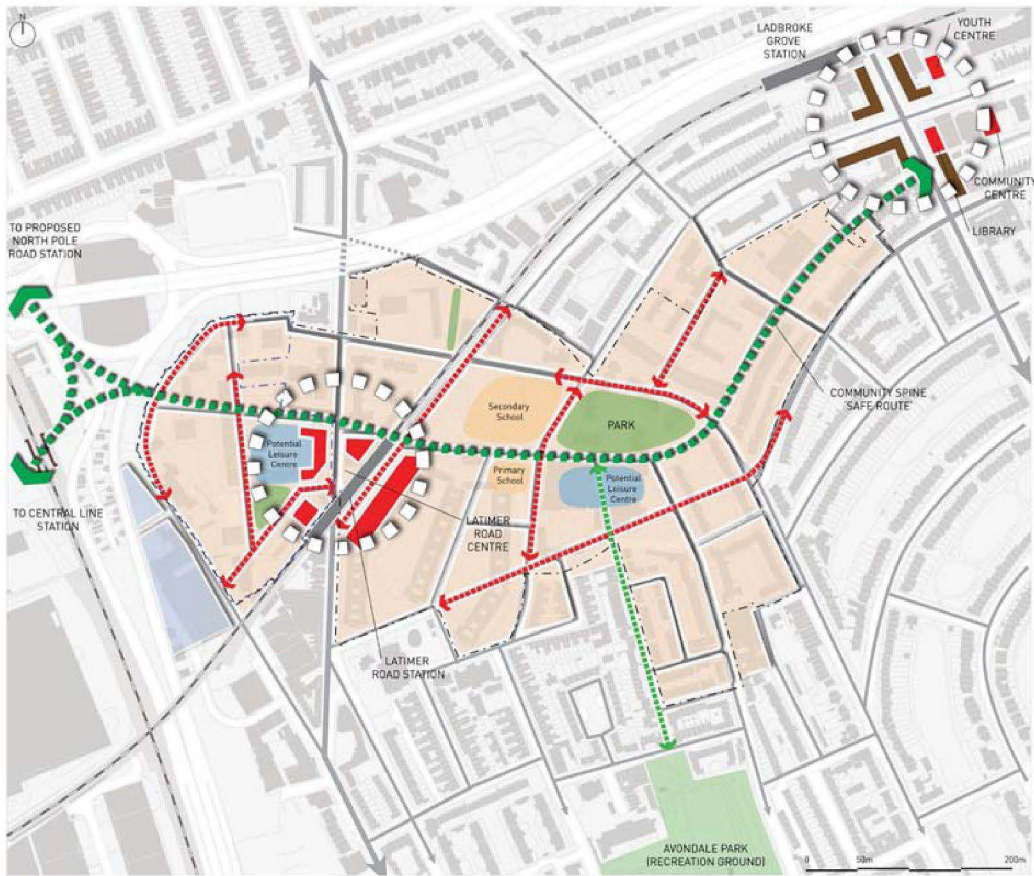


Fig 4. Concept Masterplan

04 Concept Plan

We have created a concept plan that translates the above vision into a spatial framework which forms the basis of the masterplan.

The concept plan comprises of the following elements:

- The creation of a linked-up street network with a clear hierarchy of legible, accessible streets. This seeks to reconnect the disconnected street network by extending existing streets and adding new connections where necessary. This street network derives from the key constraints and patterns of movement to surrounding areas.
- Create a series of well formed urban blocks that allow for flexible phased development and easily sub-divided into smaller parcels.
- A new east west street, the Community Spine, that internally connects the Notting Barns South area. This would be a pedestrian and cycling friendly street with limited vehicle access that links Ladbroke Grove, Thomas Jones Primary School, the new City Academy, Notting Barns Park, Latimer Road Station, the new Leisure Centre, the Westway Sports Centre and then on to North Pole and White City. It would be a shared surface route, with generous tree planting and carefully designed to manage the speed and impact of vehicles. It would also use elements of several existing routes.
- A new local centre, public square and station entrance at Latimer Road. This would consist of local shops, cafés, restaurants and potential for community uses. This new hub could be bolstered by the creation of a new health hub at Silchester (see below).
- A new academy on the existing site of the pitches and Leisure Centre Car Park to meet a strategic need for North Kensington and provide an after-hours community centre use in a highly accessible location; and a new Primary School adjacent to the academy as replacement for the Thomas Jones primary school benefiting from co-location and access via the community spine.
- A new local park near to the proposed Academy, to serve the local community (who have a strategic under provision of open space) as well as provide space for the schools for sports, outdoor teaching, provision of biodiverse play space and other uses. This would be linked by a green route to Avondale Park with tree planting, and traffic calming. An urban jogging track is proposed circumnavigating the park and the school.
- A health hub for North Kensington that would become a "One-Stop Shop" for well-being. This would provide a number of different, complementary functions within close proximity. This could include a refurbished or a brand new leisure centre, health centre or polyclinic, community centre, chemist, café, play areas and good connections to walking and cycling routes in the area.
- A strong urban structure in which the remainder of the area could be developed as a high quality residential neighbourhood. The areas south and east of the railway takes its cues from surrounding Notting Hill Areas with low to medium size development and a series of ordered blocks. The area west of the railway is of a more urban character with taller buildings focused around the Latimer Road Community and Leisure Hub and benefiting from links to the White City opportunity area and the Central Line Station at Wood Lane.
- Socially the area could be transformed in tandem with physical change. New social and community infrastructure, changes in tenure and opportunities for skills, training and employment in the redevelopment process could kick-start positive change to take place. Local people would be able to make more of these opportunities



05 Options Development

A number of options were explored through the masterplan development that explored the approach to stock, the location of the secondary school and the location of the leisure centre.

Housing Options

We have not been commissioned to complete a detailed appraisal of each building and limited reliable data was available during the study. However we have developed the following draft approach to whether to retain, refurbish or demolish stock based on available information and site visits. This will require more testing.

A high level assessment of each building is set out in our earlier report. This assesses the factors for each building set out in Table 1.

Factor	Elements
Stock Condition	<ul style="list-style-type: none"> • % units below average living condition • Average maintenance cost per unit 2004-2034 • Energy efficiency (SAP) • Running cost per year • Building Age • Estimated acoustic performance
Placemaking	<ul style="list-style-type: none"> • Positive contribution to character • Contribute to permeability and legibility • Positive relationship of building with street • Well defined public, communal and private spaces • Site coverage/density • Tenure mix and variety of uses
Delivery	<ul style="list-style-type: none"> • % secure tenancies • Accumulated maintenance cost • Opportunity for density uplift • Potential value uplift • Likely to require CPO

Table 1: Housing Stock Assessment Factors

The analysis showed that there was an opportunity to look at considerable demolition and rebuilding across the area. Most of the housing stock performed poorly against existing condition and/or placemaking objectives. It is important to stress that this assessment is only interim in nature and would require considerably more work before firm decisions should be made.

Although the plan has been developed to be flexible enough to retain many of the buildings if future assessments take alternative views, the following buildings merit a particular discussion:

- **Silchester Towers:** Although in somewhat shabby condition, previous experience has shown that the four 22 storey towers at Silchester are likely to be of a type of construction that could be refurbished. The units all provide private outdoor spaces. It would be very challenging for the scheme to reprovide this number of homes should they be demolished. Therefore our preferred approach is to assume retention and refurbishment. In certain cases it may be possible to transfer these towers to private sector developers to provide private sale or rent units.
- **Grenfell Tower:** We considered that the appearance of this building and the way in which it meets the ground blights much of the area east of Latimer Road Station. It also provides no outdoor space for residents and is likely to be of a type of construction that is hard to adapt. It does contain 120 homes. On balance our preferred approach is to assume demolition.
- **Low/medium rise concrete panel system buildings:** Many of these score poorly across the criteria and most could therefore be demolished. Only where the orientation of the buildings allows for the creation of a positive interface with the street and

where sites are not appropriate for intensification have we assumed that buildings are retained.

- Early/mid 20th century apartment buildings: A range of this type of building exist across the area and in general are popular with residents and perform fairly well across the criteria. Our assumption for this type of dwelling is that many of these buildings will be retained or refurbished. Demolition could be considered where buildings block key potential routes into the area, buildings have high maintenance/running costs and redevelopment is viable.
- Verity Close: This site lies at the junction of a number of key potential connections in the area and also performs poorly in place-making terms. There is also a potential for careful intensification in this area. However these homes are popular and there is a large proportion of leaseholders/ freeholders, particularly in the houses. On balance our recommendation is that the retention of Verity Close in its current format makes the redevelopment of Notting Barns much more difficult and on balance, Verity Close could be demolished.
- Lancaster West/Camelford Walk/Clarendon Walk (1970s mixed construction flats): These buildings typically perform poorly against many of the criteria set out and many could be demolished in order to create a more successful place. We have assumed retention only where their location, design, orientation and existing condition mean that the overall neighbourhood and its delivery is positively enhanced. At this stage we have assumed that the two westernmost 'arms' of Lancaster West (Testerton Road and Hurstway Road) are retained and selectively refurbished. We have assumed that 'Baseline' could be moved to the Hurstway Road Arm.

Secure Tenants

The council have a legal obligation to provide appropriate homes for existing secure tenants. 80% of the homes on the estate are within this tenure. We have assumed that any scheme would seek to reprovide the existing number of affordable habitable rooms in order to meet current policy guidelines and in order to rehouse existing tenants within the estate. This latter point is driven by the lack of turnover or increase in affordable housing within the borough and the perceived popularity of Notting Barns as a location.

Secure tenants would need to be moved where buildings are to be demolished or where extensive refurbishment is required to remodel the internal elements of a property.

Leaseholders

Acquiring leaseholder residents can be very expensive and we have therefore tried, where possible, to refurbish existing buildings with them left in situ. However, the following are examples where we have had to assume that leasehold interests would need to be acquired;

- where the appearance of buildings has a negative effect on the area and hence demolition or extensive refurbishment is required
- where demolition or extensive refurbishment is required to remodel a property or improve the public realm or infrastructure
- where there is greater value to be obtained from developing new accommodation (e.g. higher density development could be developed)

North Kensington Academy

The council required the testing of the location of a secondary school for 1060 pupils in the area to be completed by 2013. Three school options were looked at based on guidance BB 98.

A secondary school of this size requires a total build area of about 9,000 sqm (GEA). This can be accommodated in an average five-storey building with 2,400 sqm footprint. BB 98 further recommends the provision with outside areas (soft play, hard play, habitat, games court) of total 9,420 sqm and pitches of 47,100 sqm. In an urban context, as this one, the playing field requirement for the school will need to be provided off site. The school may however be able to utilise playing field provision at the Westway Sports Centre, which is in close proximity. It is assumed that the parking requirement (to be determined by the Council), can be accommodated

beneath the games-court in an undercroft solution and no additional surface area is required for parking.

We think that there may be room to rationalise the remaining outside space requirement further through creative use of roof space and terraces as hard play areas, and the provision of habitat space as shared community resources in the neighbourhood park. This would result in a minimum site requirement for the school of 0.85 ha. This might be reduced further through intelligent design and the potential shared use of the park for soft play.

However, the actual size of the school and its site will need to be established and tested through a detailed architectural feasibility study in discussion with the Council's Education Department. This is outside the scope of this study.

Three school options were looked at and appraised as shown below. All three sites fall short of the BB 98 requirements, and additional feasibility work is required. In terms of delivery only School Option 1 allows the completion of the school by 2013. After discussion with the client and subject to further feasibility work, for the purpose of this study option 1 has been included as preferred option in the masterplan.

Option	Location	Assessment
School Option 1	School located at playing fields and Kensington Sports Centre car park	<p>Minimal site area (0.7 ha) which requires the use of the neighbourhood park for the habitat and as shared play resources. This may require the acquisition and demolition of adjacent properties such as the apartment buildings at Verity Close.</p> <p>The site is ready available for development when a solution (replacement, compensation) for the existing sports fields and car park can be found. This should allow the completion of the school by 2013.</p>
School Option 2	School located at Verity Close	<p>Minimal site area (0.6 ha) which requires the use of the neighbourhood park for the habitat and as shared play resources.</p> <p>The development of the school requires the relocation and compensation of existing residents at Verity Close. There are currently 48 units located in Verity Close of which 27 are private lease or freeholds. Getting vacant possession will be a long process associated with significant cost. In this context a completion of the school by 2013 is not realistic.</p>
School Option 3	School located at the site of Kensington Sport Centre	<p>Minimal site area (0.7 ha) which requires the use of the neighbourhood park for the habitat and as shared play resources.</p> <p>The development of the school requires the re-provision of the Kensington Sports Centre prior to the development of the school. Given the limited available time up to 2013, funding and decanting implications, this is not a realistic option.</p>



Fig 5 School Options

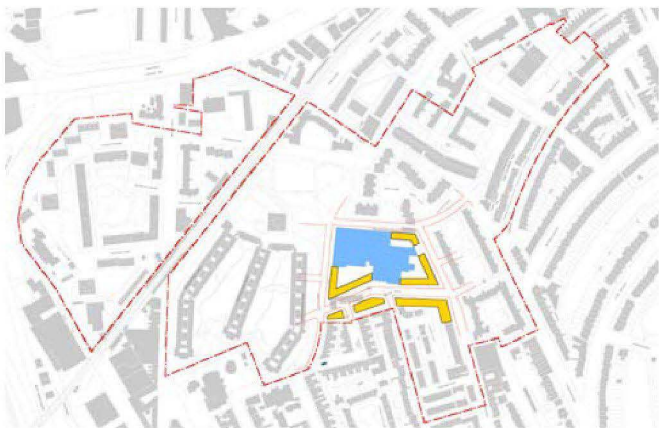


Fig 6. Leisure Centre Option 1

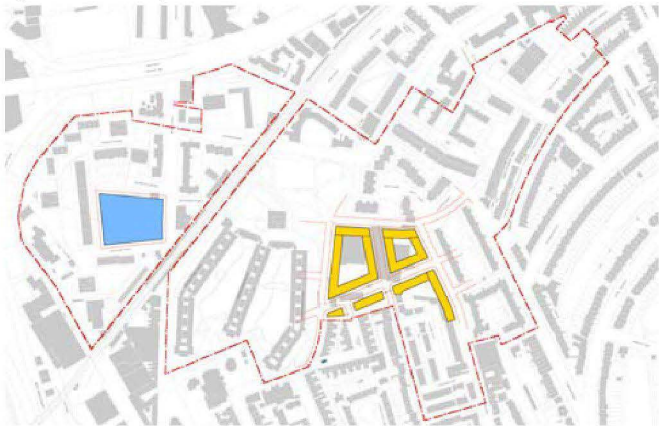


Fig 7 Leisure Centre Option 2

Leisure Centre

The Council wanted the masterplan team to explore options for the improvement or redevelopment of the Kensington Leisure Centre. The current leisure centre is in need of continuous investment for maintenance and upkeep of services. It accommodates a large footprint and does not utilise space efficiently. Further its external appearance is poor and is surrounded by dead frontages that do not help to animate the surrounding public realm. The masterplan should fund improvements to the leisure provision.

The Kensington Leisure Centre currently comprises about 7,000 sqm area (NIA, including air space of double height spaces) on 2 storeys and a footprint of 5,100 sqm. This includes two swimming pools, sports halls and squash courts, changing areas, beauty and health facilities, administration and a cafeteria.

Two principle options have been looked at and assessed in terms of their spatial requirements, urban design criteria and delivery implications:

Option	Description	Assessment
Leisure Centre Option 1	Refurbishment of the current leisure centre and wrapping with development that provides enclosure and animated frontages towards surrounding streets.	<p>In principle the refurbishment of the centre would be a cost effective solution that is likely to be cheaper than a complete relocation of the centre. The wrapping of the centre with new development also is likely to support the funding of the centre refurbishment.</p> <p>The refurbishment would require the temporary closure of parts or the entire centre and thus disrupt and affect the quality of its service provision for the duration of the renovation.</p> <p>The wrapping of the centre would result in a very large street block and affect the permeability of the area.</p> <p>Due to its structure and organisations it unlikely that the refurbishment can achieve a significant space saving for the centre, and neither a significant extension to its offers. As such the refurbishment would not result in an efficiency gain, nor present an intervention with a big impact.</p>
Leisure Centre Option 2	Redevelopment of a new Leisure Centre at Waynflete Square following the example of the recent Leisure Centre development at Swiss Cottage. The centre would have three storeys of which one is located underground. It re-provides the facilities of the Kensington Sports Centre and allows for additional health and community facilities and a café. The southern side of the centre is wrapped with residential uses, while all other facades are transparent and allows views into the centre from the street space. An additional residential layer is accommodated on the roof of the centre.	<p>The site at Waynflete Square is of sufficient size to accommodate a compact new Leisure Centre as described. It provides a highly space efficient and urban solution.</p> <p>The location of the centre at the Latimer Road Station means it is more prominent and a better accessible location than the current centre.</p> <p>The centre will provide the Silchester Area with state-of-the-art facilities and create a new health and community hub, which would significantly improve the image of this place.</p> <p>The development can be phased as such that the Kensington Sports Centre can operate until the new facilities are available, which means there is no disruption in the service provision.</p> <p>The development requires the decanting of existing housing at Waynflete Square. This has to be undertaken as part of a comprehensive and phased approach, that ensure that existing residents can be relocated within the Notting Barns Area.</p> <p>The clearance of the Kensington Leisure Centre will release a substantial land parcel for residential development. This can be arranged in a series of defined and permeable street blocks, which present a radical improvement to the urban environment around the proposed park.</p> <p>New development will benefit from increased values due to proximity to the proposed park and the adjacent Notting Hill area. This together with included residential uses can be used to cross subsidise the obtaining of vacant possession and the development of the centre.</p>

In terms of urban design the Leisure Centre Option 2 is the more advantageous option. It results in the creation of a better and more permeable place at the site of the existing centre and also promotes a step change for the image and an enhanced service provision for the most deprived parts of the community at Silchester. Option 2 is however more challenging to deliver and requires a coordinated and comprehensive approach.

Leisure Centre Option 1 is a less desirable solution, as it does not result in a significantly improved area and step change, and also prevents the generation of surplus values around the proposed park, and at the Silchester area.

The masterplan therefore includes the Leisure Centre Option 2 as the long term and desirable solution. In recognition of its delivery challenges, the plan is however structured as such that the Kensington Sports centre could be retained and refurbished at its current location as a fall-back scenario. This is the basis in the 'Early Value' option set out in section 08.



Fig 8 Farsighted option

06 The Masterplan

The masterplan has been developed in discussion with the client and informed by cost value appraisals in an iterative process. This plan that we have termed the The Farsighted Option looks at the whole Masterplan area. It aims to embody the principles and the concept plan set out above. Our approach has also been to maximise overall value in the long term and create a high quality new neighbourhood. This requires a number of significant interventions and therefore a greater level of commitment from the Council.

Character Areas

The masterplan area can be loosely defined into four character areas. Based on the existing context and its location for each area assumes a different approach towards its built form and the mix of tenures and uses.

The four character areas are:

Silchester – Healthy Urban Living

The Silchester area to the west of the Hammersmith and City Line is redefined by two major interventions: the development of a new local centre around Latimer Road Tube station, which provides a new public space served by local shops and new uses in the railway arches, and the development of a new leisure centre that with integrated health and community facilities provides the heart of a unique 'health hub'. These major interventions bring a step change for this very deprived part of Kensington, which becomes an important destination for the local community and benefits from a significant image transformation.

The lower-rise elements of the Silchester Estate are demolished and a set of defined streets with buildings of appropriate scale and coherent height are developed. The area is opened up and a regular street grid set out. A new pedestrian and cycle link extends the community spine from Bramley Road to Latimer Road in the north, and to the Central Line Station at Wood Lane in the west, linking with a new subway beneath the West London Line with White City. Two new neighbourhood green spaces provide focus for the community.

The four existing towers are refurbished with a new podium better addressing the street space. The two southern towers could be refurbished and transferred to the private sector for sale. Two new residential towers of 12 storeys are proposed next to the station to capitalise on this accessible location and mark this transition between different districts. This will also emphasise the new centre and mediate between the medium rise buildings in other character areas and the existing towers. The typical height in the area is three to four storeys with six storeys proposed next to the railway and the West Cross Route.

The area is predominately residential use with new centre and leisure functions at Bramley Road. The existing Latimer Community Centre and Nursery on Freston Road are reprovided in situ as part of new development. The area comprises of a mix of maisonettes and flats of which almost half are private units.

Notting Barns Park Quarter

The phased demolishing of the Grenfell Tower, the Barandon Road arm of the Lancaster Estate, the Kensington Leisure Centre and Verity Close offers the opportunity for the comprehensive development of a new residential quarter. As primary structuring feature a new park is proposed central to the area. This will provide focus and lend the area its particular identity. The development of the new City Academy and the replacement for Thomas Jones Primary School establishes an education precinct next to the park. The schools can also benefit from extended shared open space in the park and an urban jogging track that circumnavigates the school and the park.

The area is parcelled up into medium sized perimeter blocks, which re-establish a street-based environment. The current truncated street system is re-connected. With the extension of Whitchurch Road to Cornwall Crescent, and the link of Silchester Road with Clarendon Road, two important local connections are established, which make it easier, and more legible, to move through and access the area. Careful traffic management and a shared street approach are considered for the central Community Spine street and a few adjacent streets to ensure a traffic calmed and safe pedestrian and cycling environment at these routes to the schools and the park.

With the removal of Grenfell Tower the spire of the Methodist Church on Kingsdown Close becomes again the tallest structure in Notting Barns South area east of the railway line. The approach towards height preserves this feature with new buildings not exceeding five to six storeys. The exception is the park frontage where seven storeys are proposed.

Apart from the education uses the area is predominately residential with a mix of houses, maisonettes and flats. 35% of the units are private. The basement of the Hurstway Road arm of Lancaster West is converted into retail and commercial uses to serve the new Latimer Road Centre.

Walmer Road area – Creative Refurb and Infill

South of the extended Whitchurch Road the proposal is to complete and extend street blocks. The area sees the creative refurbishment of some of the older social housing stock and their conversion to market housing, and infill development keeping with the existing fine urban grain.

The height of new built is context related and ranges from three to five storeys. The majority of new and refurbished accommodation is flats of which 66% are private units. The existing Foreland Medical Centre and Maternity and Child Welfare Centre are re-provided as part of New Leisure and Health Centre at Bramley Road.

Cornwall Crescent – Extending Notting Hill

The eastern part of the Notting Barns Area takes its cues from the successful urban structure and grain of the neighbouring Notting Hills area. In a phased approach Thomas Jones Primary School, Clarendon Walk, Camelford Walk, Talbot Walk, along with Cambourne Mews are demolished, and a street based environment established. A new internal street, the community spine, is introduced as structuring element to provide pedestrian and cycling links between Ladbroke Grove with the Notting Barns Park Quarter. Heights in the area are keeping with the context and typically range between four and five storeys.

The area is largely residential with a mix of houses and flats and an equal split between private and affordable units. Along the community spine and Cornwall Crescent large terraced houses are proposed that aim for prime values to help cross-subsidise the development in other parts of the project area.



Fig 9 Character Areas



Fig 10 Land Use Plan

Density and Mix

The plan envisages the creation of a new residential-led neighbourhood. The development of new homes is of course central to this, but a range of different uses will help to create a successful place that can endure in the long term.

Most of the existing housing in the area would be demolished to make way for mix of new and refurbished private, intermediate and social rented homes of a range of house types. A significant proportion of new homes would be terraced houses and ground floor maisonettes with direct access to the street. These two factors will help to create more mixed community than that currently existing at Notting Barns.

The assumption in developing this plan has been the re-provision of all existing affordable habitable rooms in order to meet the current London Plan and Draft Housing Strategy requirements for affordable re-provision as well as allow for rehousing of all secure tenants on-site in a single move. This approach requires that early phases of the plan deliver higher proportion of affordable homes.

In order to deliver a significant number of new affordable homes, a number of private homes is required. This plan has sought to provide a mix of new private homes including many large family houses.

The outcomes of the plan are as follows:

- Phased approach to provision of 1,457 new and refurbished affordable homes in the area in such a way as to minimise the need for off-site rehousing.
- Phased approach to provision of 1,116 mostly new private homes in the area, some of which serve the high-end market present in neighbouring Notting Hill. This includes 151 existing leaseholder units that remain in situ, while the project requires the

phased buy-out of 201 existing leaseholders due to demolition.

- The above requiring the phased demolition of 888 homes over the whole project, but the final number of homes would be between 769 more homes than the area accommodates at present.
- A change in the tenure mix from 80% affordable to 57% affordable.
- An increase in unit density from 98 dwellings/ha to 140 dwellings/ha. This is likely to be acceptable in terms of access to public transport, particularly following the positive impact on PTAL brought about by the introduction of the pedestrian/cycling link to White City.
- Densities across the area are influenced by the accessibility to public transport, access to local amenities, urban design requirements of the enclosure of public spaces and the phasing and delivery requirements of the project.

The masterplan further delivers other uses:

- A new Secondary School (City Academy) for 1060 pupils on the site of the car park and pitches adjacent to Grenfell Tower (funded via BSF);
- Provision of a new neighbourhood park at the centre of the area that is linked via a green route to Avondale Park. The park would also accommodate an urban jogging track, playing facilities and a habitat required by the new Academy that is shared with the community;
- The potential phased re-provision of a new sports centre within the development that creates a new 'health and leisure focus at Latimer Road Station and a new identity for the Silchester area. As a fall back scenario the refurbishment of the current leisure centre can be accommodated by the plan;

- Provision of 4,100 sqm of retail uses in the new development adjacent to Latimer Road Station and in the refurbished and extended base of Lancaster West;
- Provision of 1,800 sqm of commercial uses for small business uses in the refurbished base of Lancaster West at Bramley Road.
- Potential re-provision of Thomas Jones Primary School within the area in a new purpose-built building close to the new Academy Building;
- A new pedestrian and cycle link with White City and the Central Line Station at Wood Lane that significantly improves accessibility;
- An improved environment that provides enclosed, overlooked and safe streets with a quality public realm that caters optimally for all street users.



Fig 11 Building Height Plan

Height and massing

Most successful streets, squares and parks have a good sense of enclosure - that is that the relationship between the size of the space and the height of the surrounding buildings is appropriate.

The plan has created a series of heights that meet the objectives of creating a mixed neighbourhood as well as ensuring that spaces are appropriately enclosed. The broad heights strategy has been to:

- The benchmark height across the area varies between 4 and 6 storeys. This is a good height for urban development and enables the required density to be distributed across the site while still allow for a mix of houses and flats.
- Taller buildings line the more important routes and spaces in order to better enclose them and in the case of the park, to capture potential value that overlooking a green space brings.
- Generally lower buildings towards the east and south of the masterplan area in order to better relate to the surrounding building heights.
- Opportunities for 12 storey buildings immediately adjacent to Latimer Road Station to mark this significant point and access to public transport

The plan opposite represents the general strategy. In reality buildings along each street would vary in height to create architectural richness and diversity and mark important points in the plan. In addition it is likely that the upper storey of most blocks will be set back in order to allow more light to reach the ground with minimal impact on delivered floorspace.



View of potential massing from northwest



Artist's impression of Notting Barns Park Crescent



07 Phasing and Delivery

At this stage of the process this strategy only gives an early indication about delivery. It represents one possible development scenario and will need further refinement based on additional or more detailed information available. Its present purpose is to understand how the development can be spaced over time, its decant and re-provision requirements, and its delivery implications. Generally phases 1 and 2 are more concrete, while there is more flexibility in the later phases. Elements from later phases might be brought forward or vice versa should this be necessary.

Phasing Principles

The masterplan is likely to be delivered over a period likely to last 15 to 20 years. The comprehensive regeneration of the area unlocks significant development potential for additional homes which will help to deliver environmental improvements and the re-provision of decent affordable homes as part of balanced tenure mix. The initial phasing strategy was developed based on the following principles:

- address easy win-sites as priority;
- provide for local decanting of residents, particularly providing sufficient surplus affordable homes (on a hab-room basis) to enable clearance and development in the following phase;
- front-load and maximise number of private homes in each phase to help cross-subsidy and minimise capital costs;
- Phase affordable homes across each phase;
- phase development as to maximise benefits from the generation of improved identities through the development of the school, the new leisure centre and the park, which should boost private sales values;
- a phased re-provision of the primary school (Thomas Jones replacement) and the leisure centre to allow for continuity of service; and
- the provision of local streets and infrastructures as part of new development.

Delivery Approach

Urban Delivery has undertaken a high level financial analysis of the individual parcels of land identified within the Urban Initiatives masterplan. The financial analysis is not an appraisal of the scheme as a whole. The work comprises a high level assessment of the estimated profitability of each site. This means that the residual loss or profit from a site (and financing, for example) does not rote forward to other sites. This approach has enabled Urban Delivery and Urban Initiatives to assess alternative scenarios for a number of the sites to improve the potential viability of the scheme.

It is important to note that the financial analysis assumes that the whole scheme would be developed by a single developer or a consortium of private developer(s) and RSL(s) who would control the development process. This would give the developer(s) greater control and certainty over the development programme, the phasing of construction, the positioning of affordable housing and public realm, the decant process, the timing of private market sales and the quality of development. This would have a significant bearing on the scheme design, costs and values.

If the site were broken up in to a series of smaller development parcels, developers might be less confident that the area would be comprehensively regenerated and that significant uplift in values could be achieved. Further, each parcel of land would have to comply with planning policy which could diminish the opportunity to extract maximum value from the most attractive sites.

The affordable housing units have been spread across the scheme. Some of the sites therefore deliver in excess of that required by planning policy and some deliver less. It is therefore a misleading exercise to comment on whether one site is more financially viable than another or whether it is financially viable to develop a specific site (e.g. the leisure centre or Verity Close) because the sites need to be considered in the context of the whole scheme.

Construction of the leisure centre on the proposed site immediately to the west of Latimer Road station would cost in the region of £40m, including leaseholder buy back and tenant decant costs, professional fees and finance. This cost is included within the analysis above and therefore within the 'Upper' and 'Middle' values scenarios, it could be funded by the scheme. In the 'Lower' values scenario, it adds to the deficit. However, it would be wrong to use the analysis above to consider what the effect might be of, say, leaving the leisure centre in situ because of the impact it would have on the need for affordable housing on the rest of the scheme and the effect its continuation in its present location might have on potential residential sale values in nearby locations.

The assumptions we have made in appraising the scenarios are set out in Appendix 1

	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Overall
Existing AH Units	169	648	187	34	414	1452
Existing Private Units	36	129	81	4	104	354
Proposed AH Units	383	481	129	187	277	1457
Proposed Private Units	174	346	109	154	333	1116
Affordable % in Phase	69%	58%	54%	55%	45%	57%
Total Units	557	827	238	341	610	2573
Residual Land Value Upper	-£15.6m	-£23.7m	£72.9m	-£2.1m	£139.1m	£170.7m
Residual Land Value Middle	-£23.8m	-£37.8m	£29.4m	-£11.7m	£87.5m	£43.5m
Residual Land Value Lower	-£32.1m	-£52.0m	-£14.1m	-£21.3m	£35.9m	-£83.6m

	Cumulative Residual Land Value	NPV of Cumulative Residual Land Value
Upper	£170.7m	£94.0m
Middle	£43.5m	£6.5m
Lower	-£83.6m	-£81.1m

The top table to demonstrates how sensitive the residual land value, and the financial viability of the proposal, is to the potential sale value of the residential units. This is particularly true of the High End flats and houses. For example, if we use the 'Upper' values for the 'Upper Middle' flats and houses and the 'Lower Middle' flats and houses but use the 'Middle' values for the 'High End' flats and houses, the combined residual land value is £87.9m, compared to £170.7m if we had used the 'Upper' values for the 'High End' flats and houses as well.

It should be emphasised that the analysis does not reflect the estimated residual land value for the developable area as a whole. Rather, it is an analysis of each individual site with the totals accumulated. To estimate the residual land value for the scheme as a whole, it would be necessary to undertake a more detailed design, phasing and cost analysis, and a discounted cash flow appraisal. We have undertaken a very high level exercise in which we have estimated the potential timetable for delivery of each site and then discounted the estimated residual land value by 5% per annum to the start date (note: we have assumed that the residual land value/ deficit is received/ paid at the start of development of each site). The effect of this is shown in the lower table:

Phase 1

This phase focuses on building up affordable housing capacity to rehouse future phases on low coverage sites within the masterplan area. Therefore 69% of the retained/new build homes in this phase are affordable.

This phase concentrates on the Silchester Area west of the railway line. It focuses on low density/ low coverage sites with limited decant requirement and significant potential for increased densities, such as sites at Kingsnorth (NA2), Darfield Way (WA2) and Silchester Road (WE2). It also includes the site at Shalfleet Drive (WC3), where the Holland Park S106 requirement for 63 affordable units will be accommodated. Whitstable House Tower is being refurbished.

Phase 1 also includes the construction of the new school immediately to the east of the railway line on the existing Games Court and Kensington Sports Centre car park. Early development will be on vacant parts of plots WC3 and NA2 to provide for on site decanting for phase 2. The extension of Grenfell Road to meet Silchester Road would also be completed at this stage. It is possible that some of the Verity Close apartments would need to be demolished at this point in order to meet the school open space requirements for play and biodiverse habitats.

Adjacent to the station two private 12 storey towers are erected with local retail units at the ground floor.

In Phase 1 a total of 557 units are developed or refurbished.



Fig 12 Phase 1

	CB1	WA2	WA3	WC3	WC4	WD	WE1	WE2	WF	NA1	NA2	NA3	Phase
Strategy	Build new Secondary School	Demolish 1-27 Darfield Way and 64-76 Waynflete Square and build 4-6 storey flats with live/work units at ground floor.	Build new 3 storey houses/podium units	Build new 3 storey houses/podium units	Demolish office building and build new 10-12 Storey Tower with retail at ground level	Demolish 86-92 (even) Bramley Road and build new 10-12 Storey Tower with retail at ground level	Refurbish Social Rented Units without moving tenants in Bramley House and retain existing workshop units.	Demolish 13-21a (odd) Silchester Road and build new 4-6 storey flats	Retained	Refurbish Tower without moving tenants/leaseholders in Whitstable House. L/H contribute net amount to refurbishment	Demolish 1-21 Kingsnorth House and build new 3-6 storey flats	Retained	
Existing AH Units		31	0	11	0	1	36	4	Unknown	71	15	Unknown	169
Existing Private Units		8	0	3	0	1	9	0	Unknown	9	6	Unknown	36
Total Demolished Units		39	0	14	0	2	0	4	0	0	21	0	80
Total Refurbished Units		0	0	0	0	0	45	0	0	80	0	0	
Total New Build Units		80	28	81	54	51	0	30	0	0	108	0	
Proposed AH Units		63	28	81	0	0	36	30	n/a	71	74	n/a	383
Proposed Private Units		17	0	0	54	51	9	0	n/a	9	34	n/a	174
Total final units		80	28	81	54	51	45	30	0	80	108	0	557
Potential Values		Lower Middle	Lower Middle	Lower Middle	Upper Middle	Upper Middle	Lower Middle	Lower Middle	Lower Middle	Lower Middle	Lower Middle		
Residual Land Value Upper	£0m	-£14.0m	-£2.9m	-£1.0m	£10.6m	£9.3m	£0m	-£4.6m	£0m	£0m	-£13.0m	£0m	-£15.6m
Residual Land Value Middle	£0m	-£14.5m	-£2.9m	-£1.0m	£7.2m	£6.1m	£0m	-£4.6m	£0m	£0m	-£14.1m	£0m	-£23.8m
Residual Land Value Lower	£0m	-£15.0m	-£2.9m	-£1.0m	£3.8m	£2.9m	£0m	-£4.6m	£0m	£0m	-£15.2m	£0m	-£32.1m

Phase 2

In this phase produces more decant homes with 58% of final units being in the affordable sector. In addition a major cost is the new of Thomas Jones Primary School in order to provide a site for new housing nearer to Ladbroke Grove.

Transformational change in the Silchester Area continues. This includes the refurbishment of the three remaining tower blocks, two of which become entirely private (WA4 and WC1). This will help to change the perception of Notting Barns by improving the quality of accommodation internally, the appearance externally and to provide a more balanced mix of private and affordable units.

Waynflete Square west is part demolished and the remainder integrated with new development. The new street network in the Silchester Area is completed, including the pedestrian and cycling link with Latimer Road, and via a new railway underbridge with White City.

East of the railway the eastern part of Lancaster West (Barandon Road) is demolished together with Grenfell Tower. This building blights the area, provides no outdoor space for residents and is difficult to refurbish. This provides sites for the development of three new street blocks, one of which becomes a new primary school to replace Thomas Jones. The remainder of the Lancaster, which is being refurbished, is completed into a closed street block with infill development. The basement facing the Latimer Road Station is converted and extended to accommodate retail and commercial uses.

By the end of this phase the new centre at the Latimer Road is established and the regeneration of the Silchester and Lancaster area is almost complete. During this phase 827 units have been developed or refurbished.



Fig 13 Phase 2

	CA1	CA2	CA3	CA4	WA1	WA4	WA5	WC1	WC2	Phase
Strategy	Refurbish Social Rented Units without moving tenants along Hurstway Road/Testerton Road (Lancaster West), demolish 201-211 (end block) and build new 6 storey flats at ends. Create new workshop and retail/café units at ground floor of Hurstway Road/ Bramley Road. Demolish Grenfell Tower.	Demolish 101-111 and 1/3 of Barandon Road (Lancaster West) and build new Primary School	Demolish 1/3 Barandon Road (Lancaster West) and build new 6-8 storey flats	Demolish 1/3 Barandon Road (Lancaster West) and build new 3 storey terraced houses	Refurbish Tower without moving tenants/ leaseholders and refurbish in Dixon House. L/H contribute net amount to refurbishment	Rehouse all residents (buy out leaseholders) and refurbish to be 100% private units	Demolish Waynflete Square (W) and rebuild 4 storey maisonettes	Rehouse all residents (buy out leaseholders) and refurbish to be 100% private units	Build new 3 storey flats/ podium units	
Existing AH Units	318		43	49	74	70	17	77	0	648
Existing Private Units	64		18	17	6	10	11	3	0	129
Total Demolished Units	142	NB Demolition for this plot is included in CA3 and CA4	61	66	0	0	7	0	0	276
Total Refurbished Units	240		0	0	80	80	0	80	0	
Total New Build Units	118		106	45	0	0	69	0	9	
Proposed AH Units	247		34	18	74	0	8	0	9	481
Proposed Private Units	111		72	27	6	80	61	80	0	346
Total Units	358	0	106	45	80	80	69	80	9	827
Potential Values	Upper Middle		Upper Middle	Upper Middle	Lower Middle	Lower Middle	Lower Middle	Lower Middle	Lower Middle	
Residual Land Value Upper	-£8.3m	-£5.3m	-£13.3m	£1.4m	£0	£5.1m	-£9.4m	£7.7m	-£1.6m	-£23.7m
Residual Land Value Middle	-£12.2m	-£5.3m	-£15.4m	-£1.1m	£0	£2.2m	-£9.4m	£4.9m	-£1.6m	-£37.8m
Residual Land Value Lower	-£16.0m	-£5.3m	-£17.5m	-£3.7m	£0	-£0.6m	-£9.4m	£2.1m	-£1.6m	-£52.0m

Phase 3

In this phase the leisure centre is being built, which completes the regeneration of the Latimer Road area and creates an important new destination and community hub. Should the decision be made to not develop the leisure centre at Bramley Road, but to refurbish the existing facility, the block earmarked for the centre could be developed with housing (see section 8).

Verity Close and Clarendon Walk are demolished. With Notting Barns Park a new neighbourhood green space is created. A new street links Clarendon Road with Silchester Road, and breaks down a major barrier to movement and perception. Cambourne Mews and the former Thomas Jones Primary School are redeveloped with large terraced houses. This phase realises a large proportion of high-end, high-value market housing, which should help the cross-subsidise the building of the leisure centre and other affordable development. During this phase 238 units have been developed or refurbished. This phase has a net cost using current assumptions because of the creation of the new leisure centre.



Fig 14 Phase 3

	CC1	CC2	EA1	EC	ED	WB	Phase
Strategy	Demolish 1-68 Verity Close and build new park including some playing facilities for Secondary School	Demolish 1/2 Clarendon Walk and build 6-8 storey flats	Demolish 1/2 Clarendon Walk and build 6-8 storey flats	Demolish Cambourne Mews and build Large 4 storey terraced houses	Demolish Thomas Jones Primary School and build Large Terraced Houses	Demolish Waynflete Square (E and S) and build new Leisure Centre with 4-6 storey flats lining south edge. Leisure centre likely to include reprovion of health centre and some local retail.	
Existing AH Units	41	0	84	41	0	21	187
Existing Private Units	27	0	20	15	0	19	81
Total Demolished Units	68	56	48	56	0	40	268
Total Refurbished Units	0	0	0	0	0	0	
Total New Build Units	0	86	47	33	52	20	
Proposed AH Units	0	54	17	0	38	20	109
Proposed Private Units	0	32	30	33	14	0	129
Total Units		86	47	33	52	20	238
Potential Values		High	High	High	High	Lower Middle	
Residual Land Value Upper	-£13.9m	11.5m	£19.2m	£73.7m	£27.7m	-£45.3m	£72.9m
Residual Land Value Middle	-£13.9m	2.4m	£10.6m	£55.6m	£20.1m	-£45.3m	£29.4m
Residual Land Value Lower	-£13.9m	-£6.8m	£1.9m	£37.5m	£12.5m	-£45.3m	-14.1m

	CD1	CD2	CD3	CE1	CE2	Phase
Construct	Demolish Kensington Sports Centre (W) and 1-38 Threadgood House and build 4-6 storey flats	Demolish medical centre and Foreland House (N) and build 4-6 storey flats	Demolish Kensington Sports Centre (E) and build 4-6 storey flats	Build new 3 storey flats	Build new 3 storey flats	
Existing AH Units	34	0				34
Existing Private Units	4	0				4
Total Demolished Units	38	0	0	0	0	38
Total Refurbished Units	0	0	0	0	0	
Total New Build Units	140	54	131	4	12	
Proposed AH Units	67	54	50	4	12	187
Proposed Private Units	73	0	81	0	0	154
Total Units	140	54	131	4	12	341
Potential Values	Upper Middle	Upper Middle	Upper Middle	Upper Middle	Upper Middle	
Residual Land Value Upper	£1.0m	-£8.2m	£8.1m	-£0.9m	-£2.0m	-£2.1m
Residual Land Value Middle	-£3.5m	-£8.2m	£2.9m	-£0.9m	-£2.0m	-£11.7m
Residual Land Value Lower	-£8.1m	-£8.2m	-£2.1m	-£0.9m	-£2.0m	-£21.3m

Phase 5

During Phase 5 the remainder of the area is developed. This includes the redevelopment of Camelford Walk, Talbot Walk, Barlow House and Allom House. The community spine is completed and Whitchurch Street connected with Cornwall Crescent.

The remaining development during phase 5 is largely accommodated on the existing street network and some developments may be brought forward, such as the conversion of Nottingwood House (SB), Hesketh and Runcorn Place (SF), or the refurbishment and completion of Talbot Grove House.

During this last phase 610 units are developed or refurbished with a significant majority of private units (45% affordable homes).

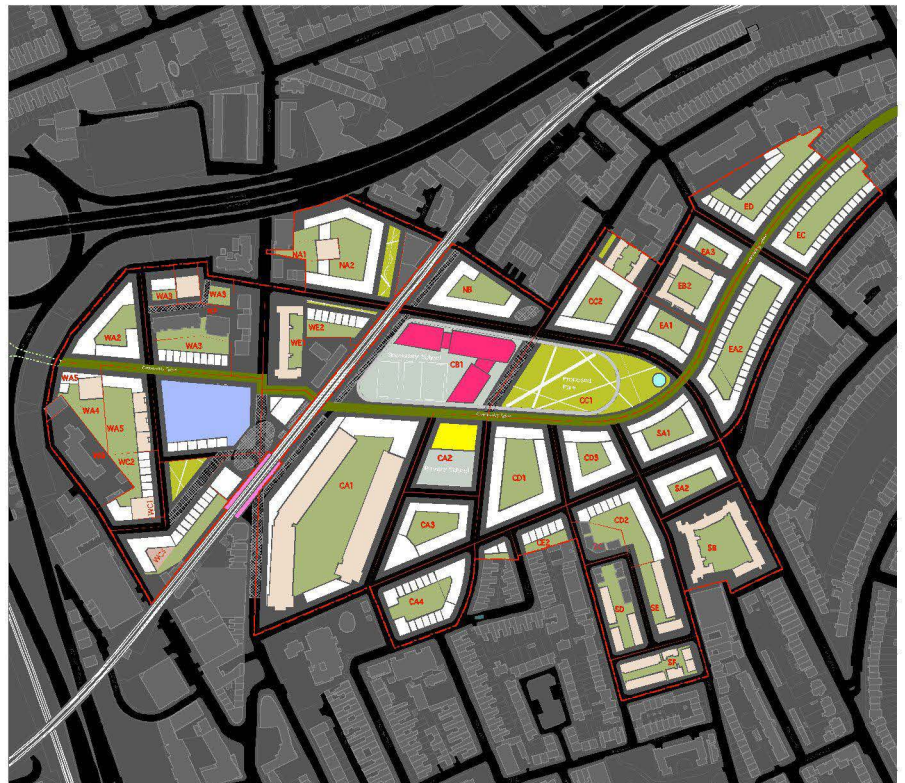


Fig 16 Phase 5

	EA2	EA3	EB1	EB2	NB	SA1	SA2	SB	SC	SD	SE	SF	Phase
Construct	Demolish Camelford Walk and Camelford Court and build Large 4 storey terraced houses	Demolish Talbot Walk and build 4-5 storey flats	Refurbish Social Rented Units without moving tenants in Norland House and Talbot Grove House.	Refurbish Social Rented Units without moving tenants in Talbot Grove House and build 4 storey end of block.	Demolish Whitchurch and Blechynden Houses and build 4-6 storey flats	Demolish Allom and Barlow Houses and build new 5 storey flats	Demolish Allom and Barlow Houses and build new 5 storey flats	Rehouse all residents (buy out leaseholders) and refurbish to be 100% private units	Retained	Retained	Retained	Rehouse all residents of all units in Hesketh Place/ Runcorn Place block other than 228-234 Walmer Rd and remodel for private sale	
Existing AH Units	63	10	27	36	49	37	21	68	Unknown	12	33	58 (mostly hostel units)	414
Existing Private Units	22	8	7	9	2	9	5	32	Unknown	3	3	4	104
Total Demolished Units	85	18	0	0	51	46	26	0	0	0	0	0	226
Total Refurbished Units	0	0	34	45	0	0	0	100	0	0	36	30 (assumed remodelling) plus 4 existing	
Total New Build Units	51	40	0	26	26	97	54	0	0	0	0	0	
Proposed AH Units	0	40	27	62	52	23	26	0	Unknown	12	33	2	278
Proposed Private Units	51	0	7	9	24	74	28	100	Unknown	3	3	32	358
Total Units	51	40	34	71	76	97	54	100	0	15	36	34	636
Potential Values	High	High	Upper Middle	Upper Middle	Upper Middle	High	Upper Middle	Upper Middle	Upper Middle	Upper Middle	Upper Middle	Upper Middle	
Residual Land Value Upper	£112.0m	-£9.6m	£0m	-£5.1m	-£5.7m	£24.6m	-£0.5m	£15.3m	£0m	£0m	£0m	£8.1m	£139.1m
Residual Land Value Middle	£84.4m	-£9.6m	£0m	-£5.1m	-£7.2m	£12.9m	-£2.2m	£8.3m	£0m	£0m	£0m	£6.0m	£87.5m
Residual Land Value Lower	£56.8m	-£9.6m	£0m	-£5.1m	-£8.7m	£1.3m	-£4.0m	£1.2m	£0m	£0m	£0m	£3.9m	£35.9m

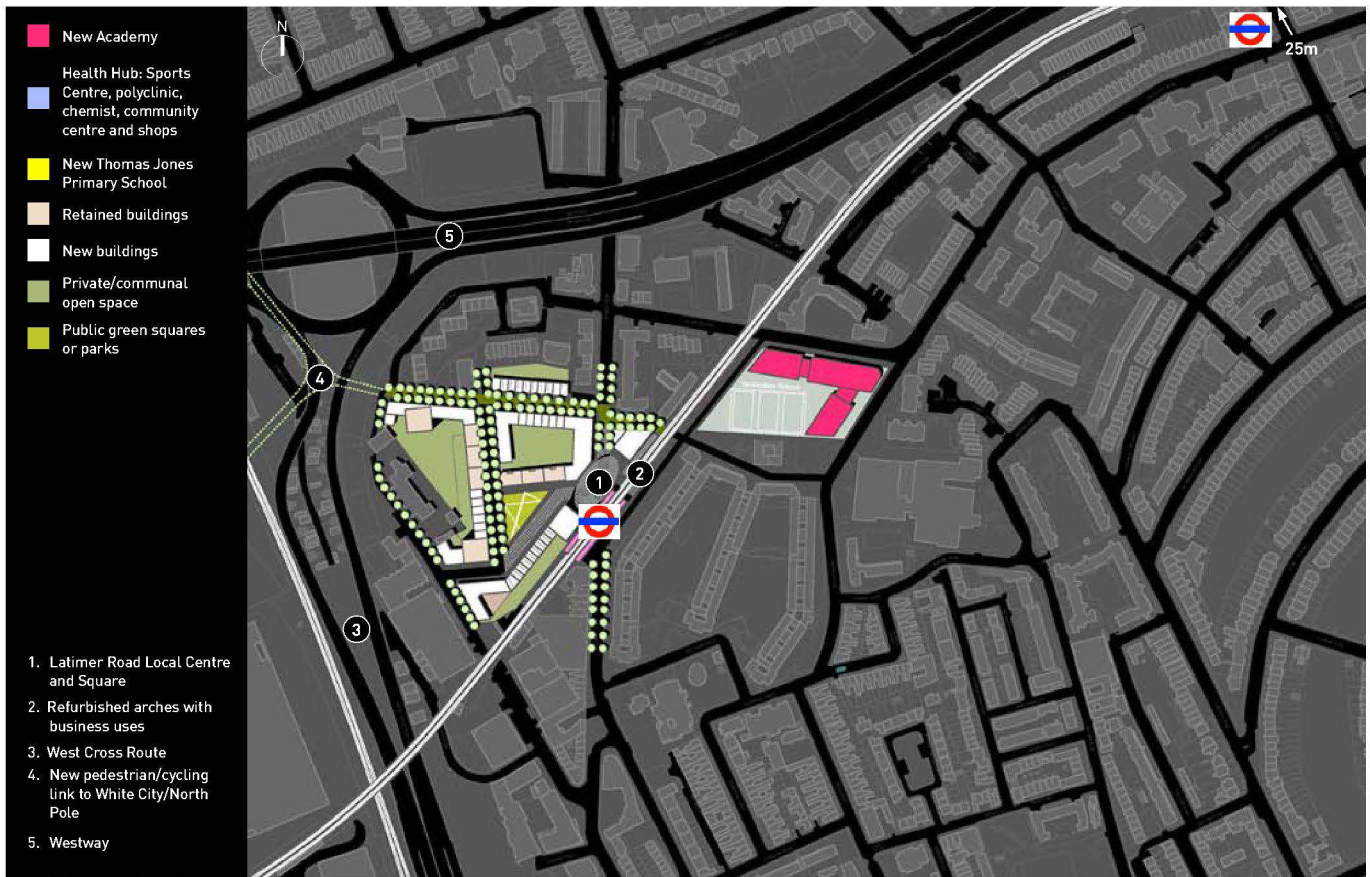


Fig 17 Early Value Option

09 Early Value Option

The Early Value Option focuses on the area west of the Hammersmith and City Line, seeking to increase potential early returns, and considerably reducing the scope of intervention. This would make the project easier to deliver in the short term but would make further development more difficult, would compromise some of vision developed as part of this work. At present this area covers 197 affordable homes and 47 private homes.

This option would create a street-based area west of Latimer Road Station, with selective demolition around Silchester, retaining the towers as they are and constructing several new infill apartment buildings and terraces of houses, many of which would be private for sale. This scheme would reprovide the number of demolished affordable units and in addition provide that 25% of all new homes are affordable (would need to be agreed through the planning process). This results in a scheme that includes 555 homes of which 199 would be retained (167 affordable) and 356 new build (98 affordable). If the 25% requirement were removed then the viability improves.

A new 1,060 pupil Academy would be provided on the site of the existing Grenfell pitches. Should further redevelopment take place, this option would mean that the existing sports centre would need to be retained or moved elsewhere in the area. It also reduces the provision of public open space in the area.

This option would have some positive impact on the local area to the west of Latimer Road and create a more mixed community here through the development of private homes. In delivery terms the project would deliver a net surplus to the council.

However values achieved are likely to be less per unit than the Farsighted option, reflecting the fact that developers are unlikely to bid as strongly for a more piecemeal project. However building could be completed within 5-7 years.

The Early Value Option, does not require relocation of the leisure centre to the western side of the railway line and Latimer Road station. As demonstrated in the table below, this produces a positive residual land value overall because far less affordable new units are developed and the leisure centre is not re-provided on the site.

If the council pursued this option, it would mean that the delivery of future phases would be very difficult without significant up front funding of affordable homes to provide decant units as well as the land to build them on. It would also mean that later phases would need to provide a greater proportion of affordable homes than in the option above, making an overall approach less attractive if this route is chosen at a later stage.

	WA3	WA4	WA5	WB	WC1	WC2	WC3	WC4	WD	Phase
Strategy	Build new 3 storey houses/ podium units	Rehouse all residents (buy out leaseholders) and refurbish to be 100% private units	Demolish Waynflete Square (W) and rebuild 4 storey maisonettes mainly as affordable homes	Demolish Waynflete Square (E and S) and build new Leisure Centre with 4-6 storey flats lining south edge. Leisure centre likely to include reprovision of health centre and some local retail	Rehouse all residents (buy out leaseholders) and refurbish to be 100% private units	Build new 3 storey flats/ podium units	5-6 storey flats & Local Green Space	Demolish office building and build new 10-12 Storey Tower with retail at ground level	Demolish 86-92 (even) Bramley Road and build new 10-12 Storey Tower with retail at ground level	
Existing AH Units	0	70	17	21	77	0	11	0	1	197
Existing Private Units	0	10	11	19	3	0	3	0	1	47
Total Demolished Units	0	0	7	40	0	0	14	0	2	
Total Refurbished Units	0	80	0	0	80	0	0	0	0	
Total New Build Units	22	0	30	88	0	29	82	54	51	
Proposed AH Units	0	70	43	7	77	5	63	0	0	265
Proposed Private Units	22	10	8	99	3	23	18	54	51	288
Total Units	22	80	51	106	80	28	81	54	51	553
Potential Values	Lower Middle	Lower Middle	Lower Middle	Upper Middle	Lower Middle	Lower Middle	Lower Middle	Upper Middle	Upper Middle	
Estimated Residual Land Value	£0.4m	£0	-£6.8m	£3.2m	£0	-£1.0m	£1.3m	£3.8m	£2.9m	£3.8m



09 Conclusions

This work indicates that there is real and tangible opportunity for change in the area if guided by a clear and comprehensive vision. It is clear that a site of this complexity and scale cannot be redeveloped through disconnected interventions. Notting Barns is already a victim of incrementalism. We recommend that a whole-neighbourhood approach should be adopted in order to deliver the quality and long term value required.

The aims of this study were to explore whether the regeneration of Notting Barns has the potential to have a positive impact on physical and social benefits to the existing and future residents of the area.

The farsighted option for the masterplan presented within this report has the potential to transform the social and physical characteristics of Notting Barns in a positive manner. This will be achieved by:

Supporting the Community:

Redevelopment on this scale has both opportunities and threats for existing residents. Regeneration causes real disruption to lives and uncertainty for some. However it also has the opportunity, if well managed, to bring residents together to participate meaningfully in the process of change. It allows them to make decisions that can improve the quality of their lives. Demolition and rebuilding can also offer

Making Connections: Improving movement and access

This project has the potential to overcome the isolation and peripheral nature of the existing estate to create a neighbourhood that is well connected with its surroundings. This will bring a significant number of benefits, not least that the place will become a part of the wider city rather than a social housing enclave. Residents will have better access to surrounding districts and the new network will encourage more walking and cycling. The White City walking and cycling link, in particular will open up new routes and access to the Central Line. The new layout will create a series of attractive and efficient housing blocks that allow for adaptability and architectural richness.

Creating Better Homes: Transforming the quality of life for residents and evolving a mixed community

Many of the homes in Notting Barns require substantial investment to bring them up to modern standards and will require ongoing investment to retain them in this condition. Because of the existing tenure mix and the decline of right to buy, the estate will never become a more mixed and integrated community. This project has the potential to create new housing to meet up to date standards that will improve the quality of local residents' lives, reduce utility bills and be more adaptable to changing needs.

Mixing up uses: An integrated Neighbourhood

The project has the opportunity of creating a new residential neighbourhood with sufficient critical mass to support a wide range of diverse uses. This could include new retail, cafe and employment space around the Latimer Road Local Centre. The new Academy and rebuilt Thomas Jones School and neighbourhood park could create a lifelong learning centre. A new sports centre, polyclinic, chemist and community centre could create a healthy living hub. In all Notting Barns is a unique opportunity to create a new neighbourhood where local people really can walk to many daily facilities as well as having direct access to a good standard of public transport.

Improving Public Life:

The redevelopment is a great opportunity to create streets, parks, squares and gardens that support community development, biodiversity and flood risk management. The plan creates a clear hierarchy of streets and spaces that will support diverse public life and provide for a variety of needs, both active and passive at different times. The public realm could become an integrated part of the overall sustainability concept for the neighbourhood and become an exemplar of landscape performance.

Using Resources Effectively: Developing Kensington and Chelsea's first Zero Carbon Neighbourhood

The whole-neighbourhood approach has the opportunity to consider energy, water and waste management at a neighbourhood level. In particular the mix of uses across the site lends itself very effectively to the creation of neighbourhood level energy production through a new combined heat and power system or similar approach.

Making It Happen: Delivering Change

This work has demonstrated that the comprehensive transformation of Notting Barns is viable. It has also shown how sensitive the potential residual land values are to residential sale values and, in particular, to the potential values for High End flats and houses. To achieve the highest values, the area will need to undergo significant change to improve its visual appearance, to deliver a more balanced community, to create new high quality public realm and infrastructure and to improve security.

If individual sites, or a small number of sites, are parcelled together and sold off, potential residential sale values may not be maximised if developers are not confident that a step change in the quality and perception of the area can be achieved. The sites sold may also have to comply with planning policy in their own right, rather than as part of a wider scheme, and this could affect financial viability.

The Early Value Phase 1 option demonstrates that value could potentially be generated by developing a significant amount of private accommodation on land to the west of Latimer Road station. However, this could have serious implications for redevelopment of the land to the east of the station in accordance with the masterplan. This is because it may not be possible to undertake significant improvements to enhance values and change the context of the area such as through the relocation of the leisure centre, construction of a park and development of significant numbers of new private homes.

Although demand for residential units has suffered over the last 18 months, the masterplan will have a life span of 15 – 20 years. The phasing programme delivers significant amounts of affordable housing in the first two phases to enable decant and demolition to begin. In subsequent phases, a greater percentage of private housing delivers strong returns and the improvements made to the area in the first two phases should help to ensure that values are maximised.

Our experience of procuring developers for regeneration schemes within other London Boroughs suggests that there is demand from consortia for regeneration sites which provide the opportunity for RSLs to deliver affordable housing in the current market downturn and house builders to deliver private market housing once the market has improved.

Another opportunity which should be explored is that the GLA would accept local authorities bundling sites together in terms of the affordable housing provision.

The challenge for Notting Barns will be the delivery of the first two phases which, even in the most optimistic value scenarios, produce deficits. The Council should consider discussing the scheme with the Homes and Communities Agency (HCA), the Mayor of London, the Greater London Assembly (GLA) and the London Development Agency (LDA). The GLA, HCA and the Government have established an HCA London Board, chaired by the Mayor, as a sub-committee of the main HCA Board. The London region has the largest budget of the HCA's regions, with around £5bn to invest during 2008 – 11.

Until recently, the HCA has only provided grant funding for additional affordable units and not replacement. However, we understand that it is now considering providing grant funding for replacement units as well and the Council should explore this opportunity further. It should also explore whether funding is available for the Council to undertake leasehold acquisitions, tenant decant, demolition and/ or infrastructure works which would help to improve the viability of early phases and improve the attractiveness of the opportunity to developers and RSLs.

On the 30th June 2009, the HCA revealed that it would take responsibility for an additional £1.5bn channelled into affordable housing over the next two years following the Building Britain's Future announcement the day before. The money is to be used to build an additional 20,000 new affordable homes on top of the Agency's existing programme. The funding will be allocated through a number of new and established delivery routes including:

- up to £750m for the HCA's approved investment partners – housing associations, ALMO's and private developers – through the National Affordable Housing Programme (NAHP) for around 12,500 new homes;
- up to £500m to kickstart stalled housing and regeneration schemes, to deliver around 4,000 new homes in addition to the £400m Programme announced in April's budget;
- up to £250m for direct development by local authorities of around 3,000 new homes, in addition to the £100m announced in the April Budget; and
- a public land programme for around 500 new homes initially designed to bring new construction players into the housing market using land in public ownership which the HCA and other public

sector organisations would contribute in return for an equity share in the development.

This new injection of funding therefore presents an ideal opportunity for the Council to approach the HCA and its public sector partners to discuss this scheme.

At the same time the government has recognised that councils need to be empowered to make better use of their assets in regenerating their areas. Recent announcements include the fact that councils are now eligible for social housing grant, right to buy receipts can be retained by local authorities if ring fenced for housing and that local authorities can undertake prudential borrowing against future revenue streams.

All these factors point to the real potential for a viable council-led regeneration programme at Notting Barns.

Next Steps

On an estate of this size and complexity it is important to recognise that not all decisions or commitments are required at this stage. The plan presents RBKC with a flexible approach to a whole neighbourhood that will, in reality, take many years to redevelop. Often the task appears so daunting and complex that many projects get kicked into the long grass. However it is our experience that much is possible if RBKC is willing to commence and lead the process. Therefore we recommend taking the following steps :

- Establish appetite for change within various key RBKC departments (property, housing, planning, transport, leisure, education, parks) and elected members, community and other stakeholders such as TfL, Cannons Leisure and others.
- Establish a comprehensive consultation and communications strategy.
- Complete a detailed and up to date stock condition survey.
- Develop a further affordable housing provision strategy that would understand how overall provision in this part of the borough could contribute towards more mixed communities and allow for alternative tenure mixes to emerge. A tenure mix sensitivity analysis could be conducted in order to understand the potential of this approach.
- The assessment undertaken by Urban Initiatives, Urban Delivery and Turner & Townsend has enabled us to assess the financial impact of developing different unit mixes, tenure mixes and housing types on individual sites and across the scheme. However, to assess the implications of rolled up interest, a detailed financial appraisal and cash flow would need to be modelled.

- Conduct a sensitivity test for costs and conduct further cost testing and detailed analysis.
- Conduct further analysis/surveys of the presence of existing utilities and current ground conditions
- Develop a broader utilities/services strategy
- Further work to establish preferred delivery vehicle options for early phases of programme.
- Further design work on preferred phase 1 approach combined with an Outline Planning Application and/or SPD for the area. This could include more detailed design and feasibility work and the establishment of a design guide, perhaps with design codes, that could help to ensure design quality through the construction process.
- Detailed design work on Silchester Garages site with Reserved Matters Planning Application including Design and Access Statement, Planning Statement, Transport Assessment and other studies as required.

Urban Initiatives and Urban Deliver have enjoyed working on this project and are able to provide support in developing further each of these next steps.

APPENDIX 1:
FINANCIAL APPRAISAL
ASSUMPTIONS

Cost Assumptions

Cost of CPO Process and Enquiry:
£1,000,000 at the start of phases 1, 2 and
(£3,000,000 in total)

To estimate the cost of securing vacant possession, we have relied upon the existing unit numbers provided to us by Urban Initiatives.

Urban Initiatives has advised when a property needs to be demolished or needs to be extensively refurbished, requiring vacant possession of all units, both affordable and leasehold.

In accordance with advice provided by RBKC, we have assumed a cost of £10,000 per affordable unit for securing vacant possession.

We have assumed leasehold acquisition costs, see Table A below.

In addition to this price, we have assumed a further 10% payment for home loss and disturbance.

The following costs have been provided to us by Turner and Townsend:

- Site Preparation and Demolition
- New building construction
- Refurbished building construction
- Hard and soft landscaping
- Mains utilities connections
- S.106/ s278 contributions

Please see the attached Turner and Townsend report for its own caveats and exclusions

Turner and Townsend has advised us that its build cost includes preliminaries and that we should allow for a contingency of 5%.

We have also assumed the following costs:

- Professional fees: 12%
- Finance cost: 7% (at any one time, the rate will be incurred on 50% of the costs over a 3 year period)
- Marketing costs: 3% of sales income

We have assumed a developer's profit of 15% of private sales income.

Please note that in addition to the above, Turner & Townsend has estimated a cost of approximately £1.1m for the refurbishment of the Latimer Education Centre.

Revenue Assumptions

We have run sensitivity analysis to assess the following potential residential sales values (£ per sq m) in Table B.

In terms of actual prices, the above figures correspond as follows in Table C.

We have assumed social for rent values of £1,000 per sq m NIA.

We have assumed shared ownership values of £2,500 per sq m NIA.

We have not assumed any Grant funding.

We have not been provided with any retail, commercial or car parking areas to appraise.

The high value sites are at the eastern end of the study area, closest to Ladbrooke Grove and Notting Hill. The upper-middle value sites are generally situated to the west of the high value sites and to the east of the railway line although two proposed new towers immediately to the west of Latimer Road station are also upper-middle. The lower-middle value sites are situated between the A40, the A3220 and the railway line.

We have spoken to a number of estate agents active in the area including Savills, Knight Frank, Strutt & Parker and Hamptons International. The potential estimated sale values for the study area vary significantly and therefore for each value bracket (high, upper-middle or lower-middle) we have run three sensitivities to assess the financial viability of each site in each scenario.

	Studio	1 Bed	2 Bed	3 Bed	4 Bed	5 Bed
Acquisition Price	£200,000	£250,000	£300,000	£350,000	£400,000	£450,000

Table A

	High End Flats	High End Houses	Upper Middle Flats	Upper Middle Houses	Lower Middle Flats	Lower Middle Houses
Upper	£1,250	£1,500	£750	£750	£500	£500
Middle	£1,000	£1,250	£650	£650	£450	£450
Lower	£750	£1,000	£550	£550	£400	£400

Table B

	High End Flats	High End Houses	Upper Middle Flats	Upper Middle Houses	Lower Middle Flats	Lower Middle Houses
Upper	£1.75m	£4.0m	£580,000	£860,000	£380,000	£570,000
Middle	£1.4m	£3.3m	£500,000	£740,000	£350,000	£510,000
Lower	£1.1m	£2.7m	£420,000	£630,000	£310,000	£460,000

Table C

Appendix

1.1 The financial appraisals in the main report exclude the costs of refurbishing social for rent units which are not being demolished and the tenants are to remain in situ.

1.2 The units that we anticipate will require refurbishment with tenant's left in situ are:

- CA1 (part) – Hurstway Road/ Testerton Road (Lancaster West)
- EB1 – Norland House and Talbot Grove House
- EB2 – Norland House and Talbot Grove House
- WA1 – Dixon House
- WE1 – Bramley House
- NA1 – Whitstable House
- SD
- SE

1.3 In Tables A, B and C, on the opposite page, we have added the residual land receipt/ cost for the new private and social rented accommodation (upper, middle and lower value) to the estimated costs of refurbishing existing social for rented units, where the tenants are to remain in situ.

1.4 It should be emphasised that the analysis does not reflect the estimated residual land value for the developable area as a whole. Rather, it is an analysis of each individual site with the totals accumulated. To estimate the residual land value for the scheme as a whole, it would be necessary to undertake a more detailed design, phasing and cost analysis, and a discounted cash flow appraisal.

1.5 The estimated refurbishment costs of the individual buildings are listed on the opposite page in Table D.

1.6 The estimates in Table D are based on a refurbishment cost of £1,600 per sq m for the tower blocks (WA1 and NA1) and £1,200 per sq m for the low and medium height blocks. The base build cost includes prelims and contractor's profit. We have also allowed for contingency of 5%, professional fees of 12% and finance costs of 7%. We have not included a developer's profit.

1.7 Please note that we have not allowed for any public realm, utility, asbestos removal, landscaping or s.106 etc costs. We have also not included any compensation costs that tenant's might be entitled to for disturbance during the works.

1.8 Unit numbers and areas have been provided by Urban Initiatives.

1.9 Please see [appendix 7](#) for a list of our assumptions and caveats.

	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Combined
Upper Value New Build	-£15.6	-£23.7	£72.9	-£2.1	£139.1	£170.60
Refurbishment Costs	-£19.32	-£43.34	£0	£0	-£15.77	(£78.43)
Combined	(£34.92)	(£67.04)	£72.90	(£2.10)	£123.33	£92.17

Table A

	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Combined
Middle Value New Build	-£23.8	-£37.8	£29.4	-£11.7	£87.5	£43.60
Refurbishment Costs	-£19.32	-£43.34	£0	£0	-£15.77	(£78.43)
Combined	(£43.12)	(£81.14)	£29.40	(£11.70)	£71.73	(£34.83)

Table B

	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Combined
Lower Value New Build	-£32.1	-£52.0	-£14.1	-£21.3	£35.9	(£83.60)
Refurbishment Costs	-£19.32	-£43.34	£0	£0	-£15.77	(£78.43)
Combined	(£51.42)	(£95.34)	(£14.10)	(£21.30)	£20.13	(£162.03)

Table C

	No of Units to be Refurbished	Refurb Cost (per sq m)	Base Refurbishment Cost	Contingency & Professional Fees	Finance	Total Costs	Total Costs Per Unit
CA1	190	£1,200	£22.8m	£4.01m	£1.88m	£28.69m	£151,000
EB1	27	£1,200	£3.24m	£0.57m	£0.13m	£3.94m	£146,000
EB2	36	£1,200	£4.32m	£0.76m	£0.18m	£5.26m	£146,000
WA1	74	£1,600	£11.84m	£2.08m	£0.73m	£14.65m	£198,000
WE1	36	£1,200	£4.32m	£0.76m	£0.18m	£5.26m	£146,000
NA1	71	£1,600	£11.36m	£2.00m	£0.70m	£14.06m	£198,000
SD	12	£1,200	£1.44m	£0.25m	£0.06m	£1.75m	£146,000
SE	33	£1,200	£3.96m	£0.70m	£0.16m	£4.82m	£146,000

Table D