

# GREEN MAN LANE

**PROPOSAL STAGE 3**  
**DOCUMENT 1 OF 3**

RESPONSE TO QUESTIONS 4.1 – 4.4 & 4.7 – 4.9







# GREEN MAN LANE

## PROPOSAL STAGE 3

### DOCUMENT 1 OF 3

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**CONRAN&PARTNERS**



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Dear Residents, the project Directors and Team would like to thank you for your time and effort in advising us of your aspirations for the new Green Man Lane estate.

We truly hope that the following information demonstrates that we have listened and understood your needs.

Working together we believe we can deliver a new, vibrant community based development. Residents will be at the heart of the project being offered quality, control and opportunity.

We will work hard in partnership with yourselves, Ealing Council and the other stakeholders to deliver our commitments to you.

Utilising the skills and benefits of our team. A full local management set up within the neighbourhood; a regeneration developer contractor used to being part of the community and delivering; and an outstanding design led by renowned Architects.



**Mark Mitchener** Director, Rydon



**David Price** Director, A2Dominion



**Paul Zara** Director, Conran & Partners



Paul Zara, Mark Mitchener and David Price all actively involved at the residents open day



2.0

What residents have said about our proposals

Gives people space and  
is sensibly laid out

I want yours 200%

The best proposal I have ever seen □ I love it

This one is more interesting  
than last week

*It's great*

The layout of the new estate

True architecture □ brilliant!

Access

**Human scale development**

the plan – want it soon

**All of it**

good parking

Square, crescent, shops, market

the design of the flats, spacious  
for my 5 bookcases and 2 cats

*Overall parking for  
mosque is a good idea*

Community process and emphasis

Like crescent □ in brick

*Impressed about bigger flats*

**green spaces**

**Loved the shops and community  
area, hotel and gym**

The prospect is beautiful

***Great potential to  
contribute to West Ealing***

*Allotments are a very good idea*

**new community centre**

**You are fantastic**

very good, 9½ out of 10

lower density

**Gives people space and  
is sensibly laid out**

***Beautiful design and it  
will change the entire area***

**The rent to buy option**

I am very impressed, I hope it will  
be true 'too good to be true'

**The wider, open streets**

**The proposals for community and  
estate management in the future**

like the consideration  
of the family

**Soft layout**

**Crescent design**

I am delighted that my architects and urban designers have been involved to date with A2Dominion and Rydon's proposals for the redevelopment of the Green Man Lane Estate. It's a large and complicated project and I am particularly pleased that the design work had been praised consistently throughout the process, as this is at the core of what we do as a business.

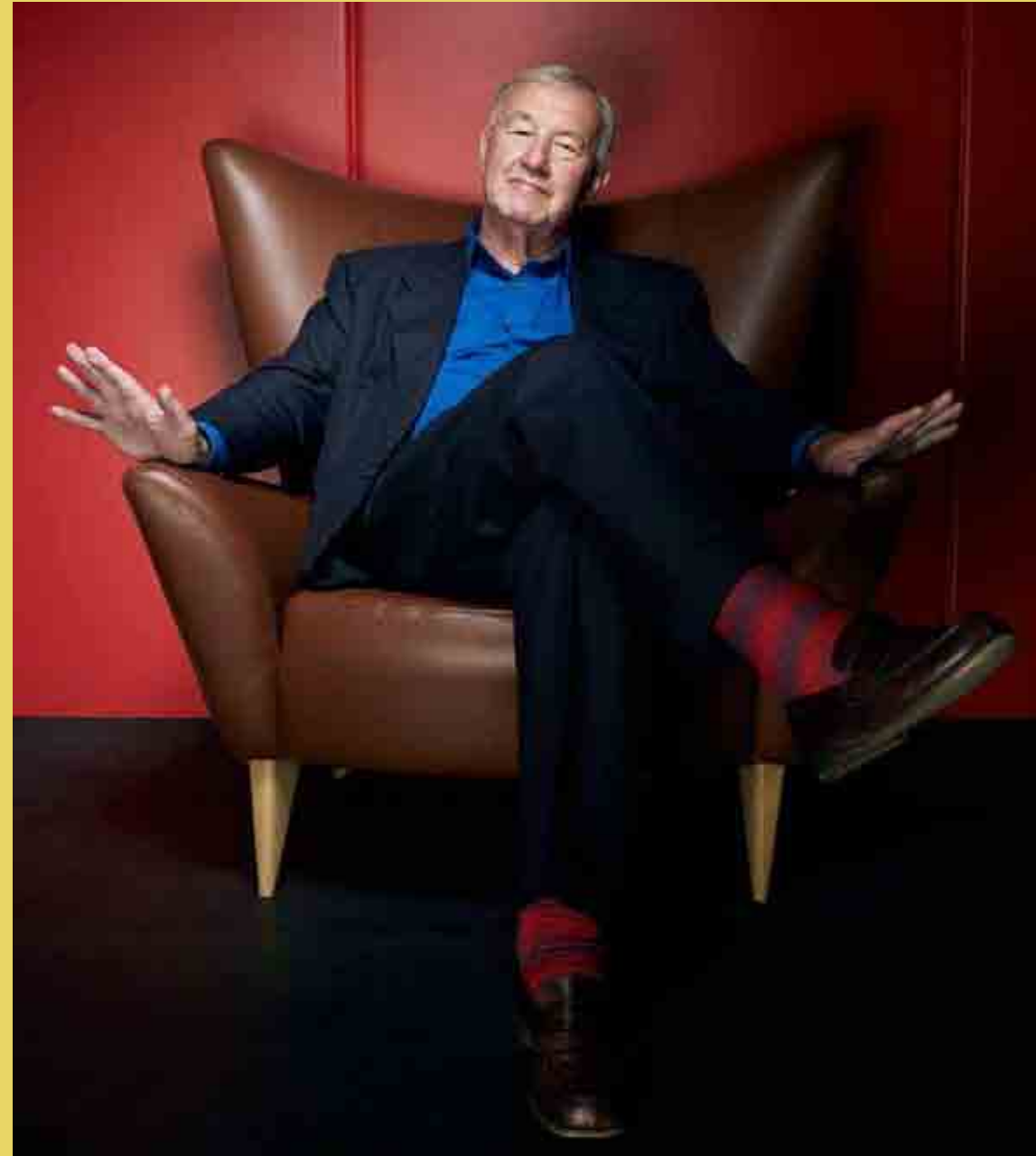
It is such an important project for the Borough that whichever of the two bidding consortia is successful has a huge responsibility. I can give you my personal assurance that if our team is chosen, we will deliver a design of the highest quality, built well and managed professionally.

I have always been passionate about good, intelligent design and the way it can improve the quality of people's lives. We will work closely with the residents to ensure that their new homes at Green Man Lane exceed their expectations and raise their spirits.

Kind Regards



Terence Conran





## 3.2

## A message from Billy

I'm Billy Webb. I am 19 and I moved to the Packington Estate when I was 7. My interests have changed much over the last few years, as I have become a better person and all I want from life is to be happy, have a good job, which I have now. I can actually see a better future for myself.

In my spare time, I now like to go out with my pals at the weekends and go clubbing in the West End. I occasionally go to the gym and think that will be great for the Green Man Lane residents. I also like to go fishing down by the canal, near where I live.

Life on an estate □ Growing up on an estate has been a rollercoaster of ups which are sky high and lows, that can get really low. When I was young I'd get influenced by the 'wrong' people, in the 'wrong' places. This was when I was about 12 years old and as time progressed I started to hang about with people that were older than me and were always up to no good.

As I was younger than them I thought that was the right thing to do, but as I grew up I realised my mistakes and since the age of 16 I've stopped hanging about with the local gangs. I've been to college and got an electronics diploma. After that I eventually got a chance to further myself with the Prince's Trust and Rydon. Things can only get better as I have truly been lucky to get this job, out of 20 young people that did the Prince's Trust course, with Rydon.

About the Prince's Trust and Rydon □ The Prince's Trust helped me so much that if I had not put myself forward I wouldn't be where I am today. I am truly thankful to have been picked for the 2 week starter course, where we did most trades. This taught me so much and I felt a feeling of ambition and desire to achieve bigger and better things. To top it off the company Rydon offered me a life changing opportunity to work as a Management Trainee, where I live. In my eyes, the possibilities of this job and the doors that are now open for me are endless. I truly love working for Rydon. I still have so much to learn, but I know that I will enjoy every minute of it.

Billy Webb

Billy Webb



## 4.1.1

Please describe your vision for the project

**We are delighted to have been given this opportunity by Ealing Council and the residents to present our final detailed plans for the future of the Green Man Lane Estate. We believe the area has great potential and through working with the residents we can deliver our vision to transform the Green Man Lane Estate so that it becomes an attractive, safe and sustainable community where people choose to live.**

From the consultation work we have undertaken so far, we understand the residents' frustration with the current housing on the estate and their desire to undertake significant change. However, we also appreciate that the location of the estate is seen as a very positive issue and we are therefore putting forward proposals that capitalise on this and help to reunite the estate with the surrounding area.

In our vision for the estate we recognise the following as being key to long-term and successful change:

- Security and safety as a priority
- Tree-lined streets
- Community buildings with community control
- Eco-friendly, energy efficient properties
- Many houses with private gardens for families
- High-quality apartments, all with outside private space
- Lots of play-spaces for younger children
- Activities to keep older children and teenagers occupied
- Places for the elderly to enjoy
- High-quality management services for all residents
- Opportunities to be educated and to learn new skills
- Public squares for community focus and to promote fun activities
- Clearly defined through routes which are easily accessible for pedestrians and cyclists
- New vehicle routes which balance access and parking requirements with public safety
- Accountable estate managers with offices a short walk from Green Man Lane
- A range of employment opportunities
- High-quality materials used throughout the buildings and landscaping
- Involvement of established local community groups, such as EASE, to ensure that facilities are well managed and relevant

To ensure success with our proposals and to provide a criteria against which our vision can be assessed we have prepared a set of 12 commitments under section 4.14. In addition, section 4.2.3 describes in more detail our specific design vision for the scheme.

**“The design is beautiful.”**

Ayan Hassan, 26 Melrose

We believe our proposals successfully address these issues, but we recognise that there is further work to be undertaken post selection, working with residents and other consultees to ensure that these are delivered. It is essential to us that the residents and Ealing Council share our vision and we understand the hard work and commitment that we will need to continue to offer to ensure that this becomes a reality.

To ensure success with our proposals and to provide criteria against which our vision can be assessed, we have prepared a set of 12 commitments under section 4.1.4. In addition, section 4.2.3 describes in more detail our specific design vision for the scheme.







Bird's eye view of proposals



#### 4.1.2

### Please summarise what your partnership has got to offer to residents

A2Dominion's Head Office is only a few hundred yards from Green Man Lane and this will be a vital element in ensuring a successful development with ongoing close relationships with residents. This will ensure that residents become part of the best quality team to ensure deliverability of the shared vision for the new Green Man Lane Estate.

Rydon and A2Dominion, working with Conran & Partners, have joined together to bid for this opportunity because we believe we have the experience, capacity and desire to turn the aspirations and vision for Green Man Lane into reality.



“Our team incorporates a local housing group who are happy for residents to set performance standards and hold us to account if we fail to deliver; one of the country’s leading regeneration contractors who not only build quality buildings but also know how to deliver within existing communities; and an innovative and stylish architect to create a design that will enhance not just the existing estate, but the whole of West Ealing.”

We have:

- Experience of resident empowerment and support at all levels when embarking on a project of this nature.
- Experience and evidenced success in architectural, construction and housing management ability.
- Ability to effectively consult and work in true partnership with residents at all stages of the development.
- Experience and knowledge of how to maintain a positive and professional relationship with all members of the community, whether they choose to be very active in the process, choose to keep up to date every now and then, or are difficult to reach.
- A comprehensive package of support for residents moving home. We will work closely in partnership with residents and Ealing Council to identify residents who may need additional support to deal with the many practicalities and concerns related to moving home.
- A variety of financial options for leaseholders, with officers dedicated to working in partnership with Ealing Council during negotiations with leaseholders.
- A reputation for taking a partnering ethos to our work which promotes openness and honesty.
- Strong financial standing and a proven ability to deliver in times of economic uncertainty.





Rydon - Packington Estate, Islington



### 4.1.3

#### What resources will you commit to partnership and consultation working?

As a team, A2Dominion, Rydon and Conran & Partners have already committed, and will continue to commit, senior and experienced staff to the project. Our core team has existed from the early competition stages and it is intended that these people stay on the project throughout, giving familiarity to the residents and the council and consistency of thought and knowledge. We believe that this is the only way to ensure that the project vision is carried through to completion.

Under section 4.5.1, we set out in detail the personnel associated with our team and the advisors whose knowledge and support we will draw from. However, a summary of the team can be seen as follows:



Children learning about site safety and getting involved

“A strong committed team who will guarantee a successful partnership”

- Three Project Directors to help make up the Regeneration Board, providing the strategic vision for the project and management direction
- A Principle Manager for the project to co-ordinate the activities of the sub-groups
- A team of six Project Managers who will lead discussions within each of the sub-groups and report back through the Principle Manager
- Sub-groups, to include
  - Management Partnership
  - Community Partnership
  - Design Partnership
  - Re-housing and Relocation Partnership
- A team of eight Project Advisors to provide expertise on specific areas
- A dedicated Neighbourhood Manager
- A dedicated Community Enterprise Manager
- A dedicated Caretaker for the Estate



In addition to personnel, we will also commit the following resources to the project:

- **A local and experienced Housing Management Team based at Sinclair House on Drayton Green Road**
- **A Construction Delivery Team experienced at working in existing communities and amongst occupied buildings**
- **A high quality Design Team through Conran & Partners architects**
- **A dedicated Resident Liaison Team**
- **An in-house Legal Team**
- **Independent cost consultancy and auditing advice**
- **A commitment to seek positive solutions should any conflicts of interest arise**
- **Support with childcare to facilitate residents being able to attend specific partnership or consultation meetings**
- **Opportunities for employment, work experience, training and personnel development**
- **Ensuring that consultation facilities are accessible**
- **Continuation of the Estate Worker role**
- **Accommodation for partnership and resident consultation meetings within the site complex**

In addition to committing these resources, our team commits

to continuing negotiations in an open and non-hostile way. We appreciate that if selected there will be many detailed legal and financial points to agree and secure through a range of agreements. Our intention in those negotiations will be to find a solution that works for all parties and with that in mind we will remain open to new ideas and flexible when looking at issues.



Dedicated resident liaison team



Consortium directors at the Green Man Lane Residents open day

#### 4.1.4

How will you guarantee the commitments made to residents in this brief will be delivered and not rolled back?

We have identified 12 commitments that we feel will provide the residents of Green Man Lane with an amazing place to live. We have spent time drafting these and have reviewed them against the feedback we have had through the consultations undertaken to date. Our commitments are as follows:

“12 commitments to guarantee an amazing place to live ☐ enshrined in a residents' charter.”

- 1 Building a team to deliver with **residents** at its heart.
- 2 A place where people want to **live and work**.
- 3 Creating **new facilities** for a lasting community.
- 4 Excellent **local** management team working with you.
- 5 **Safer** streets and open spaces.
- 6 Link new streets back into **wider neighbourhood**.
- 7 **Bigger and better** homes with your own outside space
- 8 **Brick** homes built to last.
- 9 Creating jobs and training for local people.
- 10 **Cheaper** to run homes.
- 11 Understanding the residents' ☐ needs and offering **more choices** of where to live
- 12 A **realistic and viable** scheme

These commitments have been carefully considered throughout the development of the bid stages. They have been checked and re-visited. These commitments are achievable and sustainable throughout the duration of the project.

If selected, our first job will be to work with residents to draw up a residents' charter, detailing how they want us to deliver on these commitments. The residents' charter will then be reviewed throughout the development and operational phases of the project and can be used to measure and track our performance.

Of particular importance at this time is that both A2Dominion and Rydon can demonstrate their financial stability, and we have prepared a proposal that is financially realistic and we are confident that we have allowed sufficient budgets to deliver on these bid proposals. Furthermore, A2Dominion and Rydon will be involved with the management and maintenance of the estate for many years after the completion of construction. To that end we are committed to creating quality buildings and public spaces which work not just on day one, but which will continue to work for many years to come.

“We asked them (A2Dominion) to provide a better place for our children to play. They talked with us a lot and did exactly what we wanted. Now there are lots of smiling faces and our children are happy.”

**Martha Darkwah** – Queen Charlotte's Resident, Hammersmith





#### 4.1.5

### How will your proposals promote a sustainable community within the new neighbourhood?

We understand that for a community to be successful in the long term, a range of different economic, social and environmental measures need to be adopted from the outset of any regeneration proposal. As such, our team will work on many levels to promote a sustainable community within the new neighbourhood.

We have provided details under section 4.1.3 of how we will resource the project and this will allow us to contact everyone on the estate and involve them as much or as little as they wish in the design of the scheme and its facilities and services. By accurately assessing people's needs, we will be able to make the proposals relevant to the community which will help to ensure long term success.

We will ensure that the process of developing the new neighbourhood will offer opportunities for existing residents to undertake training, learn new skills and secure job opportunities through personalised development plans. Then, once built, it is vital that the buildings provide the space for residents to meet, play, work and learn within the new neighbourhood and that the necessary community support is provided to ensure that these facilities remain viable and well managed. This will be achieved through talking to the residents throughout the design process and working with community experts such as Ealing Community Network and EASE.

Finally, the design of the building will address the principles of environmentally friendly design and construction. Key features will include:

- **We will build the scheme to the Code for Sustainable Homes Level 4, which is above and beyond the current standard requirements for new house building**
- **We will provide 20% of the scheme's energy on site from renewable sources**
- **We are working with *Fontenergy* to develop a community heating system for the estate which will deliver cheap and sustainable energy for the new development. We will use our share of the company which delivers that energy to ensure that residents have a direct say on the running of the system. Further details of our proposals for this are attached at appendix 3**
- **We will provide green roofs to promote ecological diversity and minimise surface water run-off**
- **We will explore a number of different methods for recycling water and ways to help residents minimise usage**
- **We will provide dedicated recycling facilities and covered and secure cycle parking**
- **We will undertake a green travel plan which will set clear proposals for pedestrian and cycle routes, the promotion of public transport and the provision of an on-site car club**
- **We will incorporate a mix of different uses to ensure that residents can enjoy community and recreational activities on the estate**
- **Rydon is a founder member of One Planet Products and we will use them to source energy and water-saving components competitively**

“A safe, prosperous and healthy community, a community where everyone has the right to the same opportunities, freedom and respect”



Learning new skills with Princes Trust and the local community

One Planet Products is an award-winning, not-for-profit social business and is managed as a member-led club. It enables members to specify and purchase environmental construction products, materials and services more cost effectively and easily, reducing the environmental impact of developments. Rydon Construction is one of the founder members of the organisation.



ONE  
PLANET  
PRODUCTS®



## 4.2 Design and Redevelopment Proposals

### 4.2.1

#### Please describe the key design issues proposed in redeveloping the estate?

The Green Man Lane Estate has a number of key problems which need to be urgently addressed to ensure the long term sustainability of the neighbourhood. Having now spent some time listening to the needs of the residents and Ealing Council, we have identified the following issues as being paramount to the success of the redevelopment and as being key to the design of the evolving master plan:

- The current low perception of the Green Man Lane Estate. This requires a positive change to instil civic pride in the new development.
- The need for an aspirational character and identity that can be a stimulus for change, providing a focus for investment and interest. People will then want to live at Green Man Lane and inward investment will follow.
- The elimination of the complex and problematic pedestrian and vehicular routes and the unsafe, unmonitored areas which are linked to problems on the current estate. To address this we will improve through routes for pedestrians, cyclists and motorists.
- The rebuilding and reinforcement of links and connectivity to the surrounding neighbourhoods. This includes improving the link to Drayton Park to the north, West Ealing train station to the east and The Broadway to the south. We have investigated measures to improve Jacob's Ladder so that it is more secure and welcoming for both pedestrians and cyclists and we have discussed our proposals with Network Rail and local police. We have also looked at the vehicular and pedestrian links connecting the estate with The Broadway to help the broader regeneration of the area as a whole.
- The focus on 'place-making' by creating a sense of place, order and identity. It will be a new neighbourhood to help the community grow and thrive, and integrate the Estate with the rest of West Ealing.
- The community's character and ambition for the form, layout, style and materials of the new buildings, and understanding what people really want, through stakeholder engagement and community participation. The style of the new buildings, their layout, shape and look is very important.
- Public and private spaces, clear fronts and rears □ removing hiding places and incorporating natural surveillance and monitoring.
- Creation of new public spaces with differing and clear identities, purposes, variety and vibrancy.
- A mix of homes for all budgets, size and type of dwelling □ catering for existing needs as well as producing variety and a tenure mix that suits a sustainable community. The use of generous space standards for the new homes (Parker Morris plus 5%) for the existing residents and every home to have private outdoor space.
- The dwellings to be tenure blind, with a consistent quality and appearance and differing tenures integrated across the development to promote a coherent and inclusive community. All homes will look the same and each street will include a mix of different tenures, providing homes for people with different budgets.
- The need to create a sustainable community where people want to live and work, both now and in the future. The overall design which we are proposing will be capable of delivering all of the above in a coherent manner whilst minimising disruption to existing and new residents through considered decanting and phasing strategies. A clear programme of works to help people move in to their new homes will be in place.

“A mix of homes for all budgets.”

“Building to a human scale.”



“The character of the area transformed.”

#### 4.2.2

### What is your approach toward density, height and massing of the redevelopment – what limits can you put on these?

In our approach we have tried to create a diverse new neighbourhood, without resorting to a very high density of development on the site. Instead, we have focused on creating a sustainable mix of tenures and uses which link well with the surrounding streets. All new homes will have generous space standards (Parker Morris plus 5% for existing residents) and all will have their own private amenity space, with a terrace, balcony, patio or garden.

Generally, we have proposed lower densities adjacent to the existing communities to the west and north, where we have located large family houses with back gardens which border gardens of existing houses. These are two to three storeys in height. Densities gradually increase to the south of the estate and around the new public spaces, broad boulevards and crescents, in line with GLA planning density guidelines, and are generally four to seven storeys in height.

Our preferred option (including the school) has a density of 147 dwellings per hectare/445 habitable rooms per hectare. The limits we have given ourselves ensure that the streets and squares are light and bright and that the buildings have a human scale.

We rise to a maximum of eight storeys in isolated areas (this is four storeys lower than some of the buildings which neighbour the estate) and we will not look to go above eight storeys with our proposals.

The scheme reintroduces an historic street pattern, with public squares and strong street frontages which give a character and presence of an appropriate scale. Once the development is completed we believe that the Green Man Lane area will be fully integrated into the surrounding area and the residents of West Ealing will once more freely walk, cycle and drive through the area.

#### 4.2.3

### Please describe your design vision for the scheme

Essential to the design vision is the need for the project to be successfully delivered now and in the future and for people to be enthused by the quality of the new homes, community facilities, open spaces and commercial buildings.

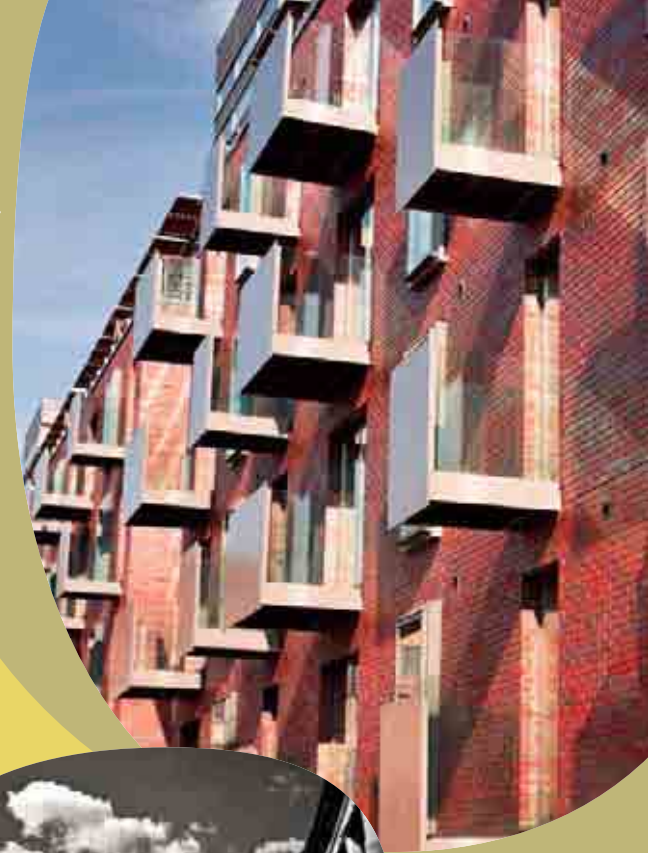
In our design, there are streets of houses and apartments, solidly built, with private gardens and play areas for children nearby. Walking north from the new Singapore Triangle there is the sweeping curve of the pedestrianised brick crescent, with further streets and avenues radiating from this central spine. The crescent will feature a range of play spaces and will include a mix of planting and hard landscaping to help provide a vibrant street scene.

The north square will provide a further focus for community and youth facilities and will play a role in greater integration with St John's School.

All of the houses and apartments will feature large windows, maximising southern aspects, with safe, overlooked entrances, balconies with glass and metal balustrades and timber handrails. The character of the area will be transformed using high quality traditional materials, typical of the best London streets. Our aim is for residents old and new to be delighted to live in the new development and we have taken care to ensure that there are a range of different homes to suit every budget.

We have included a range of facilities which can provide access to employment, education and leisure activities, with the overall aim of ensuring that residents feel better connected to the surrounding area and local economy. From a social, economic and environmental perspective, the redevelopment encourages sustainable living and people of different backgrounds and ages to feel good and positive about their futures because they are able to live happy, healthy and safe lives.

Vantage Quay, Manchester



Royal Crescent, Bath

The excellent work to date carried out by Ealing Council and the residents has helped us to define how best to redevelop the Green Man Lane Estate. This was reinforced when Rydon and A2Dominion met some of the residents at the scheme visits on 19 August 2008 and at subsequent meetings and the very useful open day event. We have been very mindful of the feedback we have received from these events and have tried to incorporate these in our vision.

#### 4.2.4

### Please provide details of your redevelopment proposals, identifying residential, commercial, community or other uses.

The details of the proposal are contained within the drawings and sketches in this submission, illustrating the variety and mix of accommodation and how it is laid out across the site. A full set of drawings can be found in the supporting information section.

In essence, the scheme is primarily residential, with housing to suit the widest variety of needs and tenures. We have been careful to provide a range of different unit sizes within each of the tenures, to promote a diverse and sustainable community.

To complement the residential accommodation we have also been mindful to ensure that there are opportunities for leisure, employment and learning. Therefore, there are new community facilities, community space, public squares and play spaces, safe streets which discourage traffic and new high-quality landscaping, all designed to ensure safety, security and a high quality built environment. We also have proposals for sharing facilities between the community uses and the school and further potential tie ups between the community uses/and a potential extra care facility, and which could help community use/school will keep the running costs down and help the community business plan.

Facilities for the residents will include:

- **A multi-use games area controlled by the community centre**
  - **360m<sup>2</sup> of community facilities, such as meeting rooms, "exible sports/function hall, reception**
  - **Classrooms for learning and skills development**
  - **200m<sup>2</sup> of enterprise units, to assist start-up businesses**
  - **120m<sup>2</sup> community café**
  - **CCTV to monitor the public areas on the estate**
  - **1000m<sup>2</sup> low-cost gym**
  - **Young peoples facilities**
  - **Childrens play space**
  - **New public parking, both on street and secure underground parking**
  - **Allotments**
  - **A quiet block for residents over 55 with dedicated outside spaces**
  - **A ribbon park and landscaped squares and courtyards**
- We also have further variant proposals that include:
- **A new school, playground and wildlife area, funded through the cross subsidy development of further mixed tenure housing**
  - **Elderly care/extra care facilities, including a tranquil day lounge and shared kitchen with the community café**
  - **A new supermarket with underground car parking**



#### 4.2.5

### Please provide an assessment of your scheme against Building for Life Criteria

Building for Life is the national standard for well-designed homes and neighbourhoods. It promotes design excellence and celebrates best practice in the house building industry.

The twenty Building for Life criteria embody a vision of functional, attractive and sustainable housing which can improve social wellbeing and quality of life by:

- reducing crime
- improving public health
- easing transport problems
- increasing property values



#### Green Man Lane, Ealing

#### Rydon, a2dominion, Conran & Partners

Building for Life assessment  
Richard Mullane, Director, Living Projects. February 2009

ENVIRONMENT AND COMMUNITY	5
CHARACTER	4
STREETS, PARKING & PEDESTRIANISATION	4
DESIGN AND CONSTRUCTION	4.5
POTENTIAL TOTAL SCORE	17.5
POTENTIAL GOLD STANDARD	

“It’s a great scheme □ potential gold standard”

Richard Mullane – Building For Life Assessor and one of the original authors of the Building For Life Standard



We have asked Richard Mullane to produce an initial assessment of our proposals against the Building for Life criteria

Richard is Director of Living Projects, a company set up to deliver challenging, cost effective, educational films for the built environment. Living Projects also works on research and planning consultancy.

Before Living Projects, Richard spent 8 years establishing Design for Homes, a leading information and research body set up to push for quality delivery in UK housing. He has managed the Building for Life awards entries and been a Building for Life assessor for over 4 years, visiting countless sites across the UK and Europe for assessment, learning tours, research and conferences.

The following represents Richards' Building for Life assessment of our proposals:

## 2 Is there an accommodation mix that reflects the needs and aspirations of the local community?

A full range of unit types are proposed, from one to four bed apartments, two to four bed maisonettes and two to three bed townhouses. While the new scheme will reduce the number of existing one bed units on the estate, the balance of units proposed to replace them, with a greater range of unit sizes, should make for a more sustainable community with changing demographic demands in the long term.

The proposed designs will provide separate access for affordable/private blocks and apartments for ease of maintenance and ingoing service charge differentiation. The aspiration to provide tenure blind homes across the site is excellent. **Provisional score: 1**

## 3 Is there a tenure mix that reflects the needs of the local community?

The proposed tenure mix is broadly in line with LB Ealing UDP requirements and local needs assessments. A range of tenure provision is balanced between affordable rent and outright sale with a smaller proportion of shared ownership. The shared ownerships units are proposed with the flexibility to incorporate variations in rent/ownership for existing estate leaseholders who transfer to this tenure.

For outright sale units, the aspiration to minimize the potential for buy to let investors and to sell to owner occupiers is good. **Provisional score: 1**

## Character

### 1 Does the development provide (or is it close to) community facilities, such as a school, parks, play areas, shops, pubs or cafés?

Green Man Lane Estate is within 800m of a full range of existing community amenities, such as a school, shops and a public library, but also provides plenty of great new mixed use facilities, such as hotel, cafes, gym and retail, as well as play and public amenity outdoor spaces. If viable, the mixed use units and introduction of a market on Singapore Sq market would add excellent new amenity and job creation opportunities for the wider community.

The proposals provide excellent framework to foster community engagement and development, including facilities for neighbourhood forums and skills training. Potentially for a dedicated Elderly Care facility for a high proportion of elderly residents would be an excellent additional ongoing support facility for the community. **Provisional score: 1**



#### 4 Does the development have easy access to public transport?

Public transport is easily accessible from the site. West Ealing station is a short walk and the nearest bus stop is a maximum five minute walk from any part of the site. In addition, the proposal to set up and support car pooling and car clubs is excellent. **Provisional score: 1**



#### Roads, parking and pedestrianisation.

#### 6 Is the design specific to the scheme?

Still mindful of the need to service dwellings (refuse, deliveries, maintenance, parking etc.), vehicles are subservient to pedestrians and the building layout takes priority in the new development. The buildings are appropriately scaled and create well-defined streets and spaces which are attractive, user-friendly, and will improve residents' quality of life. The necessary road infrastructure does not dominate the proposals. However, it connects to the existing road network and public transport infrastructure and treats highways as high quality streets incorporating appropriate levels of parking, making it easy for people to walk, cycle or push a buggy or wheelchair to where they need to go. **Provisional score: 1**

#### 5 Does the development have any features that reduce its environmental impact?

A brownfield site using existing city infrastructure provides the opportunity to minimise the overall carbon footprint of the development.

An array of 'green' elements are proposed, such as micro renewables, on site CHP, waste reduction and water use reduction through SUDS and grey water recycling. Once fully costed, it is crucial that these choices are researched, refined and specified to maximize the long term site specific efficiencies and maintenance of any technologies deployed.

A commitment to adhere to the One Planet Products principles, including local supply chain efficiencies, WRAP to minimize construction waste and to support the creation of a healthy, long term community, is excellent. **Provisional score: 1**



#### 7 Does the scheme exploit existing buildings, landscape or topography?

The proposed regeneration of the estate involves the demolition and rebuild of a new neighbourhood on a brownfield site. Dean Hall will potentially be retained and refurbished for community use. Mature trees will be retained and historic street patterns reintroduced to create a more frequent, safer flow of people through the site. **Provisional score: 0.5**

“Conran & Partners were the only architects in the UK to receive two silver Building for Life Awards for their work in 2008.”





Royal Crescent, Bath

## 8 Does the scheme feel like a place with a distinctive character?

The mix of uses and variation in massing of blocks and elevation details should provide a range of buildings with distinctive characters. A combination of crescents, squares and boulevards forms a tried and tested urban design solution, which will also incorporate distinctive character areas, such as the Avenue Crescent linear park. The design of the space between the buildings, if robustly built and specified, along with a successful mix of uses in outdoor spaces will underpin the overall character and energy of the place. **Provisional score: 1**

## 9 Do the buildings and layout make it easy to find your way around?

A mix of building types and avenues leading to a range of focal point spaces, such as play areas, squares and the crescent park, should make way finding a pleasant and engaging experience.

It is beneficial that the massing of both crescent blocks are permeated to help pedestrian desire lines and prevent them acting as a barriers to movement. **Provisional score: 1**

## 10 Are streets defined by a well-structured building layout?

On the whole a very strong building layout, using robust urban design principles, create crescents, avenues and squares, which define the streets and provides secure, active street frontages with private calm outdoor spaces to the rear.

The revised plan contains two areas that will need particular attention in the build quality and design details: The internal parking court of the crescent block, which will have to deal with passing pedestrian and cycle traffic as well as tidily accommodate cars, landscaping and services; and the back garden fence interface with MUGA and school grounds, which needs to successfully separate school children from overlooking while keeping the spaces safe for school children and visible to school teachers. **Provisional score: 0.5**



Proposed Singapore Square and Avenue Crescent extract from masterplan





12

Is the car parking well integrated and situated so it supports the street scene?

Parking is provided on street to enhance natural traffic calming and to promote activity to and from front doors. Parking underground is also proposed to provide an ample supply of parking spaces to prevent cars overwhelming the street. The parking court within the crescent block might become problematic, encouraging some residents to enter their homes through their back gardens. Design detail and specification of planting, bin stores and other services alongside parking courts proposed within the crescent block would need special attention to ensure that these are pleasant, safe, productive spaces that are easily maintained. **Provisional score: 0.5**

## Design and construction

11

Does the building layout take priority over the streets and car parking, so that the highways do not dominate?

The building layouts are drawn from robust urban design principles, with the massing of buildings defining the streets. Aspirations for the natural traffic calming and the balance of priority for cars, cyclists and pedestrians within the site, including a homezone, are excellent. Positive reaction to date from highways engineers should prevent a mixed outcome. **Provisional score: 1**



## 13 Are the streets pedestrian, cycle and vehicle friendly?

A clear hierarchy of streets for vehicles, bicycles and pedestrians is proposed. A homezone is planned and a variety of appropriate materials proposed to differentiate road surfaces. Road layouts are designed with nibs and obstacles to naturally calm traffic. The site links to London Cycle routes and blocks and crescents are permeated to minimize dead ends and to allow natural pedestrian flows. **Provisional score: 1**

## 14 Does the scheme integrate with existing streets, paths and surrounding development?

Positive route integration is a theme running through the masterplan. Densities reduce at the edges of the site, with family homes planned adjacent to an existing two storey neighbourhood. Sensible densities and building heights are proposed and designed to fit within those of the existing area.

The introduction of new dedicated pedestrian and cycle routes alongside linked roads for traffic should encourage safe passage of pedestrian and cyclists from neighbouring communities. The wider regeneration strategy to improve links to parks near to the site and between the Broadway and Endsleigh Road is excellent. The proposal to improve the design and safety of the existing pedestrian rail bridge and its access stair entrances on both sides of the railway is crucial.

**Provisional score: 1**



15

### Are public spaces and pedestrian routes overlooked and do they feel safe?

The design proposals highlight active frontages, with front doors and windows opening onto streets with bay and corner windows increasing a sense of surveillance and on-street safety. Public spaces are proposed as well designed and maintained overlooked pleasant spaces to encourage footfall and an increased sense of safety.

The proposal to open up the crescent block to provide public thoroughfare is positive provided that the space is robustly designed to define public and private space. Particular attention will need to be paid to this semi public space to avoid a potentially confusing zone of tarmac, services, bin stores, cars and back garden fences. The proposal incorporating Dean Hall might encourage volume of people to increase safety in the space, as well as breaking it up to include a pleasant entrance and a higher proportion of landscaping. Attention would also be needed to ensure that the interface of potentially blank rear back garden fences facing onto the school grounds are dealt with to maintain security for residents and safety for school children.

**Provisional score: 0.5**

17

### Do the buildings exhibit architectural quality?

The proposals suggest a variety of buildings with unique elevations and a commitment to detailed functional design and robust materials. With such a positive, open urban design layout, it will be crucial to design robust, defensive but sociable buildings interface at street level along public routes. The proposed space standards at Parker Morris + 5 %, as well as a commitment to Lifetime home standards are excellent, as is the commitment for every home to have a useable private outdoor space, either in balcony or garden.

Aspirations for green roofs are good, subject to detailed assessment at design and build stage to minimise long term maintenance issues. Proposals to use core and lift access to limited doors off landings, will limit monotonous long internal corridors and should allow for dual aspect apartment floor plans with the maximum of day lighting. **Provisional score: 1.**



Historical street map, 1854

## Environment and community

16

### Is public space well designed and does it have suitable management arrangements in place?

The proposals include a variety of excellent proposals for both community and longer term management of mixed tenure properties. The proposals include a commitment to quality place-making in public spaces, provided that robust on-street furniture crucial for play and reflection areas is provided.

The relocation of the A2Dominion office adjacent to site ought to provide excellent visibility and approachability for residents for ongoing social and maintenance upkeep. The proposals include a dedicated Neighbourhood Officer Income Officer and Environment manager to underpin the management of the community development. With a range of uses and long term investment strategies, the development team are naturally incentivised and committed to delivering well designed, durable public spaces, with an investment in long term ongoing management. **Provisional score: 1**



Aerial view of Green Man Lane



## 18 Do internal spaces and layout allow for adaptation, conversion or extension?

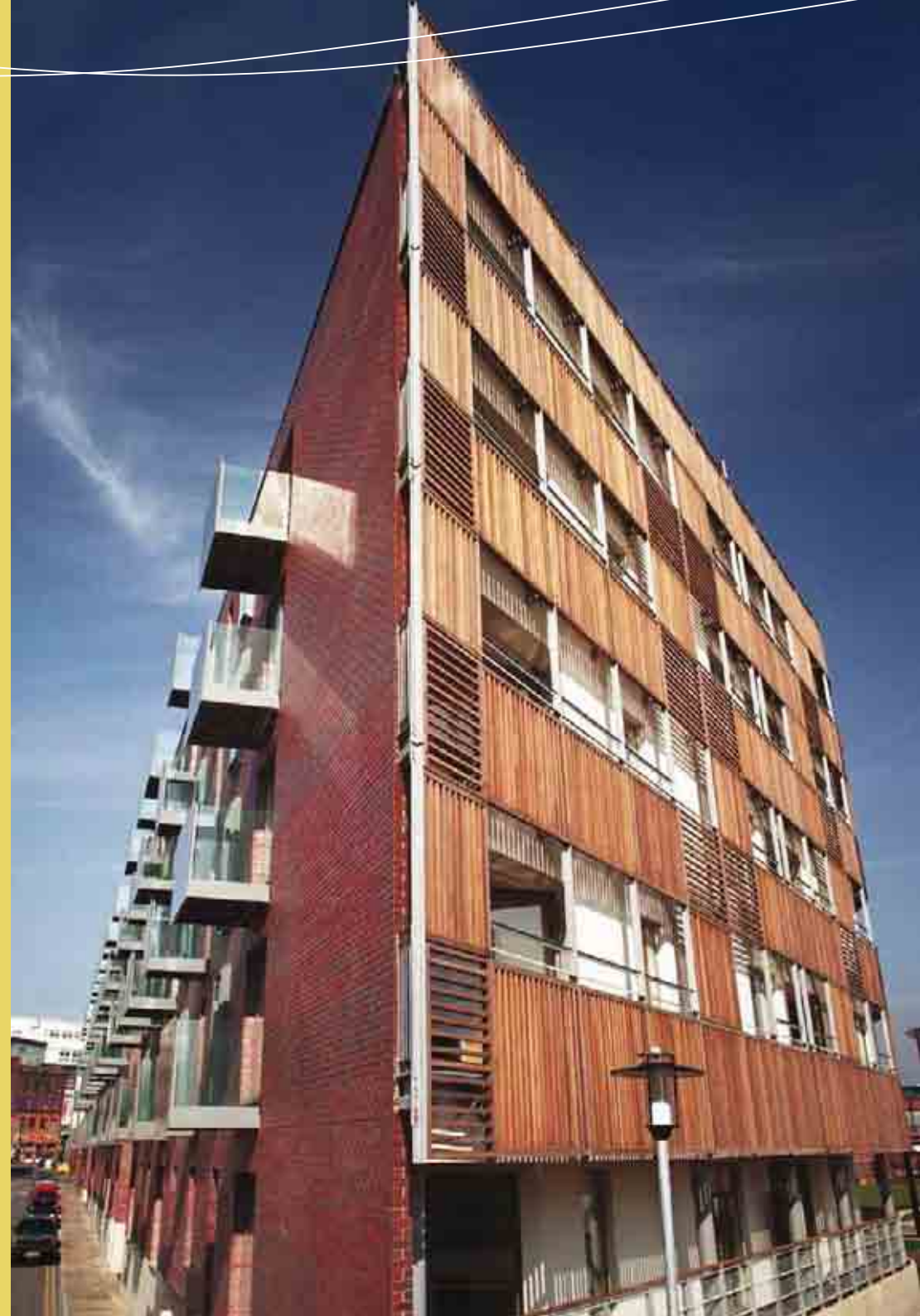
A commitment to design and build to the 16 design features of Lifetime Homes standards, which would allow cost effective extension and reorganization of internal layouts to respond to changing needs, are excellent. Parker Morris space standards + 5% should underpin healthy atmosphere within homes and facilitate ongoing adaptation. **Provisional score: 1**

## 19 Has the scheme made use of advances in construction or technology that enhances its performance, quality and attractiveness?

Traditional brick and block is proposed for the majority of the build to the fourth storey, with concrete or steel frame above. Lightweight prefabricated elements are proposed for elevations of higher storeys, along with the potential for bathroom pods and other prefabricated elements such as balconies..

**Provisional score: 1**

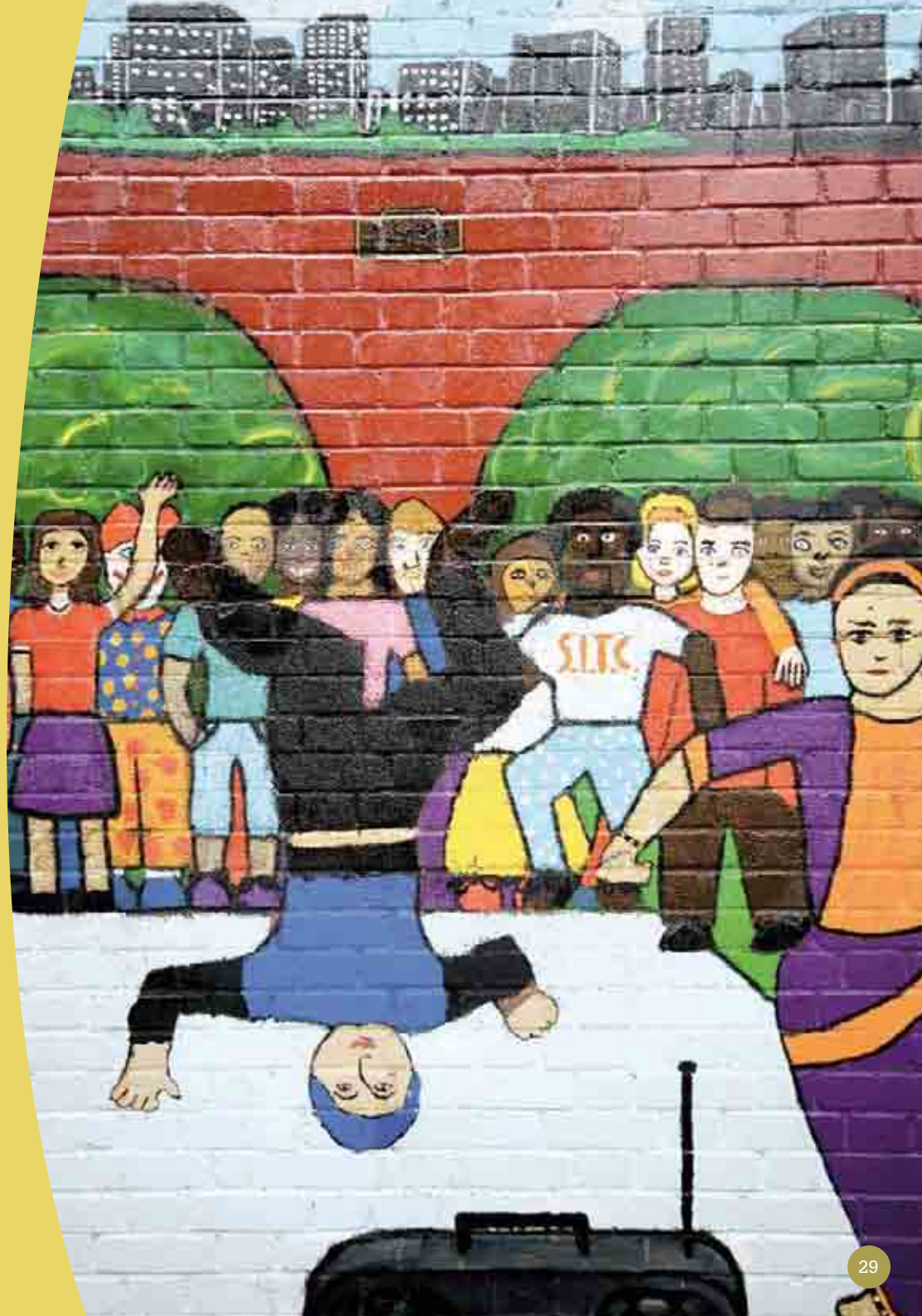
Vantage Quay – Manchester



## 20 Do buildings or spaces out perform statutory minima, such as Building Regulations?

The proposals include an array of carbon friendly features, which, if successfully implemented, should exceed statutory minima with a commitment for the development meet the Code for Sustainable Homes level 4.

The proposal includes commendable commitments to meet the 16 design features of Lifetime Homes, to provide Parker Morris space standards + 5% and to incorporate the experienced principles within the East Thames High Density Toolkit. **Provisional score: 1**



## 4.2.6

### How will your proposals create and sustain a secure and attractive environment and public realm?

We understand the important role that design plays in the security and safety of residents. As such, we have been careful to address these issues, working in line with the experience we have gained through other similar developments, taking on board comments from residents, and liaising with the Crime Prevention Design Advisor and Ealing planners.

In our proposals we have ensured that buildings overlook all public spaces, roads and footpaths to increase natural and informal surveillance. Public, semi-public and private areas will be clearly defined and rear gardens of neighbouring properties will back onto proposed private rear gardens, improving their security.

We have been careful to ensure that we provide defensible spaces between windows and doors that open onto streets and footpaths to provide greater security for users whilst allowing for overlooking. Bay and corner windows have also been provided to give views in different directions, as well as bringing more light into people's homes. Lighting will be designed to enhance safety and the designs will conform to Secured by Design criteria.

We have proposed ways in which the Jacob's Ladder railway crossing can be improved and have begun consultation with Network Rail and Cross Rail regarding our proposals for upgrading. Section 4.2.12 goes into more detail of our discussions with the police's Secured by Design officer.

A summary of the proposals includes:

- The provision of links to the wider area, facilities and public transport
- Enhancement of streetscape and way-finding to make journeys by sustainable modes safe, appealing and attractive
- Provision of natural surveillance
- Increase in activity on routes
- Improved lighting
- Promotion of through movement □ no dead-ends
- Design of wide, open streets
- Step-free crossings of all roads to provide a coherent route for the mobility impaired and buggies
- Improvements to the Jacob's Ladder railway bridge
- Use of shared space to reduce traffic speed and lessen dominance of vehicular traffic
- Working with the local school/young people to minimise anti-social behaviour

“This design will reduce crime and the proposals are well considered and ticked all the boxes with clear, considered strategies”

**Bob Masdin** – Crime Prevention Design Advisor, Metropolitan Police, Ealing Borough



#### 4.2.7

**Please describe your proposals for public and private amenity space, indicating how you will ensure any public amenity or open space, commercial or community facilities do not create noise and disturbance for nearby residents?**

In order for regeneration proposals to be successful, it is essential that the community has sufficient recreational space to be able to live and breathe.

As such, we have been careful to ensure that our proposals include a wealth of amenity space consisting of a variety of public and shared spaces and these can be seen in the illustrations and plans within this submission. We have proposed two main public squares, at the south west and north east corners of the estate, each with a distinct character. We have linked the two main squares with a broad, crescent avenue which will provide an attractive ribbon park and will promote on-street activity. We have also made provision for rear courtyard public garden areas and allotments. We will look to finalise the detail of these spaces through consultation with the local community if we are successful in our bid and work with the residents to appoint a specialist consultant.

With respect to private amenity space, we have been careful to ensure that all ground floor dwellings include a private garden or patio and all upper floor homes will have direct access onto a private terrace or balcony and that these be generous and usable spaces. We have had initial discussions with Ealing planners and we will seek to work in line with their recommendations regarding space standards. We have also made sure that all ground floor properties will have clear, defensible space to allow for sufficient privacy.

We have been mindful to concentrate quieter areas such as the quiet homes and allotments together, behind the buildings which face onto the Singapore Triangle, with the more noisy activities centred around the boundary with St John's School. This is to ensure that management of these areas is improved and that disputes between different users can be kept to a minimum.

We have included a variety of spaces which we hope will ensure equality of opportunity for all to enjoy outdoor living in well designed, safe and secure areas. Some areas, such as the multi-use games area will need careful design, detailing and consideration with regard to management to ensure successful integration with the surrounding buildings. However, by concentrating such activities together and through capitalising on A2Dominion's strong and local housing management presence, this will give much comfort with regard to ease of management of these spaces.

Indeed, the management of these spaces will be a key topic for the Community Partnership sub-group to address and will directly feed into the overall consultation on the proposals.



### 4.2.8

#### Please describe your proposals for transport, pedestrian movement and parking – please illustrate how your proposals will fit into and improve the local transport infrastructure

As mentioned in the preceding Building for Life section (4.2.5), the proposals are mindful of the need to service dwellings, but with vehicles subservient to pedestrians and cyclists. The necessary road infrastructure does not dominate the proposals, but rather connects to the existing road network and public transport infrastructure. It treats highways as high quality streets incorporating appropriate levels of parking, making it easy for people to get where they need to go.

We will remove unsafe, problematic undercroft parking and replace it with overlooked surface parking and secure underground parking at an appropriate level so as not to dominate the designs. This will bring activity to the street and have a traffic-calming effect.

We will:

- Provide permeable development with direct routes for pedestrians, cyclists and traffic.
- Use the •stepping stones□ concept at nodes at key points of the site/area (Singapore Triangle; Romsey Road/Crescent junction; Jacob's Ladder) to give way-finding information and provide confidence and continuity of route for pedestrians and cyclists.
- Improve links to public transport (four bus stops: W, U, X, V) between St James Avenue and Green Man Lane. The walking time from the northernmost point of the site will be less than five minutes (five minutes being recommended by TfL as the ideal walking time to bus stops).

- Ensure that pedestrian routes via Brownlow Road and Green Man Lane join Uxbridge Road close to the existing controlled pedestrian crossings, giving easy access to the shops on the southern side of Uxbridge Road and the westbound bus stops.
- Provide safe, secure and direct pedestrian and cycle routes.
- Link to existing London Cycle Network routes on Uxbridge Road and Drayton Green Road. The route along Uxbridge Road provides access to routes via Acton and Hammersmith to Central London (30 minutes) and across the Thames into the Borough of Richmond-upon-Thames. To the south there are routes to Brentford (19 minutes), Isleworth (25 minutes) and Kew (22 minutes).
- Provide parking within the estate roads managed by a controlled parking zone. The zone will include neighbouring streets (Eccleston Rd, Endsleigh Rd and Felix Rd). Permit application can be governed by restrictions in the traffic order □ available to family units and DDA units.
- Design the western end of Singapore Road to provide parking for shoppers. Ealing operate •stop & shop□ bays with ½ hour to 1 hour free parking in the borough. Appropriate spaces can be designated as such.
- Provide underground parking, segregated for residential and general public use. Revenue can be used to manage the operation, similar to the Coin Street development near Waterloo.
- Ensure that adequate parking is provided. The existing Singapore Road multi-storey car park is under-used (103 spaces of which maximum weekday occupancy is 9%, Saturday 14% and Sunday 18% - classified as LOW demand). Current surface car parking consists of 84 spaces of which maximum weekday occupancy is 91%, Saturday 85% and Sunday 100% - classified as MEDIUM demand. We will provide 139 spaces to compensate for the loss of both Singapore Road car parks. Of these spaces, ten will be disabled bays and three would be for motor cycles.
- We are proposing 50 underground parking spaces □ we have scope to increase this to 80+ should that be a priority for the council.
- Work with the London Borough of Ealing, who recently provided free parking on four weekends in January 2009 to promote local shopping. If such a facility could be incorporated in the charging mechanism for the public underground car park it would echo their policy, promoting trade and activity.
- Provide a care club through our operators City Car Club who we have used on a number of developments in Ealing over recent years. We will make provision for space in line with Ealing Council's own guidelines and secure this through an S.106 agreement.
- Provide carefully designed overspill parking on the Singapore Triangle for use on days with high demand, such as Fridays for the mosque. We will also be able to use this facility for providing public car parking during the construction of phase 2 of the development, when the new underground car park is being constructed.

“Linking with the London Cycle Network would be good □ I cycle to work every day”

Greenman Lane resident





## Strong, safe and clear links



How Jacobs Ladder could look

### 4.2.9

#### What commitments can you make to help improve access to the Uxbridge Road and to improve the Jacobs Ladder route?

It is vital that the new estate has strong, safe and clear links to both The Broadway/Uxbridge Road and Jacob's Ladder. The new design substantially improves access in the following ways:

- The site layout will be more permeable and will provide more direct links to The Broadway and Jacobs Ladder than at present, providing better access to Drayton Green
- We will work with Ealing Council to pedestrianise Brownlow Road, with provision for deliveries at particular times, and will secure these works through an S.106 agreement
- We are in discussions with Greene King, owners of the Walsingham Arms public house to explore the widening of Walsingham Road to provide greater connectivity between The Broadway and the Singapore Triangle
- There will be improved safety and security provided by natural surveillance, improved lighting, use of shared surface, and good design will encourage walking and cycling
- The crescent ties into the existing street links to Uxbridge Road (Brownlow Road and Green Man Lane)
- The 'stepping stones' concept (detailed in 4.2.8) will make way-finding easier
- Opening Talbot Road will improve access for residents of Endsleigh Road across the estate and down to The Broadway
- A 'beacon' at Jacobs Ladder will assist way-finding
- Jacobs Ladder will be enhanced by improved appearance (beacon and landing area enhancement)
- We will provide disability, buggy/pram and cycle access across the bridge
- A possible link for Jacobs Ladder to the Waitrose car park to provide better access to the shops



#### 4.2.10

### How will you maximize resident involvement in design development.

We will involve residents as part of the design process from the earliest stages of the project. We feel we have made a positive start through the competition stages and would look to add to this considerably if we are selected. We are proposing a specific Design Partnership sub-group which will lead on consultation, made up of representatives of the residents, Ealing Council, Conran & Partners, A2Dominion and Rydon. The Design Partnership sub-group will develop and work through a detailed consultation programme and report its findings back to the Regeneration Board.

The Design Partnership sub group would seek to ensure that as many views as possible are taken on board, but that it remains effective, with a clear decision-making process and that actions are set and monitored. Our experience and knowledge gained from other regeneration schemes leads us to make the following suggestions:

- Immediate focus on design at preferred partner stage, with early contact and invitation to join the Design Partnership sub-group.
- A series of design workshops to be arranged, concentrating on key aspects of design, initially concentrating on broader issues and working progressively towards detail and residents' choices.
- A clear method of reporting progress up to the Regeneration Board and for strategic decisions relating to design to be filtered back.
- Specific consultation meetings, followed up by open days and an exhibition at key stages in the design development process.
- Surrounding neighbours, including local businesses and organisations, to be included at key milestones.
- A formal open day to be held prior to the submission of the outline and detailed planning applications.
- Newsletters and website bulletins at key stages within the overall project programme, to inform residents of opportunities to input ideas and opinions about the suggested designs. This form of publicity will also be used to highlight local issues which we are seeking to tackle and how we are proposing to do this.
- News bulletins to be sent out at key stages to highlight design progress made so far, identifying where residents have had an effect on the design, so as to maintain interest and momentum to the process.
- Opinion polls to be carried within the whole community to ensure that all residents are at least aware of the design proposals and are asked for their views on designs and if they feel the designs will tackle local issues.

“I can honestly say I prefer this design.”

Ophelia Peart, resident





#### Specific areas of consultation will include:

- The Design Partnership sub-group □ A specific design focus group for the overall design, covering matters such as the structural types, home designs and materials, garden areas, access and egress to properties and the planning application. Residents wishing to get involved at this level will be consulted about meeting times and childcare issues, so ensuring that residents are supported to attend as frequently as possible, to maintain consistency for the long-term benefit of the local community.
- We will also be encouraging residents to share responsibility for the overall development of the design. We will adopt a partnering ethos within such groups and acknowledge that there will be some areas where there will be some democratic difference of opinion, or statutory requirements placed on us by Building Control, health and safety authorities, planners and highways departments. In these situations, we will make every effort to ensure that informed choices are on offer and that where constraints are placed on the partnership as a whole, they are fully explained, whilst striving to identify alternative solutions together.
- We will have drop-in sessions for residents to meet with our Resident Liaison Officer. This officer will be equipped with the information so far and will be required to feed back resident opinion and observations to the Design Partnership sub-group.

- Similarly, the Regeneration website will be kept up to date and there will be feedback forms, or contact details, enabling residents to communicate with various members of the team.
- Design and material display areas will be set up at various stages of the consultation process.
- Show homes will enable residents to get a feel for what their new home will be like and we will clearly present all of the choices on offer to them.

#### We will maintain interest and keep momentum through the following:

- Residents will be informed of the timeframes involved in the run-up to planning and beyond.
- The use of innovative methods for keeping local people interested in the project, for example a photo story of the development and time capsules.
- Contact with existing groups to consult with them in familiar surroundings with people they know.

- Working closely with local youth groups and local primary and secondary schools to identify issues specifically affecting the young and how they can contribute to the design process, or the development as a whole, e.g. art or photo competitions, brain-storming sessions about the design and highlighting how young people can get involved in the design consultation.
- Conducting on-going satisfaction surveys to ensure that consultation is relevant to the experiences of the people living in and around the area.
- We will make every effort to support residents in attending meetings or open sessions, or if residents are house-bound and wish to contribute, our Community Officer or Resident Liaison Officer will make home visits and feed back to the Design Partnership sub-group.
- The Regeneration website will be kept up to date and publicised within the local area.



## 4.2.11

### How will you involve hard to reach sections of the community throughout the development process?

We appreciate that there are sections of the community that will be difficult to reach for a number of reasons, including health and language issues, but we will provide the level of resource required to ensure that this does not become problematic.

Under our proposed Community Partnership sub-group we intend to explore a range of different options which will target those individuals and groups that are difficult to reach. We will be working with the existing support networks and with Ealing Council officers to identify those already known to be hard to reach and understand the reasons for this.

Alongside this, using the knowledge gained from undertaking other similar regeneration projects, we would suggest the following activities as being instrumental:

- We will carry out a full housing and consultation/involvement needs survey in the first three months of being awarded the contract.
- Where specific issues become apparent which could be preventing hard-to-reach residents from getting involved, we will develop a strategy to respond to this, so that all residents wishing to get involved can do so.
- We recognise that some residents may not wish to be consulted, but just kept informed and notified when matters are likely to affect them directly. Whilst acknowledging the difficulties this may pose, we will respect this and take every effort to ensure that residents are kept informed and supported according to their personal needs.
- We will look to work with MIND and other organisations to help us consult effectively with people who have mental health issues.

- We will ensure that meetings, home visits and events are accessible in terms of physical accessibility and language issues, as well as ensuring that we are sensitive to residents' personal circumstances, for example through ill health, disability, working full-time, or the need for privacy.
- All residents will be kept informed via:
  - Newsletters
  - Home visits
  - A welcoming resident drop-in surgery to begin with, followed by an open site office
  - The Regeneration website
- We also have a well established volunteer service that is used to providing advocacy support for vulnerable residents on a daily basis
- We have an experienced in house team with substantial expertise in working with residents across the full range of support needs.

Using such activities as a skeleton for our proposals in this area will help to focus the earlier meetings of the Community Partnership sub-group to determine further strategy specific to Green Man Lane.

## 4.2.12

### What contact have you made with local police to ensure design contributes to community safety?

Safety and security is a clear problem on the existing estate. We have met with the local police, who have endorsed our proposals. Bob Masdin (Crime Prevention Design Advisor, Metropolitan Police, Ealing Borough) has said that our design

will 'reduce crime' and that the proposals are 'well considered and ticked all the boxes with clear, considered strategies'. We have also made reference to these issues under section 4.2.6.

Key strategies include:

- **Active frontages with lots of front doors**
- **Plenty of overlooking and natural surveillance**
- **Clearly defined and defensible space**
- **Separate circulation cores, with smaller numbers of homes off each to reduce the number of people using them and to avoid the use of long corridors**
- **Clear and sensible routes through the scheme which link up with the surrounding area**
- **Effective sign posting to assist with cross-site navigation**
- **Gardens backing onto existing gardens of surrounding properties**
- **Sensible parking solutions**
- **Lighting and CCTV use to be improved**
- **No isolated footpaths**
- **Simple and effective solutions to Jacobs Ladder**



Plenty of overlooking and natural surveillance with improved lighting and CCTV





Conran & Partners – brick building – Vantage Quay, Manchester

## 4.3 New Homes

### 4.3.1

Please indicate your proposals in terms of new homes by house type, tenure, and dwelling size for the redevelopment?

Our proposals provide a wide range of new homes that are spacious, well designed and similar in appearance, irrespective of tenure. We are providing a broad mix of new homes to cater for a variety of different housing needs across each of the development phases. We have also allowed for a mix of tenures within each phase and for each new street to provide a range of homes for households with different budgets.

We are conscious of the need to address and meet any special needs residents may have. As such, all of the homes have been designed to be both spacious and flexible enough to meet the needs of residents now and in the future. All of our homes will meet Habinteg Lifetime Homes requirements as a minimum.

We would work with the council to identify anyone with specific needs, agree how to meet them and incorporate their requirements into a suitable new home. We have assumed that 10% of all the properties will be suitable for dedicated wheelchair users and these homes will be tailored to a specific resident's needs should they be identified prior to construction.

Full accommodation schedules are incorporated in appendix 2. However, in summary, we will provide the following accommodation within our main bid:



Rydon – Hillside Hub

#### AFFORDABLE RENT

##### Apartments

50m <sup>2</sup>	1 Bed 2 Person	90
63m <sup>2</sup>	2 Bed 3 Person	59
77m <sup>2</sup>	2 Bed 4 Person	18
77m <sup>2</sup>	3 Bed 4 Person	26

##### Maisonettes

66m <sup>2</sup>	2 Bed 3 Person	11
79m <sup>2</sup>	2 Bed 4 Person	36
90m <sup>2</sup>	3 Bed 5 Person	64

##### Houses

104m <sup>2</sup>	3 Bed 5 Person	27
108m <sup>2</sup>	4 Bed 6 Person	15

#### INTERMEDIATE RENT AND SHARED OWNERSHIP FOR LEASEHOLDERS

##### Apartments

50m <sup>2</sup>	1 Bed 2 Person	18
63m <sup>2</sup>	2 Bed 3 Person	9
77m <sup>2</sup>	2 Bed 4 Person	2
77m <sup>2</sup>	3 Bed 4 Person	6

#### INTERMEDIATE RENT AND SHARED OWNERSHIP FOR NEW RESIDENTS

##### Apartments

45m <sup>2</sup>	1 Bed 2 Person	26
57m <sup>2</sup>	2 Bed 3 Person	19
67m <sup>2</sup>	2 Bed 4 Person	1
71m <sup>2</sup>	3 Bed 4 Person	10

#### MARKET RENT AND OUTRIGHT SALE

##### Apartments

48m <sup>2</sup>	1 Bed 2 Person	140
63m <sup>2</sup>	2 Bed 3 Person	51
67m <sup>2</sup>	2 Bed 4 Person	44
76m <sup>2</sup>	3 Bed 4 Person	19

##### Maisonettes

69m <sup>2</sup>	2 Bed 4 Person	13
82m <sup>2</sup>	3 Bed 5 Person	19

##### Houses

67m <sup>2</sup>	2 Bed 3 Person	8
96m <sup>2</sup>	3 Bed 5 Person	12
106m <sup>2</sup>	4 Bed 6 Person	3

The homes are designed to be spacious enough and flexible enough to meet the needs of residents now and in the future.



### 4.3.2

#### How would you maximise the number of larger family units?

We have deliberately designed the layout to allow for a large number of family homes to provide suitable accommodation for the growing households of Green Man Lane. We are proposing a range of houses with private rear gardens, along with maisonettes on the ground and first floors of the apartment blocks with their own private outside space, in the form of gardens or generous sunny terraces. There will also be large family apartments on the ground floors with their own individual front doors served from the street and with their own private front and rear gardens. In addition, there will also be some large apartments provided on the upper floors in some areas which will be suitable for family use, again with large, secure external terraces.

In addition to the spacious private external areas provided, we are also offering generous space standards internally and ensuring that there is plenty of storage space for a family's needs. All of the new homes for existing residents will be to Parker Morris plus 5% standard, with the room sizes being designed around practical and useable furniture layouts.

We will also be ensuring that there are a range of market and intermediate homes designed for family use and we will ensure that these homes meet the Homes and Communities Agency's Housing Quality Standards (HQS) to again ensure suitable space standards and useable room layouts with appropriate storage. We see the provision of family homes for all budgets as being key to the sustainable growth of the community and the neighbourhood.



**Typical 3 Bed House Option 2**

See supporting information, section A for more

“We are not only providing lots of family homes, we are providing the internal and external private space needed for these homes.”




### 4.3.3

The council's and residents' wish is for tenures to be fully integrated in each phase on a tenure blind basis – please describe how far you can achieve this aim, what practical issues it raises, and how these can be addressed. What are your views on peppercotting?

The scheme is fully tenure blind. The building elevations will all be of a matching quality and design aesthetic, so each tenure type will be indistinguishable from the other. The peppercotting of different tenures will be achieved on a 'core-by-core' basis, so along any one street there will be a mix of market and intermediate housing alongside affordable rented homes.

In developing the project in such a way, we will be able to provide the greatest flexibility with respect to management, ensuring that residents only pay for the services which they require within their own core.



"Each tenure type will be indistinguishable from the other □ the scheme is fully tenure blind"



“Rooflights and sun-pipes will bring daylight in to what might otherwise be less well lit areas such as bathrooms and halls.”

#### 4.3.4

##### How would you maximise daylight/sunlight to all homes?

We recognise the important part natural light plays in a healthy lifestyle and, as such, we have addressed this issue within our proposals for Green Man Lane.

The new buildings and layouts will consider the movement of the sun around the site throughout the day and the use of window sizes and building orientation will be such that the properties get the best possible amounts of sun and daylight. The plans eliminate **all** single-aspect, north-facing properties and all buildings will be designed to meet or exceed statutory levels of natural light. The use of roof lights and sun-pipes in some properties will bring daylight into non-habitable rooms, such as bathrooms and hallways.

We will also be employing a sunlight/daylight specialist to assess our proposals prior to the submission of the planning applications, to ensure that we have maximised the level of light reaching all of the new homes.



Quayside lofts – Conran & Partners

Sunny balconies and large windows to living rooms

### 4.3.5

#### What standards would the new affordable and private homes be built to?

We recognise the need for all of the new homes developed on Green Man Lane to be built to a very high standard of quality across the different tenures. As such, we have looked at a number of different standards when designing our proposals.

With regard to space standards, we are proposing that all of the replacement homes for existing residents be designed to Parker Morris plus 5% as a minimum, with accompanying provision for storage. In terms of the intermediate and market homes created on the site, we will be designing these to the Homes and Communities Agency's HQI standards. The market housing will provide further options designed for the rental market and outright sale markets, but we will ensure that the homes can easily be converted back into HQI compliant housing to maintain on-going flexibility with the designs.

As detailed under 4.3.1, we will ensure that 100% of the homes will be designed to Habinteg Lifetime Homes standards and that 10% of these homes will be to wheelchair design standards.

We have already consulted with the Crime Prevention Design Advisor and we will be designing all of the new homes to meet the Secured by Design guidelines.

With respect to energy and water efficiency, all of the homes will exceed Building Regulations and be designed to the Code for Sustainable Homes Level 4. We will also ensure a minimum of 20% on-site energy from renewable sources to help reduce residents' energy bills. We have worked up a full proposal for this with Font Energy and their report can be found in appendix 3.



“We’re committed to generating a minimum of 20% on site energy from renewable sources to help reduce residents energy bills”



### 4.3.6

#### Please describe your commitments in terms of individual amenity space and storage for each home.

Large amounts of storage space is something residents are used to with their current properties and we want to better this.

All homes, of whatever size, type or tenure will have their own private amenity space and, as a minimum, this will be large enough to accommodate a table and chairs for external dining, and in most cases will be appreciably bigger. Private amenity space will be provided through the use of large balconies, terraces, patios and gardens sized in accordance with occupancy and we will work with the residents and Ealing planners to ensure that we have the best level of provision. A table highlighting private amenity space provision can be found under section 4.2.7

All houses and flats will be considered in terms of how residents will store clothes, suitcases, sports equipment, laundry items, buggies and prams etc. The use of external stores, large shared ground floor rooms for bicycles and the possible inclusion of large lockers at ground floor level will also be considered. A sufficient level of storage space is something residents are used to with their current properties and we want to improve on this moving forward. Whilst we have made allowance for the storage provisions with the Parker Morris standards, we will look to consult with residents on how this is best arranged for their needs within our design sub-group.

“Large amounts of storage space is something residents are used to with their current properties and we want to better this”



**Typical Ground Floor 3 Bed Crescent Flat with storage highlighted**

See supporting information, section A for more

“Testing provides more of an incentive for us to get it right first time”

### 4.3.7

How would the new homes be constructed, and how will you ensure that noise and sound transmission problems are avoided?

Good sound insulation between homes is important, especially for schemes where there are lots of homes in close proximity. In a domestic situation, issues with noisy neighbours can be very significant for adjoining properties, whether this is multiple occupancy flats or houses. There is a need to insulate against unwanted noise which requires quality specification, detailing and workmanship.

Our solutions are to plan sensibly, for example:

- **not putting noise-sensitive rooms below noise-generating ones**
- **considering the location of communal corridors and stairs, lifts, plant, internal drainage and external openings**
- **to specify and detail carefully and practically**
- **using skilled labour from recognised sources during construction to ensure trouble-free workmanship**
- **testing the construction as it progresses to catch any defects early and increase the quality generally**



Rydon – Packington Estate, whilst under construction

An acoustic consultant will be employed to ensure that the materials used and the detail of the junctions of walls are sufficient to not only satisfy Building Regulations, but also to meet the requirements of the Code for Sustainable Homes. The houses will be built of traditional load-bearing brick and block external walls and internal partitions will be either blockwork where load-bearing, or metal studwork where not.

Extra attention is given to walls between sensitive areas such as bedrooms and hallways, walls around internal drainage pipes and, most importantly, walls between neighbouring dwellings. Further attention is also given to the location of windows and doors on either side of a separating wall to ensure that

- **flanking transmission** does not allow noise to pass from one dwelling to another via the external walls.

The construction of the separating floors is also an area which is closely monitored to ensure that noise transmission through floors and ceilings from one dwelling to another above or below is kept to an acceptable level. All elements are designed to provide a reduction in the level of sound, measured in decibels, which can pass from one dwelling to another. Sound checks, using sensitive equipment, are carried out to ensure that the buildings have been built as they have been designed and that the required sound reduction of the wall or floor has been achieved.



### 4.3.8

## What opportunities would residents have for input into the design of their new homes and what choices would you offer over layout, materials, fittings and fixtures, and finishes?

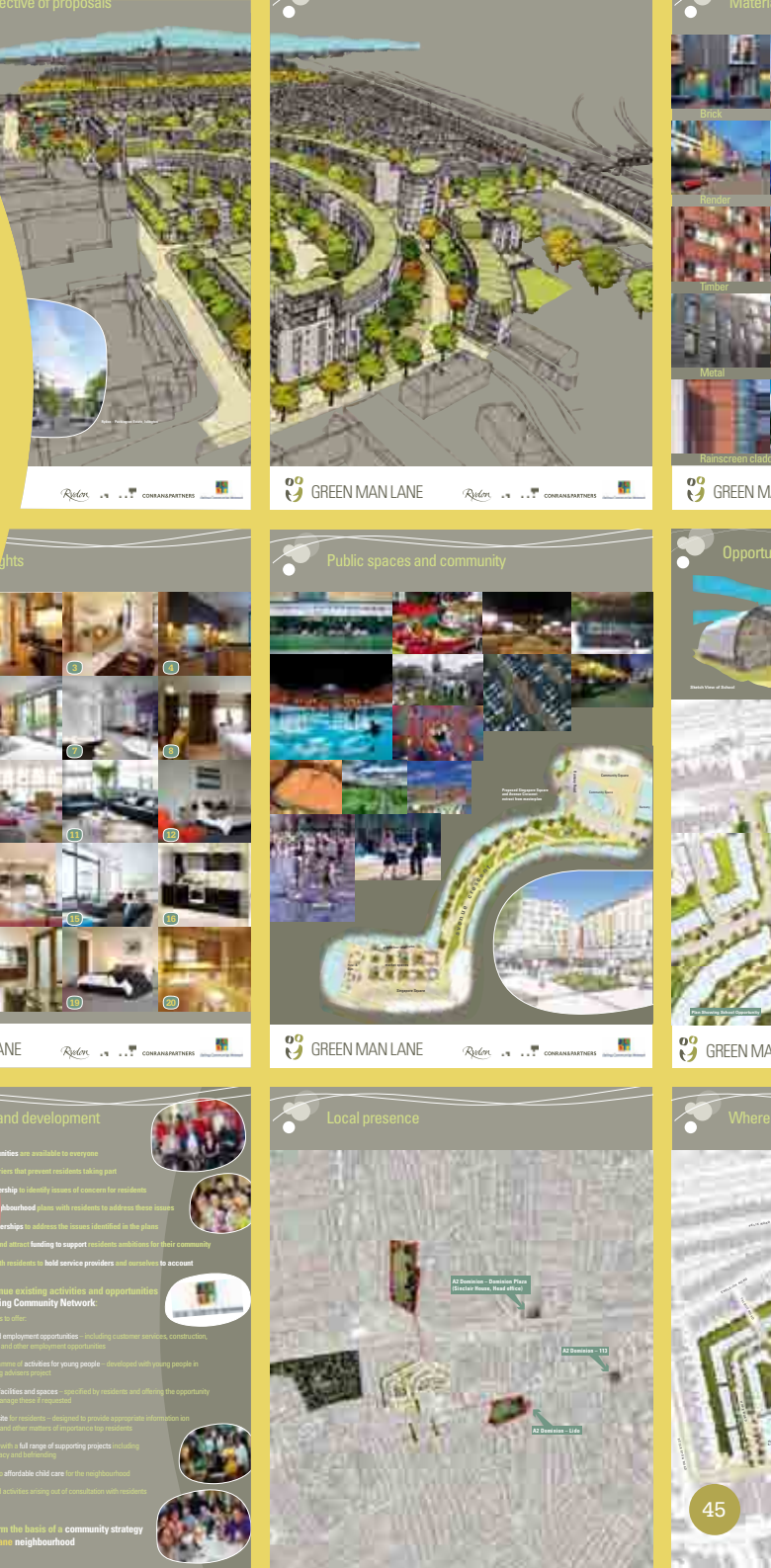
Tenant choice is one of the ways we would encourage residents to participate and take pride in their new homes and the project as a whole. We recognise that householders who have been involved with the design of their new home and their environment are likely to play a more active role in the management of the new development and ensure that the benefits of regeneration are long term.

Opportunities where residents would be encouraged to input into the design of their new homes include:

- The following list is an example of the choices we have been offering on other regeneration projects, but this list is by no means exhaustive and we would look to work with the residents of Green Man Lane to add to these:
- **Layouts – open or closed plan, access to garden areas, storage, etc.**
- **Front doors and windows**
- **Decoration colours**
- **Kitchen and bathroom fittings and colours**
- **Ironmongery**
- **Lighting**
- **Door entry system and handset within the home**
- **Facades**
- **Refuse areas**
- During the detailed planning process on each development phase, we will consult with the Design Partnership sub-group and the wider community regarding property layouts, materials, fittings and fixtures, and finishes at meetings and in specially set up display areas, as well as at exhibition events and, where necessary, during home visits.
- We will do this by presenting a wide variety of options for each area, discussing the pros and cons of each suggestion, in order to make informed decisions in terms of longevity, practicality, aesthetics, maintenance and value. This will encourage residents to take a share of the responsibility the partnership has in making decisions that will have a profound and long-term impact on the homes being built.
- This process will enable the partnership to refine the choice elements. Residents of individual households being allocated a new home within a sufficient timeframe during the construction process will be offered a range of choices which they will be able to make individually in relation to their home.

“Encouraging residents to take a share of the responsibility the partnership has in making decisions that will have a profound and long-term impact on the homes being built”

Extract of boards shown at our residents open day. See also Additional Information section B





### 4.3.9

#### How can you reduce costs for residents? Will residents have individual controls for heating?

A major cost to all home users are energy costs for heating, cooking, lighting and power. We recognise that the rising cost of fuel for heating is one of the most serious financial problems that people face both now and in the future. We will ensure that we will seek to minimise this through a focused and effective energy strategy for Green Man Lane. We will work with our energy consultants, Fontenergy, to devise the best method of securing at least 20% of the energy requirements from renewable sources on site and they have drafted a report in this respect that can be found in appendix 3.

Many of these sources (such as solar and wind) are readily available and the only costs involved are the initial capital costs, as opposed to the ongoing cost of a fuel supply. This will, in turn, allow us to pass the savings generated on to the residents when paying for heat and power within their new homes. We are also in active discussions with Fontenergy regarding the development an energy service company which could be set up in such a way that it produces revenue to support the Green Man Lane redevelopment.

The new homes will be designed and constructed to ensure that the amount of energy needed to live in them is kept to a minimum; the measures to be included cover design, construction, supply and management:

- High levels of thermal insulation
- Air-tight buildings to avoid heat escape
- Designed ventilation systems to avoid over heating and condensation
- Low energy light fittings
- Sustainable and environmentally approved materials
- Cost effective renewable energy
- High efficiency from a combined heat and power production unit
- Energy centre and community heating scheme run and maintained by an energy company
- Heat meters with the option of pre-payment
- Market monitored energy rates to avoid high fuel bills
- Reduction in carbon emissions
- Individual heating controls in each home, including programmer and thermostat
- Rainwater collection and harvesting
- Energy advice on how to run a home efficiently



“Reducing energy bills is important to residents □ we’re incorporating a whole host of initiatives to keep down energy consumption and heating bills”

We will design the new homes with increased levels of insulation and air tightness to ensure that once the heat is generated within the house or flat that it remains there, or is adequately ventilated when not required. This will mean that the time the heating is on within the new home can be minimised and this in turn will help to reduce residents' energy bills. We will also be building our new houses traditionally, that is from brick and block construction, which helps to create thermal mass. The benefit of this is that the thermal mass helps to keep the building cooler in the summer months (which some more modern building methods do not allow). We will incorporate water saving components within the new homes, many of which we will be able to source competitively through One Planet Products to reduce the up-front capital costs. However, once in use, these water saving items, such as dual flush WCs, taps with flow restrictors and water butts to external downpipes, will all help to reduce water consumption, which in turn will help to reduce water bills.

The incorporation of a community heating scheme into the project and having 20% of the energy produced on site using renewable energy techniques will produce savings to the residents' fuel bills. It will also create a saving in the carbon footprint of the project by reducing the amount of carbon emissions produced by the completed buildings during their lifetime.

The community heating scheme will provide heat to all homes on the site from a central plant room, which may contain a combined heat and power unit (CHP), biomass boilers and a link to any solar panels, ground source heat pumps or wind turbines. The heat would be transferred to each dwelling at a high temperature via highly insulated underground pipes and will then be converted into usable hot water for washing and heating using an individual heat exchanger in each dwelling.

Although residents would not have an individual boiler in their property, they would have a similar sized unit which would include the heat exchanger and a heat meter. The residents' heating would include water-filled radiators, a wall-mounted thermostat and a programmer allowing the resident to set the times and temperatures of both their hot water and heating. The individual controls will give residents the ability to control their heating and hot water usage and, in turn, their energy bills.

The cost of the heat being provided would benefit from the efficiency of such items as the CHP unit and would be kept below the average cost of a selected number of providers in the market place. The heat meters can be key operated for pre-paid customers or can be conventional meters with regular billing.

Rydon – Packington Estate, Islington



## 4.4 Rehousing and Decant Options

### 4.4.1

How would you work in partnership with the Council to manage the decant programme?  
What level of resources and expertise will you commit to this process?

We are experienced in undertaking multi-phase estate regeneration projects and, as such, we can use our practical working knowledge of these processes for the benefit of the Green Man Lane residents and Ealing Council.



“Allocations of homes in partnership with LB Ealing and the residents”

We will provide this knowledge by offering the following resources:

- Establishing a Re-housing and Relocation Partnership as a working sub-group with the residents to manage this issue
- The sub-group will feed back to the Regeneration Board and Design Partnership group so that adjustments can be made to the overall design
- Our Design and Build Manager will be responsible for co-ordinating the practicalities of a phased build programme and will manage this to ensure that the right homes are available at the right time
- Our project team will include dedicated resident liaison posts from both Rydon and A2Dominion - with support from Ealing Homes housing management staff
- Our Construction Manager will ensure that services and access are maintained to existing properties in occupation at all times and will be responsible for co-ordinating the laying of new services and roads and the demolition of buildings
- Helping Ealing Council undertake a detailed housing needs survey, identifying every household's requirements, urgency and preferred location of new home (e.g. on or off site, in which area)
- Identifying which households are in which phase
- Developing a decant strategy per phase which will be presented to Ealing Council and the Regeneration Board.
- Working with Ealing Council to give priority on LOCATA for those residents who need to be re-housed the soonest in each phase
- Negotiating reciprocal lets with other boroughs where residents wish to move out of the borough
- Providing a package of off-site developments and existing dwellings for those willing to move off site temporarily or those wishing to move permanently as detailed under 4.4.5



We can offer residents the widest choice of where to live, with support designed around the residents.

#### 4.4.2

### What re-housing options would you envisage offering existing tenants? What level of practical support can you offer residents when they are being re-housed?

We are committed to the delivery of a new neighbourhood for Green Man Lane and providing the residents with new homes which meet their actual needs. We will discuss a range of options under the Re-housing and Relocation sub-group with the residents and determine specific outcomes from this work and from the results of the housing needs survey.

However, we are able to confirm the following with respect to Green Man Lane:

- Our policy for Green Man Lane is for residents to only have to move once, wherever possible
- A2Dominion have 3,500 homes in Ealing, 7,000 in West London and 35,000 across London and the South East
- Our stock in other neighbouring boroughs gives residents the option of moving away from West Ealing, but still within the West London area
- We have a large number of homes in other boroughs of London and the South East overall □ we would work with Ealing Council and other partner local authorities to give residents the widest choice possible
- Existing tenants will be prioritised for shared ownership and other intermediate opportunities if this is something that they are interested in

- A2Dominion will consider purchasing new developments and street properties to facilitate decant and we already have an active development programme in the local area
- Our team of Resident Liaison Officers will be able to assist residents in their requirements for the actual move and we will work with them to identify specifics. However, in the past we have successfully:
  - Arranged postal re-direction
  - Arranged removals
  - Dealt with statutory service providers
  - Provided additional support for vulnerable residents
  - provided additional support for moving pets
- We will have a 'handyman' service to help residents put up shelves or install services and this could be a local person who has trained with Rydon for the role

As part of our offer, we will provide a Fair Deal for tenants. This will include protected tenancy rights and, as mentioned above, a single move where possible. As part of this, we will offer that all tenants who move:

- a) Be re-housed in accordance with their housing needs at the time of the transfer.
- b) Keep their existing tenancy rights.
- c) Receive a Home Loss payment (this figure is reviewed annually in September by Central Government and is currently £4,700)
- d) Receive disturbance costs to help cover the actual costs of removal, disconnection and re-connection charges and mail re-direction.



## Ensuring effective communication. Responding to Individuals' needs

### 4.4.3

#### How would you provide for residents with special needs?

A2Dominion and Rydon both have highly experienced resident involvement teams with understanding of the local resident demographic. Our teams are experienced in managing large, multi-phase regeneration projects and, as such, have the skill set and knowledge to be able to offer effective support on Green Man Lane.

As part of our offer, each organisation will commit a dedicated Resident Liaison Officer to the project and they will be able to provide the specialist support to those with particular needs. Their activities would include:

- Identifying and analysing residents' needs through a detailed housing needs survey
- Undertaking one-to-one sessions with individuals and home visits where mobility is a problem
- Arranging childcare facilities for those undertaking consultation sessions
- Providing appropriate communication: minicom; email; Language Line with interpretation; a link to the RNID (Royal National Institute for Deaf People), along with Resident Liaison Officers skilled in British Sign Language (BSL). Also, access to Braille translation where required

- Ensuring that new homes built to include adaptations specific to residents' needs are based on occupational therapists' reports and can meet the specific needs of the end user
- Working with organisations such as MIND to assist those with mental health issues and other similar organisations for those with other specialised needs

Further to these activities we will also be ensuring that:

- All new homes will be built to Lifetime Homes standards and that they can be adapted in the future to meet changing needs
- Where we cannot avoid moving residents twice, we will work to ensure that this does not apply to residents who are most vulnerable
- During the actual decant process and the moving day itself, we will make the following offers:
  - For those who may have physical disabilities, we will have a 'handyman' service to help move and replace furniture and assist in packing.
  - For those with mental disabilities or learning difficulties, our Resident Liaison Officers will take on notifying service providers, for example handling changes of address.
  - We will ensure that the site reception and housing offices/ areas are provided with ramped access.





#### 4.4.4

**Please describe the range of options that you will offer resident leaseholders/freeholders. Please provide a full description of how these options would work and how you can make them affordable to residents**

We look to provide a range of options for leaseholders and freeholders on the regeneration projects we undertake and we have come up with some specific examples for Green Man Lane. Moving forward, we want to ensure that we have got the balance right and we would welcome further discussion at the Re-housing and Relocation Partnership sub-group.

As a right, all leaseholders are entitled to be paid the market value of their home, as well as Home Loss compensation for the upheaval involved. Home Loss payments normally equate to 10% of the market value of the home and we have included both this and an assessment of the value through our work with local agents. Details of this can be found in the financial models in appendix 1.

For residents who wish to stay on the estate after regeneration, we will offer a similar sized shared ownership property and have made provision for this in our proposal. The specific measures we have determined so far for home owners on the Green Man Lane Estate are as follows:

The specific measures we have determined so far for home owners on the Green Man Lane Estate are as follows:

- 1** The simple route: A cash payment of the value of the home plus 10%. The 10% represents the entitlement to payments for the loss of the home.
- 2** Swap into a new build shared ownership property, either on the Green Man Lane Estate or within an A2Dominion home elsewhere in neighbouring boroughs or further afield:
  - a** If the value of the existing home is 50% of the property being moved into, no rent would be paid on the remaining share
  - b** If the value of the existing home is less than 50% of the property being moved into, then the rent paid is only on the difference between the actual value as a % and what the value is at 50% of the overall value

##### **Example:**

If the new homes are valued at £200,000 and the current home is valued at £100,000 the resident could move into one of the new homes and pay no rent on the share they did not own (£100,000 = 50% of £200,000).

If the new homes are valued at £200,000 and the current home is valued at less than 50% of the value (in this example less than £100,000) the resident could still move into one of the

new homes. They would only pay rent on the gap between the value of the existing property and 50% of the value of the new property.

Therefore, in this example, the resident would pay rent on the difference in the value between their current home and the £100,000 'threshold' value. Therefore, if the actual value of the current home was only £90,000, then rent would only be payable against £10,000, with the remaining £100,000 being rent free.

##### **3 Shared Ownership on the Open Market**

Where a move into a new build shared ownership property is not possible, we will consider purchasing a street property as shared ownership. Leaseholders can put the equity from their current home into the property □ from a minimum 25% share □ and pay a rent on the proportion they do not own. Over time, residents can increase the share they own.

##### **4 Appropriate Rented Package**

Some residents may not want to continue as home owners or may not be able to afford to use the equity in their home. Where that is the case, we will work with them and Ealing Council to come up with the most appropriate alternatives □ normally a discounted market rented home, either on site or in A2Dominion's other stock; but in exceptional circumstances, we would look at conversion to an affordable rented tenancy (subject to approval from Ealing Council).

We would stress that these proposals have been worked up in isolation and we welcome the chance to meet with home owners and refine these proposals further.

##### **What is Shared Ownership?**

**Shared ownership normally means part-buy, part-rent. This means that the resident would normally buy a share of a home, from 25% of the value, and the rest is owned by the housing association – in this case A2Dominion. Shared owners can increase the share that they own over time until they own it outright.**

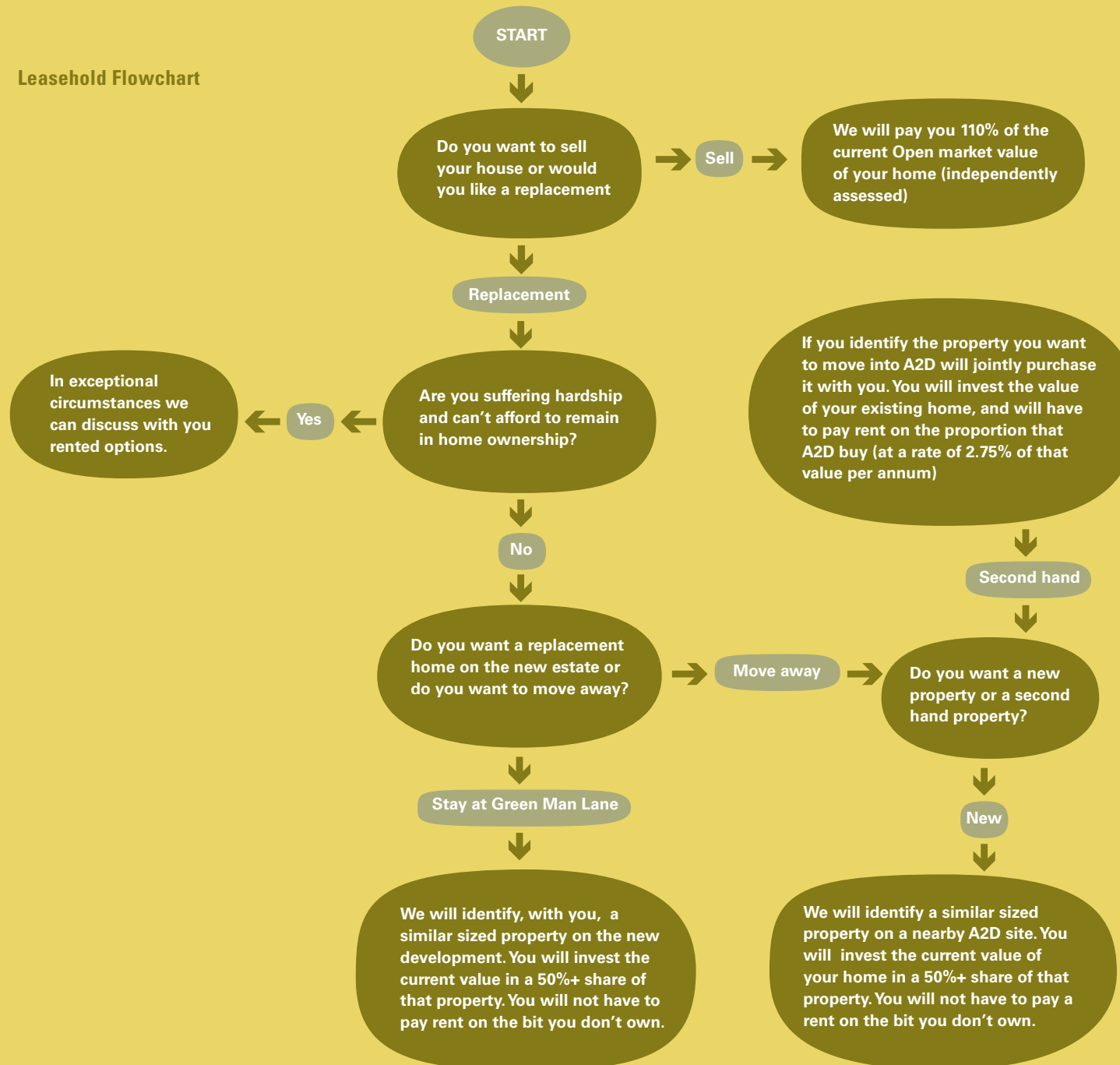
**Shared owners would normally pay the housing association (A2Dominion) a small rent on the amount they do not own.**

**For leaseholders of Green Man Lane, we would only charge rent if the value of the existing home is 50% of the value of the new home.**

**All valuations will be set by independent valuers.**

**Giving Existing Home Owners Clear Choices**

## Leasehold Flowchart



## 4.4.5

### What commitments can you make to provide additional homes for decanting off site?

A2Dominion has 3,500 existing homes in Ealing, with the management infrastructure already in place. Approximately 80 of these homes will become vacant and available for letting in any particular year and we will work with Ealing Council to ring-fence a proportion of these to be made available to residents of Green Man Lane.

Not only that, but we also have 7,000 homes across West London in neighbouring boroughs to provide further homes for decant, with a total of 35,000 homes across London and the South East. This stock gives significant scope for decant and re-housing and we would work with Ealing Council and other partner local authorities to make these available.

In conjunction with this we have also:

- Already secured support from the A2Dominion Group Board and Chief Executive to purchase new sites specifically to facilitate off-site decant.
- Planned to set up a joint venture between REAL and A2Dominion to facilitate the purchase of sites, irrespective of the outcome of the bid on Green Man Lane.
- Identified a total of 29 potential development sites in the borough, with negotiations currently progressing on six of these with the sites' owners towards a purchase.
- Held initial discussions with a number of other owners identified in our search.
- Planned to review our development pipeline across Ealing with the Council's regeneration team and allocations manager to provide further opportunities.
- Planned to work with Ealing Council to negotiate nominations out of borough at West London level.
- Started to undertake an asset review to identify properties suitable for conversion and refurbishment.

The following table highlights a number of the development schemes which we are currently working on in the local area which can provide suitable opportunities:

#### Forthcoming Sites

Scheme Name	Location	Number of Rented Homes	Completion Date	Status
Great West Quarter	Brentford	116	Final Completion March 2010	On Site
Honeypot Lane	Canons Park, Harrow	122	Completion phased – up to mid 2011	On Site
RAF Eastcote	Eastcote, Hillingdon	c. 90	Final Completion 2012	On Site
Terms Agreed				
Rockware Avenue	Greenford	Approx. 50 expected	TBC	Terms agreed subject to planning
Lascar Works	Hounslow	92	Exp. 2011	Has planning – purchase expected March 2009
Red Lion Public House	Hanwell	12	TBC	Offer agreed subject to planning
Offers Made				
Confidential Site	W7	c. 100	TBC	Site has planning
Former Kwik Fit Site	Southall	c. 30	TBC	Offer made subject to planning

#### Self Identified Sites in Final Stages of Negotiations

Site Name	Site Location	Number of proposed units	Heads of Terms agreed	Proposed exchange of contract
Norwood Lock	Norwood Green	21no 2 & 3 Bed unit	Yes	March 15th 2009
North Road	Southall	122 31no 1,2 and 3 bed units with ground floor commercial	Yes	TBC
Confidential	Greenford	18no 2 beds and 4no 3 bed house	TBC	TBC
Ealing Central	Ealing	40no 2 and 3 bed units with retail ground floor commercial	Yes	April 2009
Lea Road	Norwood Green	8no 2 and 3 bed houses	Yes	28 February 2009
Feather Stone Road	Norwood Green	12no 1 and 2 bed flats	Yes	30 March 2009

#### Total Number of Identified Sites and Ward Locations

Ward Area	Number of Sites
Norwood Green	12
Southall	5
Greenford	15



## 4.7 Managing New Homes

### 4.7.1

#### What are your proposals for partnership working and consultation with residents, the Council and local stakeholders before, during and after the redevelopment process?

**We will work with residents and stakeholders to develop a number of different types of partnership, to ensure effective consultation throughout the regeneration of the neighbourhood.**

We recognise the need to maintain this throughout the different stages of regeneration and to ensure that this continues once the physical works have been completed.

From our experience of regenerating similar estates to Green Man Lane, we would suggest setting up the following partnership structure:

- A Regeneration Board. This main board would include other agencies, including the local authority, the police and other appropriate bodies. The board would focus on strategic issues and would be served by the following:
  - A Management Partnership responsible for the management of the neighbourhood, which would include representatives of the existing tenants and leaseholders, new residents, the Estate Manager and further support staff from A2Dominion. This would be established from the outset.
  - A Community Partnership responsible for managing the community facilities within the project, initially focusing on design, but progressively the focus would switch towards delivering the business plan, securing funding and day-to-day management. This would be led by the Community
- All partnerships will have clear terms of reference to explain their roles and responsibilities.
- A consultation protocol will be developed with residents to make certain that their role in the consultation is clear.
- We have proposed a detailed consultation programme under 4.5.2, but we would like to review this moving forward with the Regeneration Board and Design Partnership as soon as these are established at the preferred partner's stage.
- We will check with residents the effectiveness of our proposals if selected and we will monitor this on a regular basis through the Regeneration Board.

Initiatives Manager from the outset, with responsibility changing to the Community Centre Manager once appointed, and would be supported by the residents and A2Dominion.

- A Design Partnership responsible for the overall design of the neighbourhood and led by Rydon's Design & Build Manager. Workshops would be established to focus on key areas, such as the overall master plan, open space, parking, house and flat layouts, materials and residents' choices.
- A Re-housing and Relocation Partnership responsible for all moves within the neighbourhood, both on and off the estate, which would be led by the Estate Manager and supported by the residents, A2Dominion, Rydon's Resident Liaison Teams and Ealing Council's own housing officers. The initial focus will need to be around the delivery of the full detailed housing needs survey and then focusing on individual needs. Additional support would be provided by A2Dominion and Rydon's development teams for off-site opportunities.

We have worked with residents in the Queens Park area in Westminster to develop a neighbourhood plan which captures residents' aspirations for their neighbourhood; these are monitored by a residents' board which holds our services to account. In turn, the board is then held accountable by all of the local residents, helping to ensure that the whole community is engaged and involved.



### 4.7.2

#### Please describe how you would provide a management and maintenance service to the new homes?

**From our offices in West Ealing we will deliver excellent services which meet the needs of all residents, irrespective of tenure type. We will set service standards with residents and give them the power to monitor our performance and bring us to account if we do not meet the standards set.**

We will work with residents and other stakeholders to develop these services to ensure that they continue to meet their expectations. We will develop a set of service standards with residents' involvement, building on the current features of A2Dominion's management set-up, which can be seen as follows:

- We have a strong local presence in West Ealing less than half a mile from Green Man Lane, with our head office for management services on Drayton Green Road and further offices on the Uxbridge Road.
- We provide a tenure blind service across the estate.
- We record all customer contact and advise on how issues are resolved.
- We offer a dedicated neighbourhood team of highly committed and experienced staff.
- We provide a single point of contact through our customer services centre based on Drayton Green Road.
- We already work in strong existing partnerships in Ealing on neighbourhood issues, such as crime and anti-social behaviour, with local organisations and groups.
- We have a strong, proactive approach to dealing with anti-social behaviour.
- We will use probationary tenancies for any new residents moving into the area so that we can help protect existing communities.
- We have a dedicated helpline to report maintenance issues and have KPIs to monitor and audit our performance to our customers.

Our newly opened operational head office at Sinclair House (opposite West Ealing train station) provides a range of easily accessible services to residents with the full local support of our internal infrastructure. This enables us to provide the full range of services offered by A2Dominion on the doorstep of Green Man Lane

### 4.7.3

#### How will residents access your services and at which local office?

**Our offices at Sinclair House on Drayton Green Road are less than half a mile away from Green Man Lane and will provide residents with a 'one stop' easy solution to customer services. Our customer service points are inspected and monitored by residents to ensure that they meet residents' needs.**

- We will offer a Green Man Lane regeneration forum website [life@greenmanlane.co.uk](mailto:life@greenmanlane.co.uk) or something similar.
- This dedicated website will have pages to report any problems to us and will allow residents to give instant feedback, as well as providing information about community services and events.
- The main A2Dominion residents' website offers residents a variety of facilities, such as repair reporting, paying rent, feedback opportunities and access to general information.
- We are proposing a multi-agency surgery based at the new Green Man Lane community centre for residents to access a range of community focused services.
- We will provide a dedicated office within the proposed community centre for our Estate Manager.
- We will provide customer service telephone access 8.00 am - 8.00 pm Monday to Friday and 9.00 am to 12 noon on Saturdays.
- A 24-hour emergency service will also be available to residents on the phone, for those issues which need an instant response.
- We will provide home visits, which will be available on request, with a guaranteed service standard to ensure that residents are seen within fifteen minutes, regardless of a pre-appointment.
- We will provide a CRM and 'alerts' facility which enables services to be delivered to meet the needs of residents. CRM is a customer relationship management system. It allows us to identify who is calling and use the information held to tailor our service to meet the customer needs ☐ i.e. language disability etc.
- Residents have set response times for the customer services centre and these are monitored regularly at the customer services improvement group.
- Call monitoring is carried out by residents on a quarterly basis and Green Man Lane residents will be able to take part in this, to ensure that our high quality service standard is maintained.

We are achieving over 80% of calls answered within 20 seconds. Delivering overall satisfaction ratings by residents of over 80%

#### 4.7.4

Please describe your proposals for providing integrated estate services to tenants, leaseholders and private owners?

**We will provide a full tenure blind service, managed by one organisation (A2Dominion) with clear service standards agreed with all residents to provide integrated services across the neighbourhood.**

- A2Dominion will provide estate management services to the whole of Green Man Lane, services to communal areas and open spaces and a full management service for tenants.
- A neighbourhood management plan will be developed for approval by residents and stakeholders and will be monitored by the Neighbourhood Management Partnership, which we will look to set up.
- A single contractor will be selected to provide cleaning (internal) and grounds maintenance (external) services and we will look to provide a dedicated caretaker who will be based on the new estate.
- All calls to A2Dominion will be directed through our customer service centre at Sinclair House.
- A clear, agreed set of neighbourhood service standards will be prepared which will outline how the services will be provided and how they will be monitored.
- The targets associated with the standards will be set with residents, who will have direct access to the A2Dominion board to feedback on our performance against these targets.
- Regulations will be enforced based on the service standards and, where applicable, these will be included in leases and tenancies as appropriate.

“I feel that since A2Dominion have retendered the gardening contract the estate is a lovelier place. It rivals the private sector development adjacent to our scheme”

**Leaseholder rep** – Queen Charlotte’s, Hammersmith

#### 4.7.5

How would you ensure that the new public realm is managed and maintained to a high standard?

**Good, high quality design by an experienced team will be supplemented by residents’ input to provide an attractive, safe, sustainable public realm, managed through agreed standards set in consultation with the residents.**

- All public realm will be designed in partnership with the residents.
- We will use our experience from other similar projects to help ensure that the right materials are selected, which offer a mix of both aesthetic appeal and durability.
- We will take care to ensure that plant species are assessed, again using our knowledge gained from other regeneration schemes, on the basis of visual qualities and the regime which is then required to maintain them.
- Public realm will have clear and specific service standards and will be included in the appropriate specifications for contractor delivery.
- Specifications and timing of cleaning and maintenance will be made available to all residents.



- Photographic evidence will be used to assess and monitor our performance.
- The public realm will be subjected to scrutiny and inspection via a range of methods:
  - Self assessment and monitoring by contractors
  - Inspection by residents and staff
  - Further ‘mystery shopping’ by our trained residents inspectors
- Residents will be able to access and audit the records of the above checks.
- We would propose that selected areas can be given over to
  - green-fingered residents who would like to use their skills for the benefit of all the community at Green Man Lane.
- We are also proposing an allotment area where, again, residents can take an active role in managing the green spaces within the new and rejuvenated development.



## 4.7.6

### Please provide indicative rents and service charges for each unit/tenure type?

**We follow guidance from central government to set our rents and service charges. We try to minimise all service charges to ensure their affordability for all residents, but particularly those on fixed incomes. We will work with the residents of Green Man Lane to address issues of affordability and will strive to balance cost against quality.**

We have a team of experienced housing managers at our offices on Drayton Park Road who have access to a huge database of actual cost outputs from the 35,000 homes that we manage. We can use this information to ensure that the service charges we set, working with the Management Partnership sub-group, are fair and reasonable and provide the actual services which people require.

However, we recognise that some households need assistance with affordability and we have a range of different options which we will be able to offer in this respect:

- We provide a dedicated welfare benefits advice team
- We do not apply Ground 8 (mandatory possession)
- We are part of the Ealing Council's 'verification framework' for benefits
- We provide financial health checks at point of sign-up to assist residents in budgeting for their new homes
- We ensure that we consult fully with residents over changes to service charges
- We provide a full range of information on service charges
- We provide information and advice on issues of environmental sustainability to keep utilities costs to a minimum

We have made an indicative assessment of both the rents and service charges for the new Green Man Lane Estate, as detailed in the table below. However, we must stress that this has been determined in isolation and that we would seek to work hard with the Management Partnership sub-group to ensure that we can offer the best value for money we can:

#### Indicative Rents and service charges for affordable rented homes

Completion Year	Unit Type	Jan 99 value	Rent Level	Rent Cap Level	Difference	Average Service Charge per week	Total Cost
2013/2014	1 bed 2 person flat	114000	£124.01	£130.60	£6.59	£12	£136.01
	2 bed 4 person flat	145000	£138.23	£138.26	£0.03	£12	150.26
	2b4p Maisonette	148200	£138.23	£138.26	£0.03	£12	150.26
	3b5p flat	171600	£145.92	£145.95	£0.03	£12	157.92
	3b5p House	209560	£145.92	£145.95	£0.03	£12	157.92
	4b7p house	234000	£153.59	£153.63	£0.04	£12	165.59

Please note that the above charges for tenants are applied as an average. This is because costs at this stage are at an indicative level. Over the course of the development, we will confirm actual costs. For example, a house may not expect the same level of service charge to be levied as a flat, as there are no communal areas within the house maintained by the landlord.

#### Service Charges for Leaseholders

In our experience, leaseholders' service charges are higher as their services include costs which are related to their ownership of the property. The indicative service charge for leaseholders on this development is £23 per week.

We have a residents' group which works with our officers to look specifically at housing income management, focusing in particular on the support provided to residents facing financial difficulties



Resident-designed communal open spaces at Queen Charlottes in Hammersmith have received recognition as being examples of 'good practice' by Play England

#### 4.7.7

### What changes would there be to tenants' tenancy rights?

We make a commitment that all existing tenants' rights would be protected if we are selected as partners.

#### 4.7.8

### Would you be providing introductory tenancies and how would you deal with nuisance and anti-social behaviour?

**We recognise the need to ensure that we provide a safe and secure environment for all the residents of Green Man Lane and we look forward to the challenge of making this a reality. We will undertake extensive work under our proposed Community Partnership sub-group, to help ensure that there are opportunities given to local people to work, train and learn to help reduce anti-social behaviour from developing.**

We follow a victim-centred approach, ensuring that support is provided to victims or witnesses wherever necessary and while we of course use legal intervention wherever necessary, we often resolve cases quickly through non-legal measures such as mediation or management transfer.

However, we also recognise that when the systems do not work, that we need to take swift and affirmative action to ensure that this is contained and does not become widespread. For that reason, we will take the following measures:

- We will use probationary tenancies for any new residents moving into the area
- Our last quarter results on this issue showed the following interventions taken by A2Dominion:
  - 3 evictions due to anti-social behaviour (ASB)
  - 13 notices seeking possession due to ASB
  - 3 notices to quit related to domestic violence
  - 4 notices to quit relinquishing tenancies (by perpetrators) because of ASB
  - 4 crack-house closure orders obtained with the police
  - 2 ASB injunctions obtained
  - 2 management transfers related to ASB
- We develop good neighbour agreements with residents, setting standards for the neighbourhood
- We host events to bring residents together at an early stage and agree a good neighbour agreement, setting standards for the neighbourhood

Our 'Welcome to your home' events have been successful at reducing residents' fear of crime and anti-social behaviour. They have made residents feel more inclined to participate in community activities and have reduced low level anti-social behaviour.

#### 4.7.9

### What are your proposals for avoiding management problems potentially posed by buy to let?

**There have been a great deal of management problems which have arisen over the last housing boom which have stemmed from buy-to-let investors. However, because of the long term interest we take in the areas in which we work, we see this as a key concern that we need to address from the outset of the development and not something that we overlook to maintain sales rates.**

For that reason, we are proposing a •build-to-let• product for households looking to rent on the new development at full market levels. We will be managing these properties within clearly defined areas and as we will have full management control over the whole of the development, we will be able to ensure that this is done in an effective manner.

The •build-to-let• homes will be secured through long-term investment from financial institutions such as pension funds and insurance firms, who are looking for long-term stable returns rather than the quick gains that the majority of buy-to-let investors have been seeking.

We are also proposing larger than average market housing which will appeal to owner occupiers and tenants seeking to live in the area longer term. This will help to prevent a transient population from developing within the market housing.

This clear marketing strategy product will ensure that individual landlords are kept to a minimum, as they will not be able to provide the same level of service. This offers an increased incentive to purchasers as the risk of forfeiture of leases would be reduced. A clear approach to management of the neighbourhood will also give purchasers confidence.

However, where individuals do wish to let out their properties, perhaps if they need to temporarily relocate for work for example, then we would look to make the following provisions:

We have a leasehold services improvement group to review and continually improve our services to leaseholders. This group includes landlords and owner occupiers, ensuring that all viewpoints are used to ensure that our service is attractive, viable and provides good value for money.

- We will offer a management and lettings service for landlords wishing to sub-let properties
- Rydon and A2Dominion will be jointly developing the homes on the open market and therefore this will provide consistency across the development
- In the lease there will be a clause to ensure that landlords used A2Dominion's own management services
- There will be specific clauses in the lease relating to ASTs

#### 4.7.10

##### What options can you offer tenants for transfer to other areas

**A2Dominion is a large affordable housing provider, covering large areas of the South and South East. We will work with individual residents, local authorities and other agencies to assess residents' options for moving to other areas.**

Options for residents to move to other areas will include exploring opportunities relating to the following:

- A significant number of new homes are currently being built by A2Dominion in neighbouring boroughs
- We have stock of 35,000 homes in London and the South East, with approximately 7,000 of these located in West London boroughs
- We will offer up properties in other boroughs and work with the local councils to gain agreement on this

We have over 30,000 homes located across London and the South East and can provide a range of locations for people wishing to move to new areas.

- We have the benefit of working on similar schemes in other boroughs of London and the South East to provide further opportunities
- We would consider purchasing street properties where no suitable option is available
- We are working on a number of off-site development opportunities specifically for the residents of Green Man Lane who are interested in moving away. Details of these can be found in section 4.4.5
- Rydon has developments across the South East for leaseholders who may wish to relocate

A2Dominion is a resident-focused organisation recently recognised by the Tenant Service Authority by being appointed as a 'Trailblazer' RSL for the whole of London in recognition of a 'strong track record in resident involvement'.

#### 4.7.11

##### How will you empower residents to play a greater role in the management of the new homes?

**We will give residents who wish to become involved in managing the neighbourhood our full support to meet these ambitions. We will do this by providing appropriate training opportunities and offering guidance and advice to help them with this aim. We will ensure that these opportunities are open to all residents wishing to pursue them and we will look to manage this through our proposed Management Partnership sub-group.**

In practical terms, we would propose the following initiatives:

- We will give residents as much or as little responsibility for the management of their new homes as they want
- We will develop a consultation agreement/protocol to clearly set out agreed processes, support and the resources necessary to meet residents' expectations in this area
- We will discuss with residents their interest in managing services and budgets, developing specifications, setting targets and monitoring their delivery at the earliest opportunity in the process
- In order to meet residents' ambitions we will provide the relevant support, including funding, training, facilities and support costs, enabling them to develop the capacity to manage at a level that suits them



#### 4.7.12

### What can you offer in terms of developing local management or community ownership options?

**This is an area we believe provides a really exciting opportunity for residents and we are experienced in working in this area. We particularly see the proposed community café as a key opportunity for residents to develop community ownership or management options.**

We would look to explore these issues within the proposed Management and Community Partnership sub-groups with the residents of Green Man Lane. We will be able to talk through the benefits and pitfalls using the knowledge gained from other similar initiatives.

In terms of our experience as an organisation, we can also confirm:

- We are an experienced team in the West Ealing area, developing:
  - Tenant management organisations
  - Estate agreements
  - Community cafés and launderettes
  - Community centres
- A2Dominion currently has:
  - Residents on all A2Dominion service delivery boards
  - Residents managing environmental improvement budgets
  - Residents setting specifications, standards and targets for all services to residents
  - Residents 'chairing' all panels which hold us to account
  - Residents managing a number of community facilities

#### 4.7.13

### If there is support amongst residents to explore wider community ownership models (such as those facilitated by the recent Housing & Regeneration Act 2008) in the future, how would you respond to such a request?

As indicated by our response in section 4.7.12 we would welcome the opportunity to develop such an option, subject to regulatory requirements.

We have specifically thought of opportunities to discuss with residents, mainly in the first instance concerning the community café and the community facilities, but would be delighted to hear any ideas that residents have for the whole neighbourhood.

On the Ivybridge Estate in Isleworth we developed a community centre which is owned and operated by residents. The centre provides a community launderette and café for the neighbourhood and is managed by a neighbourhood residents' board.



## 4.8.1

### What new community facilities and neighbourhood amenities would you provide for residents and the wider community and where would these be located?

**We will provide a range of community facilities, including a community café, a community centre, multi-use games area, community square, an affordable gym and other community spaces.**

- A community space, in the form of the Singapore Triangle, located at the south western mosque end of the crescent - offering an adaptable space which could provide an external venue for many activities, including a market, use as a piazza, an exhibition space, or a performance space. The area could also be available for hire and could house events such as an outdoor winter skating rink.
- A community centre - providing a space for a full range of indoor activities to take place, located on the northern square at the St John's school end of the crescent.
- The community centre would provide space for learning and skills development, would have a hall for group activities and would have a range of office space, including that for the Estate Manager and caretaker.
- Multi-use games area located adjacent to the community centre - as a shared facility with the school and operating an 'airlock' principle i.e. for school use whilst the school is open and for community use at all other times.
- We would look at investigating coaching opportunities, working with the school and using the games area, which could provide opportunities for local people.
- A community café, located on the Singapore Triangle at the south western end of the crescent □ providing a café environment with internet facilities for the square, with and the possibility of sharing the catering and management support with our proposals for sheltered housing facilities with our proposed Enterprise units, thereby reducing future running costs and ensuring helping viability.
- The community café would include outside seating to take advantage of the southerly aspect.
- We will provide two enterprise units on the Singapore Triangle to promote the growth of new local businesses with the support services required by new start-ups.
- An affordable gym located on the Singapore Triangle □ offering cheap membership rates, but with brand-new, high quality equipment. The commercial operators, The Gym, have a proven business plan to ensure that these facilities will be there for the long term.
- A ribbon park along the crescent, providing a number of play opportunities and seating areas and a mix of soft and hard landscaping.
- A northern square with soft landscaping to provide a •village green□ focus for the community centre.
- A large courtyard to the rear of the Singapore Triangle, to be used as a quiet space for residents, with large areas of soft landscaping and an allotment area.
- Other community spaces throughout the neighbourhood, including 'all-age' spaces and a range of other spaces, the details of which can be developed through resident consultation in the proposed Design Partnership sub-group.

## Community café

We will develop a community café which will act as a focus for the neighbourhood, providing the following benefits:

- A community managed building
- Developing the capacity of the residents through the development of a business plan
- Exploring social enterprise opportunities
- A catering facility for local residents, local events and businesses and the sheltered housing
- A location to host catering-based training initiatives
- A location for showcasing artwork from residents
- A place for engaging with young people
- The provision of cheap/free internet access
- A multi-agency surgery venue
- Creating local employment
- Promoting initiatives and activities
- Creating social capital





## 4.8.2

### How would you ensure the long term financial viability of any new community facilities or amenities?

**Our aim is to provide the residents of Green Man Lane with a new, sustainable neighbourhood for the future. In order to meet this aim we will put the necessary funding streams in place to protect the long-term financial strength of the facilities which we will provide.**

Our experience tells us that the financial viability of community buildings is based on the right resources, sound business planning, the maximisation of funding streams and effective partnership working.

We will achieve this by:

- Appointing a neighbourhood community enterprise manager with proven experience of similar operations and securing suitable funding, and we will involve the community in the appointment
- Reducing operating costs by designing the development in a way which allows the community buildings to share management, security and catering facilities and by combining facilities with the school. We have also provided a further variant proposal for an extra care facility that could help us to share costs further with the community facilities.
- Identifying issues in the neighbourhood which have a definite need and addressing these with the facilities and services we provide
- Developing community projects and activities, including business plans and bids where necessary
- Re-investing the revenue from the community café back into its operations
- Renting out the Singapore Triangle and the community centre for particular events to help provide further revenue streams for the community facilities
- Identifying the appropriate resources needed to support these services early on and feeding this into the business plans
- Identifying potential expenditure at the outset of any project, to ensure long-term viability
- Developing a fund-raising strategy
- Identifying potential users for the services
- Identifying partner organisations which exist in the area
- Building costs into the service charges, where this can be seen to directly benefit the residents
- We have identified the following sources which could help us with our aims:
  - Sport England ■ grants available for £10,000 upwards for community based sports programmes, which could include the multi-use games area
  - My Place ■ which aims to deliver world class youth facilities driven by the active participation of young people and which could provide large scale funding for the youth facilities shared with the school
  - Awards for All ■ a range of projects are supported, including •play and sports facilities with coaching for young people on urban estates, with up to £10,000 available for not-for-profit groups such as the community centre
  - Biffa Award ■ which awards projects that •provide or improve community spaces, cultural facilities and places for outdoor recreation. Grants of between £5,000 and £50,000 can be applied for in areas within 10 miles of their operations



### 4.8.3

## What would be your priorities for community regeneration work and how would this be funded?

**We will be working with a wide range of residents and stakeholders to develop an effective understanding of the issues affecting Green Man Lane. This work is essential to fully understand what the priorities are for our community work. However, we have made a good start with the consultations undertaken to date and we can add to this under our proposed Community Partnership sub-group.**

Within the working group, we will seek to identify what the key priorities are for local people and we will then identify what resources we need to support these, allocate them and deliver them.

It is our belief that by recognising local priorities for regeneration we are best able to meet local residents' and communities' needs and this has been apparent in the other large regeneration projects we have undertaken to date. At present, based on initial research and feedback from residents, we believe that most of the priorities will focus on the following:

- Making Green Man Lane a safer place to live, with clear and open streets
- Providing new, spacious, attractive and energy efficient homes
- Creating new jobs and training opportunities in the area, not only in construction-related areas, but also in housing management, community facilities operations, support for new business start-ups and the running and operating of social enterprises
- Providing real opportunities for personal development in practical activities which will help the community to develop long term
- Recreational activities and the facilities to support these for residents, with particular focus on young people and the elderly
- Attractive new open spaces which provide a focus for leisure and events
- Empowering residents, through management and community ownership opportunities

To be able to address these needs we will ensure that the necessary resourcing will be made available and this will come in various forms, including:

- A community centre manager with a proven track record of delivery and funding
- Rydon's Community Initiatives Manager and the Community Initiatives team at A2Dominion
- Further support from our existing partners, including the Ealing Community Network staff, such as people like Anne Marie Charles
- A funding strategy for the neighbourhood, to include:
  - Core funding from Rydon and A2Dominion of £50,000
    - from the surpluses identified within our financial model for community projects
  - Community facility buildings provided at nil cost □ so there will be no funding costs to repay from revenue streams
  - Commercial and private sector sponsorship opportunities
    - with conversations already underway with Sainsbury's and Network Rail
  - Support for local community groups to successfully fund-raise to deliver their activities from our community teams
  - We will work with Ealing Council and other public sector agencies to ensure that our priorities within the neighbourhood attract public funding
  - Mainstream funders for the appropriate activities e.g. Big Lottery Fund, London Development Agency, Learning Skills Council and other key funders
  - Other funding streams as identified under 4.8.2 such as Sport England and My Place



#### 4.8.4

### What are your commitments in terms of providing social, employment and economic opportunities?

**We will ensure that a suitable range of opportunities are in place to meet residents' and stakeholders' needs and that these opportunities will be accessible to all and will include a range of activities designed to provide a sustainable community at Green Man Lane.**

We will ensure that access to the opportunities presented in our proposals is available to all residents:

- We will hold different events to provide a range of social opportunities, including:
  - A launch event for the regeneration
  - An annual carnival/fete on the anniversary of the launch
  - Activities for all age groups, which will include specific activities for children, young people and the elderly, such as football tournaments, quiz nights and bingo
  - Internet social networking through a dedicated regeneration website
  - Further music and performance events, to be held on the Singapore Triangle, working with local arts groups

We are excited to be able to identify two key partners in this area: Ealing Community Network and EASE

- Employment and training activities will include:
  - Customer services training with A2Dominion's customer service team, with a view to actual employment opportunities
  - On-site construction jobs and apprenticeships, with a 30% target for the use of local labour
  - Construction skills open days, working in partnership with The Prince's Trust
  - Specific courses for management of the community facilities including, for example, Sage for bookkeeping
  - Preparation for Work Level 1 or 2
  - Undertaking a Certificate in Housing Level 2 to gain the skills needed for housing management
  - Introduction to Working with Young People Level 1 or 2
  - Resident Involvement Level 1 or 2, for work in a resident liaison capacity with A2Dominion and Rydon
  - Resident quality assurance training
  - Construction training
  - 'Taster days' - opportunities to spend days with any of the project team companies; for younger people about to enter the job market or others considering a change of career
  - DIY training supported by Rydon Construction
  - New jobs to be created in the Gym, Enterprise Units, Community Café and Community Centre
- As part of our new partnering agreements with Connaught and our framework of planned maintenance contractors, we anticipate a host of further employment opportunities being made available through the long term maintenance of the neighbourhood.
- We will also offer:
  - A volunteer service with a full range of supporting projects, including resettlement advocacy and befriending
  - A tailored approach to affordable childcare for the neighbourhood
  - Other opportunities and activities arising out of consultation with residents and other stakeholders

**Ealing Community Network have been in existence since 2003 and are a membership body representing over 700 voluntary and community groups in Ealing. They have had staff working on the Green Man Lane Estate since 2006, building residents' confidence and capacity, and have supported the residents' group throughout this process.**

**EASE have an excellent track record in Ealing in building individual and communities' capacity and have a list of achievements, including:**

- **Developing services in the community since 2001 and sharing their knowledge with other estate communities since 2003**
- **Providing youth services on two estates to London Youths Quality Assurance Silver standard**
- **Supporting over 350 families through direct services and assisting more than 20 residents' groups gain the skills to develop services on their estates**
  - Jackie Sear, founder of EASE, has been involved in youth work since 1989:
  - Qualified as a part-time youth worker - Brunel University 1991
  - Graduated with Community Law Degree (Hons) 2000
  - Graduated from the School for Social Entrepreneurs 2001
  - Nominated for Pride in our People Award 2007
  - Awarded Pride in our People Award and Star of West London 2008



#### 4.8.5

### How can you ensure that jobs and training can be prioritised for local residents?

The long-term success of the Green Man Lane regeneration depends on us being able to create real job opportunities for local people on the estate.

We understand the importance that this brings and would therefore propose the following for local people:

- Provide 30% of our on-site labour from the local area.
- Provide a place for construction management training and employment as a trainee site manager.
- Provide three places for local people on our customer service training courses.
- Provide a place for resident liaison training and employment as a trainee resident liaison officer.
- Promote the employment of local people in our new commercial and community facilities.

We will look to add to this through working with the Community Partnership sub-group and will provide tailored needs and requirements through the outcome of these discussions.

#### 4.8.6

### How would you ensure that the community is kept together throughout the process of re-housing and redevelopment?

We recognise that the redevelopment and re-housing process can cause anxiety and disturbance to the existing community..

In order to help minimise this we are proposing a Re-housing and Relocation Partnership sub-group as one of our working groups with the residents, to specifically address this issue and identify proposals which will help to keep the community united.

From our experience on other projects, we would suggest that the following measures will help to minimise this impact and give the community a focus to retain and enhance its current strength:

- A residents' board at the heart of consultation and decision making, to ensure that the community remains in control of the process.
- Regular information and events using the agreed mechanisms described in earlier sections would be used for promoting awareness of actions and feedback throughout the programme and, in particular, at the end of phases.
- When planning out the decant process, we will have full regard to those who wish to remain on the estate and where groups of neighbours wish to be re-housed close together.
- Working with Ealing Council to determine a detailed housing needs survey so that we can accurately determine needs at particular points in the development process and address this in the re-housing proposals.
- Keeping residents fully engaged with the design choices for the new homes and the estate in general.
- Empowering the community through developing community management/ownership options.









## 4.9.1

**How will your proposals contribute to the economic regeneration of the West Ealing area?**

**We understand Ealing Council's aspiration for the Green Man Lane Estate redevelopment to be the catalyst to a broader regeneration of the West Ealing area. In our second stage proposal we put forward a range of facilities which we felt could be suitable to help achieve this goal. However, we have now listened to the residents of Green Man Lane and representatives of the planning department and, as such, we have amended our plans accordingly.**

Our proposals introduce just under 300 additional new homes into the local area and provide a mix of different tenures which bring with them greater economic wealth. In turn, this will help to fuel the local economy and provide valuable revenue for local business.

We are also providing a low-cost gym within our proposals which will help to create jobs for local people and will provide additional footfall for local retail and hospitality businesses within West Ealing. This is a commercial operation based on a proven track record and we can be confident that this will be here for the long term benefit of the new estate and the local economy.

Alongside the gym, we are also seeking to provide a community café and new community centre which will again provide opportunities for job creation and training. This, in turn, will help to sustain wealth generation in the local economy in the long term.

To further aid this goal, we are providing 200m<sup>2</sup> of dedicated floor space for complementary start-up businesses within our proposals, which will again help to provide new job opportunities and provide additional opportunities for existing

local businesses.

Our design seeks to improve connectivity in the local area and will help to make The Broadway more accessible to those in the north of the area. Similarly, our new crescent proposals will greatly assist those in the south of the area to cross the development to gain access to West Ealing station. We are incorporating a new urban square for West Ealing, the Singapore Triangle, immediately adjacent to the high street, which will provide new focus for events and a market to compliment the existing facility in the area, which will again help to create further custom for local business concerns.

We will also be providing enhanced public parking facilities to help customers access The Broadway, including a new underground car park with increased levels of security. Alongside this, will also be providing •stop and shop• bays along Singapore Road to help shoppers use The Broadway for convenience.

We will also look to work with organisations such as the West Ealing Neighbours and the Ealing Chamber of Commerce, to help ensure our proposals best meet the needs of the local economy.

Royal Borough of  
Kensington and Chelsea  
Cemetery





Drayton Green



A2Dominion  
Sinclair House



A2Dominion  
53-55 Uxbridge Road



Dean Gardens

A2Dominion  
113 Uxbridge Road



Pedestrianised  
zones

## 4.9.2

### Please outline your conclusions in terms of how a future housing scheme could fit with any future supermarket development in West Ealing

**We understand the critical need to maintain the existing occupiers within West Ealing's retail offering and that without this crucial base it will be difficult to promote and secure further investment into The Broadway. We appreciate that Ealing Council have been undertaking discussions with the existing store operators with respect to a new supermarket development and, as such, we have produced an alternative proposal to help facilitate this.**

We have been liaising with David Hobbs of Colliers CRE, who are acting as development agents on behalf of Sainsbury's, and we have identified their requirements and have included this within a variant bid.

Sainsbury's existing store has around 2050m<sup>2</sup> of sales space and they are looking to at least double the scale of their operation in any future store in the area. They would ideally be looking for 5575m<sup>2</sup> of sales floor space, but recognise that given that the back-of-house requirements would take the overall store up to 8400m<sup>2</sup>, that this could be difficult to accommodate.

In terms of parking provision, they require 1 space for every 20m<sup>2</sup> of store space. For their ideal store size this would equate to 450 parking spaces.

Sainsbury's currently own the freehold to their existing store and, as such, we would be looking to undertake a deal which also involved the redevelopment of their existing premises once the new store was completed. This could provide opportunities for new mixed tenure housing off site which could assist with the decant arrangements for those residents who would be willing to move away from the estate.

- We would look to conclude our negotiations with Sainsbury's if selected as preferred partner, and should this still remain a priority for Ealing Council
- We have looked at the design implications of incorporating their requirements, as indicated in the plan opposite.
- We have incorporated a store of 4100m<sup>2</sup> net sales area and 6200m<sup>2</sup> gross area, with parking for 310 cars
- We have re-assessed the housing provision which the inclusion of the Sainsbury's store necessitates and this can be seen as follows:
  - Less 49 dwelling
  - Less community facilities
  - Less communal open space
- These figures have been included within a variant financial model that is included under Appendix 1.

We have also had approaches from other supermarket operators who have requirements similar to those of Sainsbury's, but we have advised them that we would wait for Ealing Council's direction on this matter. We would of course be happy to lead on discussions with other operators at the preferred partner stage if this was seen as being of benefit to Ealing Council and the Residents of Green Man Lane.



Sketch section through supermarket







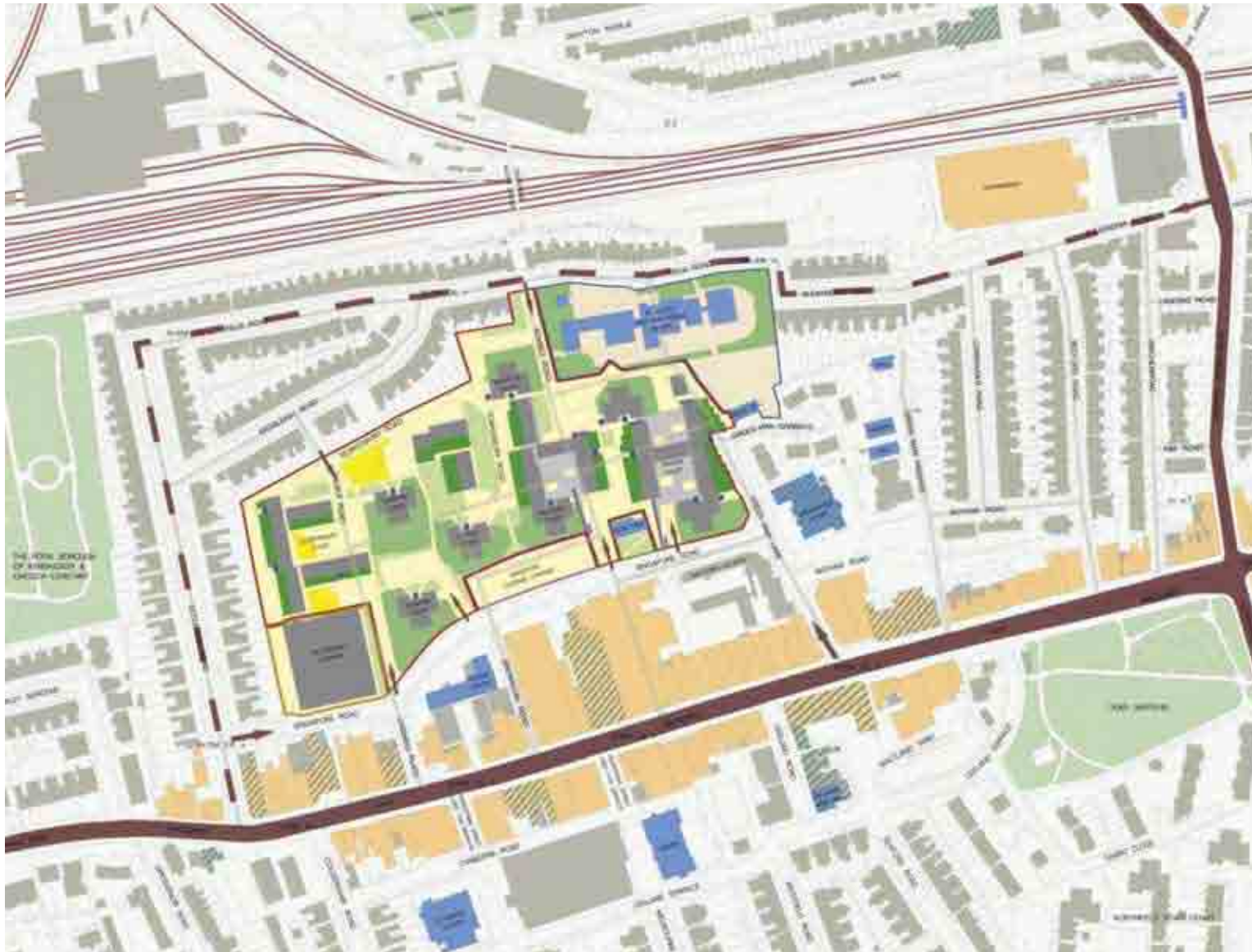
# A - Design Information & Studies

- Site Analysis
- Existing Site Aerial Photograph
- Aerial View Existing
- Aerial View Proposed
- Birds Eye View of Proposals
- Proposed Site Plan - Option 1
- Proposed Site Plan - Option 2
- View of Singapore Triangle
- View of The Crescent
- View of Typical Street
- View of Jacob's Ladder
- Improvements to Jacob's Ladder
- Study Diagrams
- Floor Plans





# Site Analysis Overview



- KEY**
- BOUNDARIES:
    - COLLATERAL HOMES OWNED SITE
    - COLLATERAL OWNED SCHOOL SITE
    - ESTATE BOUNDARY
    - MALDENBY CARPARK BOUNDARY
    - ST JOHN'S PRIMARY SCHOOL BOUNDARY
    - DEAN HALL BOUNDARY
    - SINGAPORE SURFACE CARPARK
  - SPACE:
    - COMMUNITY BUILDING
    - COMMERCIAL BUILDINGS
    - EXISTING & LOCALLY LISTED BUILDINGS
    - SHARED GREEN SPACE
    - UNDER-UTILISED GATED COMMUNITY GARDENS
    - PRIVATE GARDENS
    - CHILDREN'S PLAY AREA
    - UNSERVED GROUND UNDEVELOPED PARKING WITH BARRIERS COURTYARD ABOVE
  - ACCESS:
    - FOOTWAY
    - MAIN ROAD
    - ROUTE USED AS A HIGHWAY
    - SPACE (ORCA) HIGH
    - PRIVATE ACCESS FROM MAIN ROAD
    - VEHICULAR ACCESS TO SITE
    - ENTRANCES TO BUILDING COMPLEX
    - WALKWAY ACCESS



## Existing Site Aerial Photograph



Approximate Boundary of Primary Site



## Aerial View Existing





## Aerial View Proposed







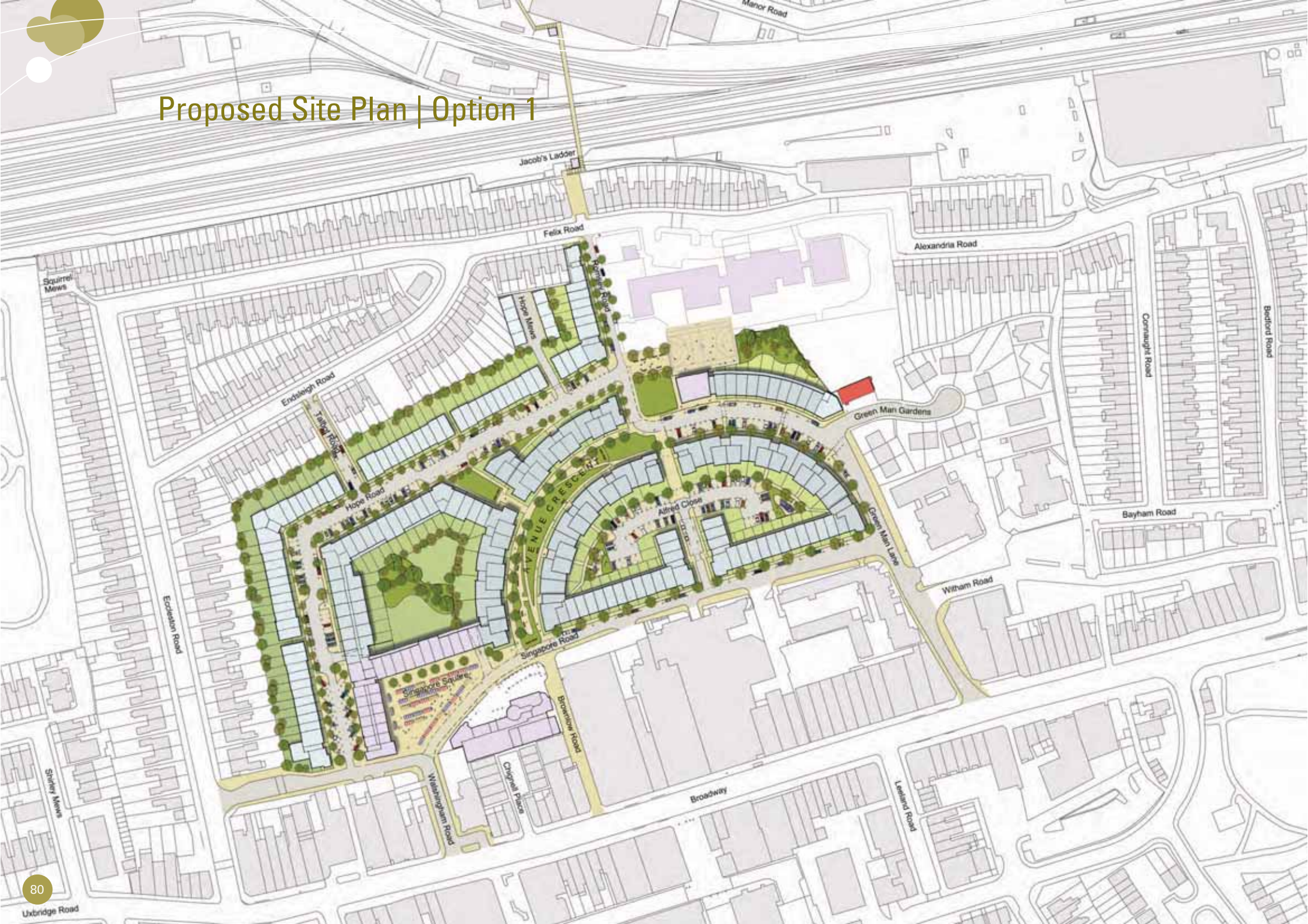


## Proposed Artists Birds-Eye View of Proposed Site



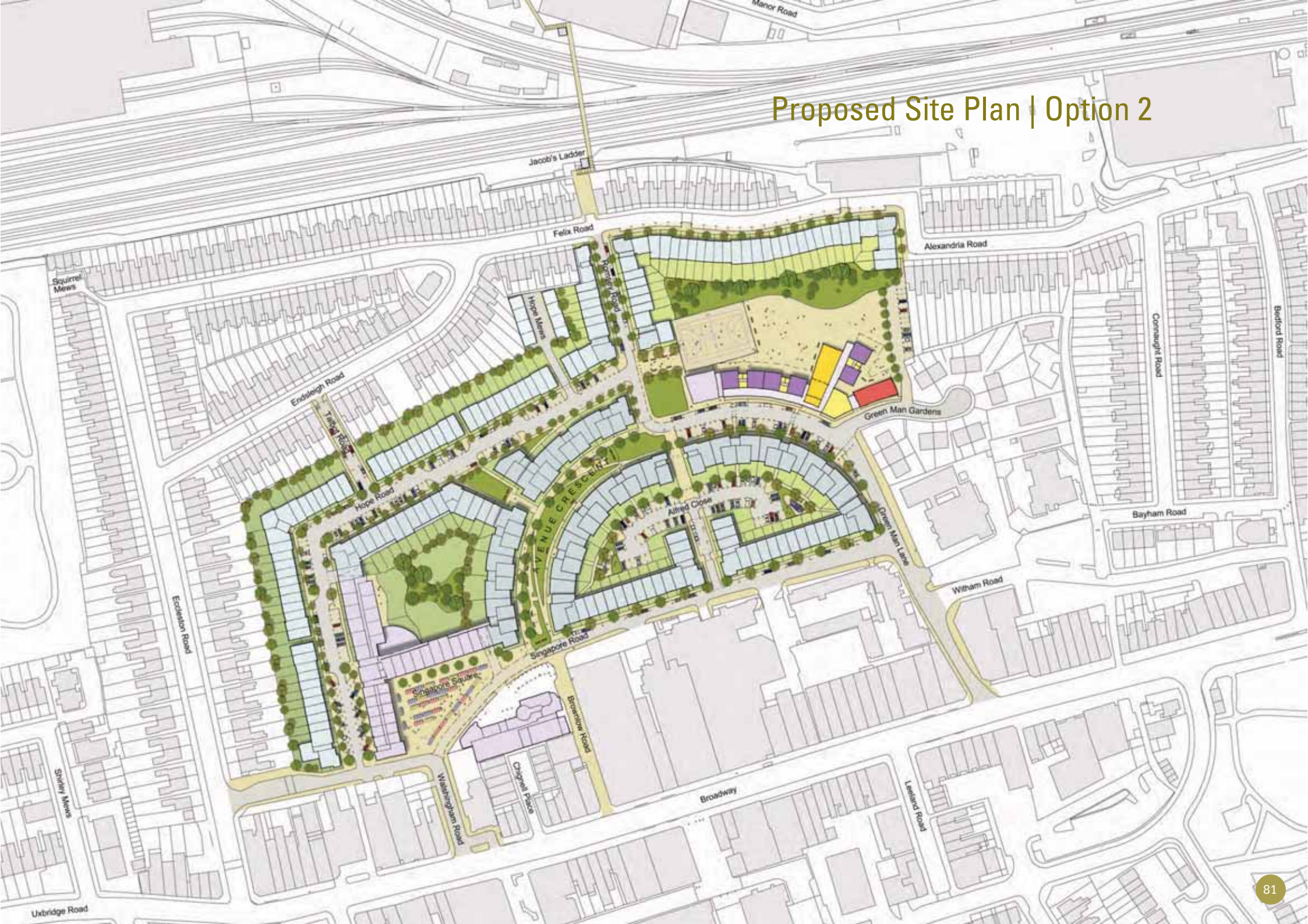


# Proposed Site Plan | Option 1





## Proposed Site Plan | Option 2





## Singapore Triangle

Artist's visualisation showing community cafe,  
low cost gym, warden's office and market  
square





## The Crescent

Artist's visualisation indicating resident  
designed public spaces





## Streets with Houses

Artist's visualisation of houses with front doors onto pedestrian friendly streets





# Improvements to Jacob's Ladder

Artists impressions of possible improvements to accessibility, lighting and security to Jacob's Ladder



As Existing



Improvements to both ends



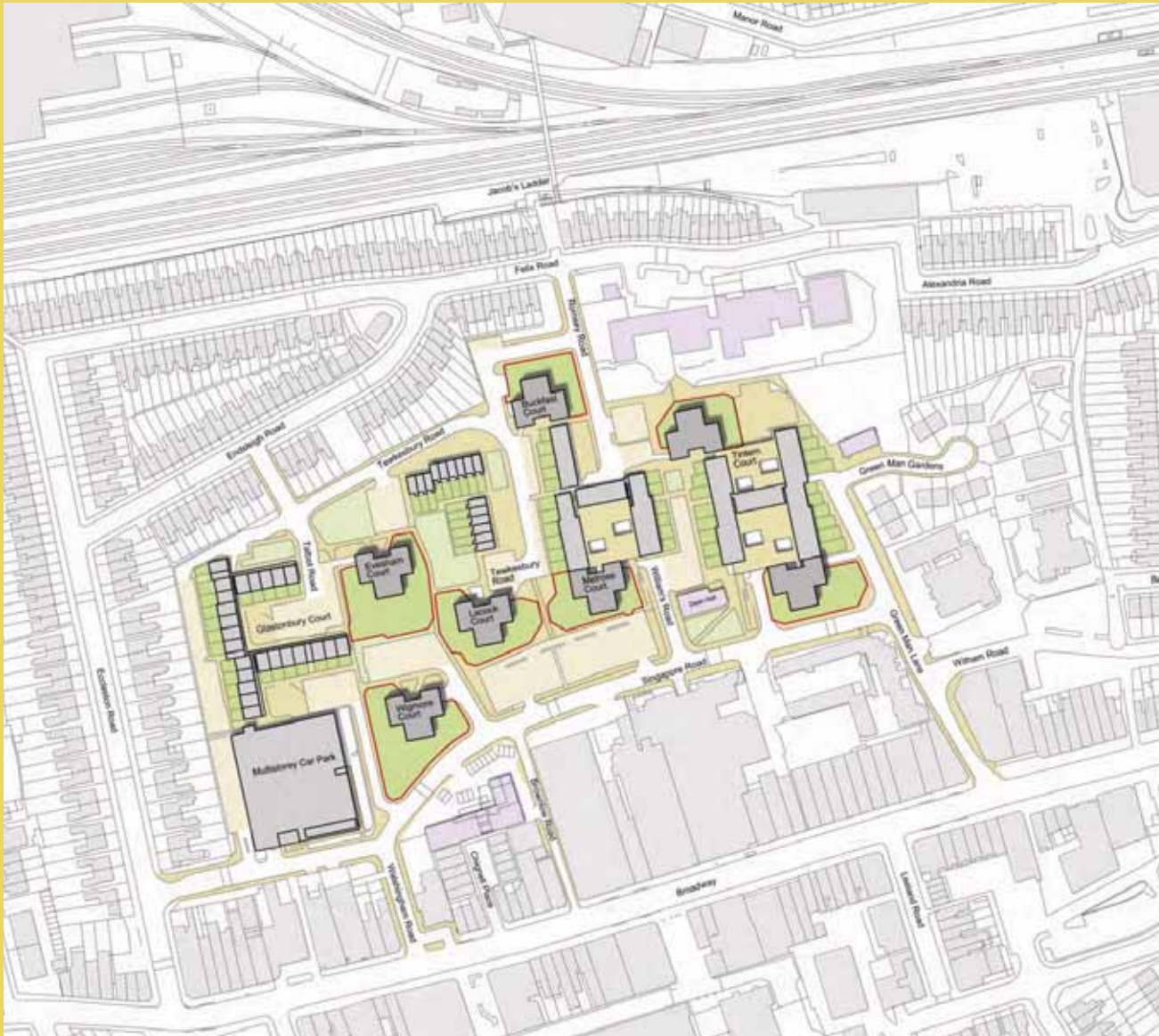
Proposal with possible improvements



View from proposal




# Landscaping Study Diagrams



## Existing







- Low quality public realm
- Gated & locked, under-utilised communal gardens
- Concrete panel walls to private gardens
- Dark, unsupervised basement parking courts

- |   |                       |
|---|-----------------------|
|  | Childrens Play Area   |
|  | Footpath              |
|  | Parking               |
|  | Private Garden        |
|  | Gated Communal Garden |
|  | Amenity Space/ Lawn   |



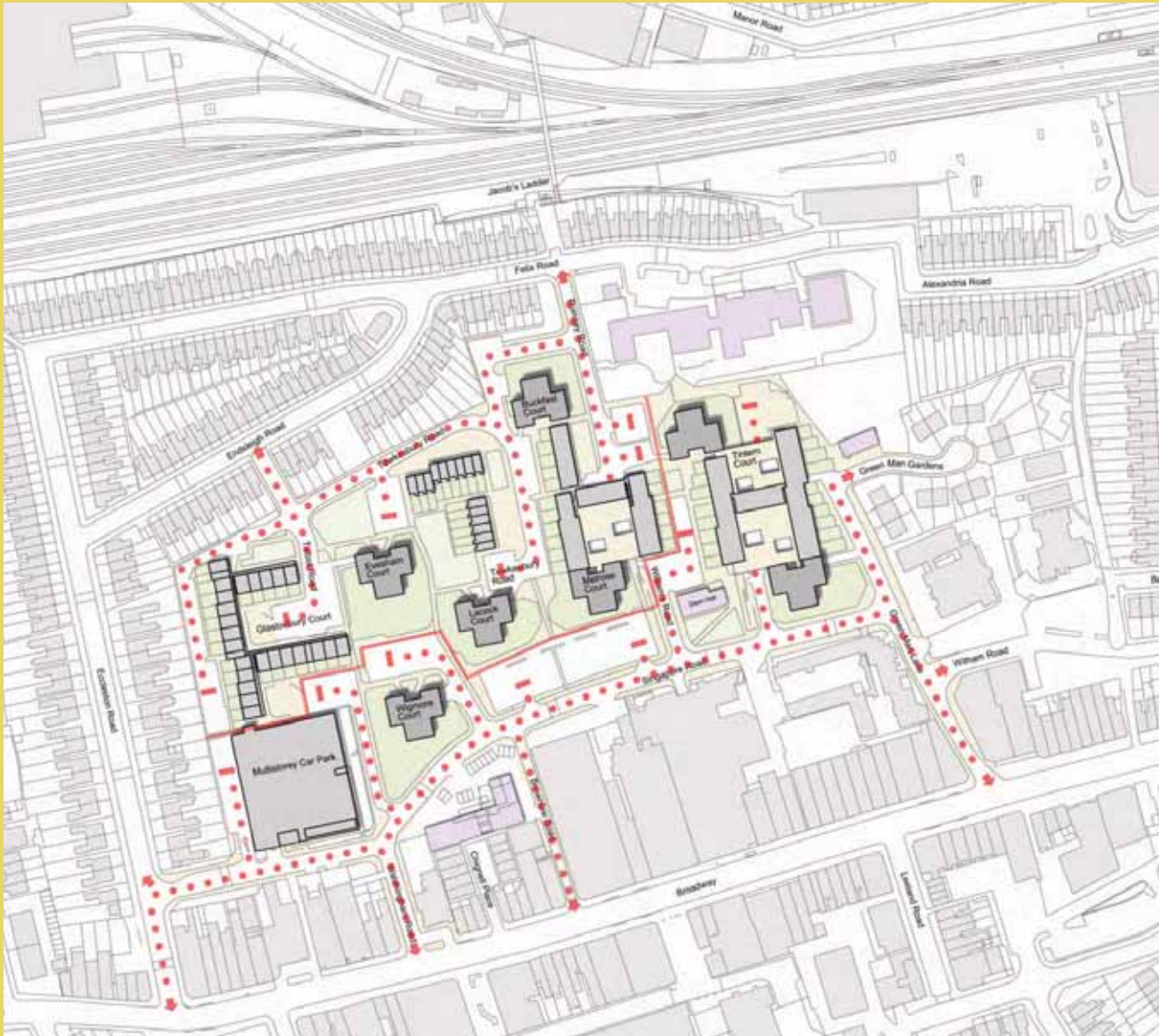
## Proposed

- Flexible public squares
- Defined public lawns and greens
- Landscaped areas
- Resident designed streetscape & landscape
- Secure and monitored children's play areas
- Private gardens to front and rear of properties
- Allotments

	Childrens Play Area
	Footpath
	Parking
	Private Garden
	Public Lawn Square
	Landscaped area & allotments



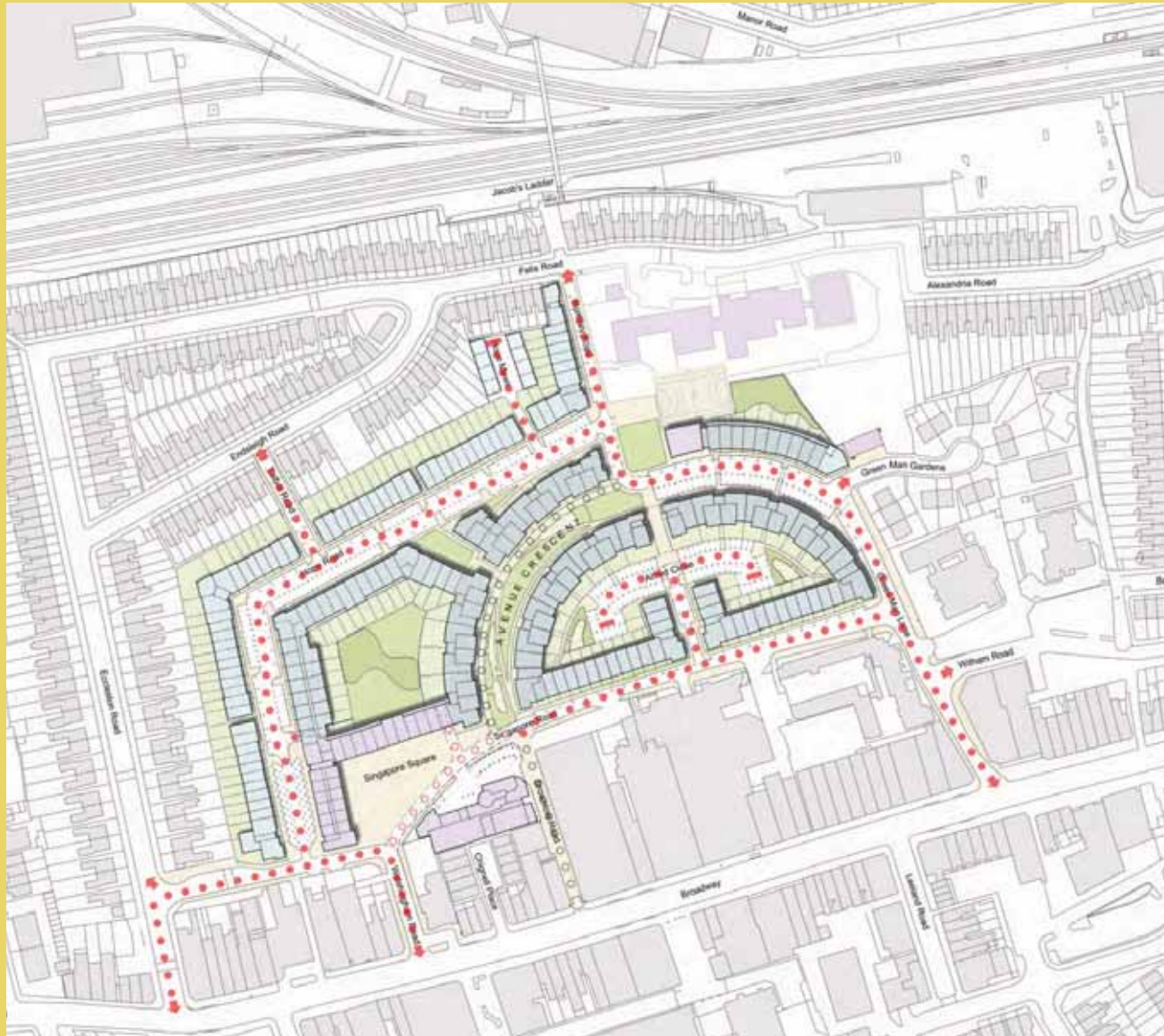
# Vehicular Study Diagrams



## Existing

- No through routes. Inefficient servicing via individual accesses
- All through traffic focuses on surrounding roads
- Secluded / not overlooked presents security and personal safety issues
- Under-used multi-storey car park

- • • • All Traffic Route
- • • • Dead End
- — Boundary of Impermeability



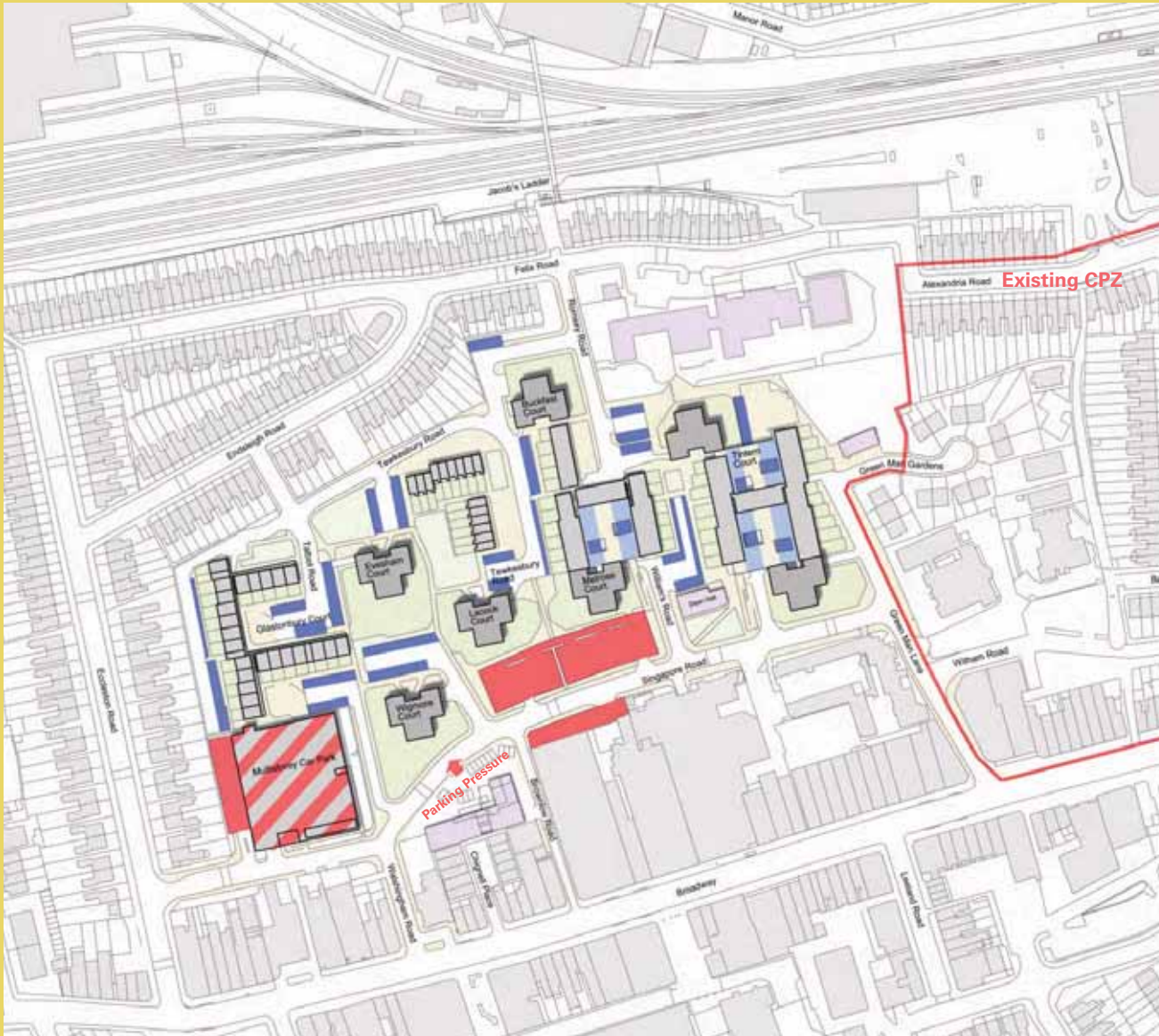
## Proposed

- Logical service routes
- Provision of dedicated service and emergency access route
- Direct access to public buildings and open spaces

- • • • All Traffic Route
- • • • Dead End
- • • • Pedestrianised Road
- • • • Service and Emergency Only



# Parking Study Diagrams



## Existing

- Unmanaged
- Demand causes stress in certain areas (Singapore Road at Mosque)
- Secluded / not overlooked presents security and personal safety issues
- Multi-storey car park under-used due to safety



Reduced capacity multi-storey

Public Parking

## Residential Parking



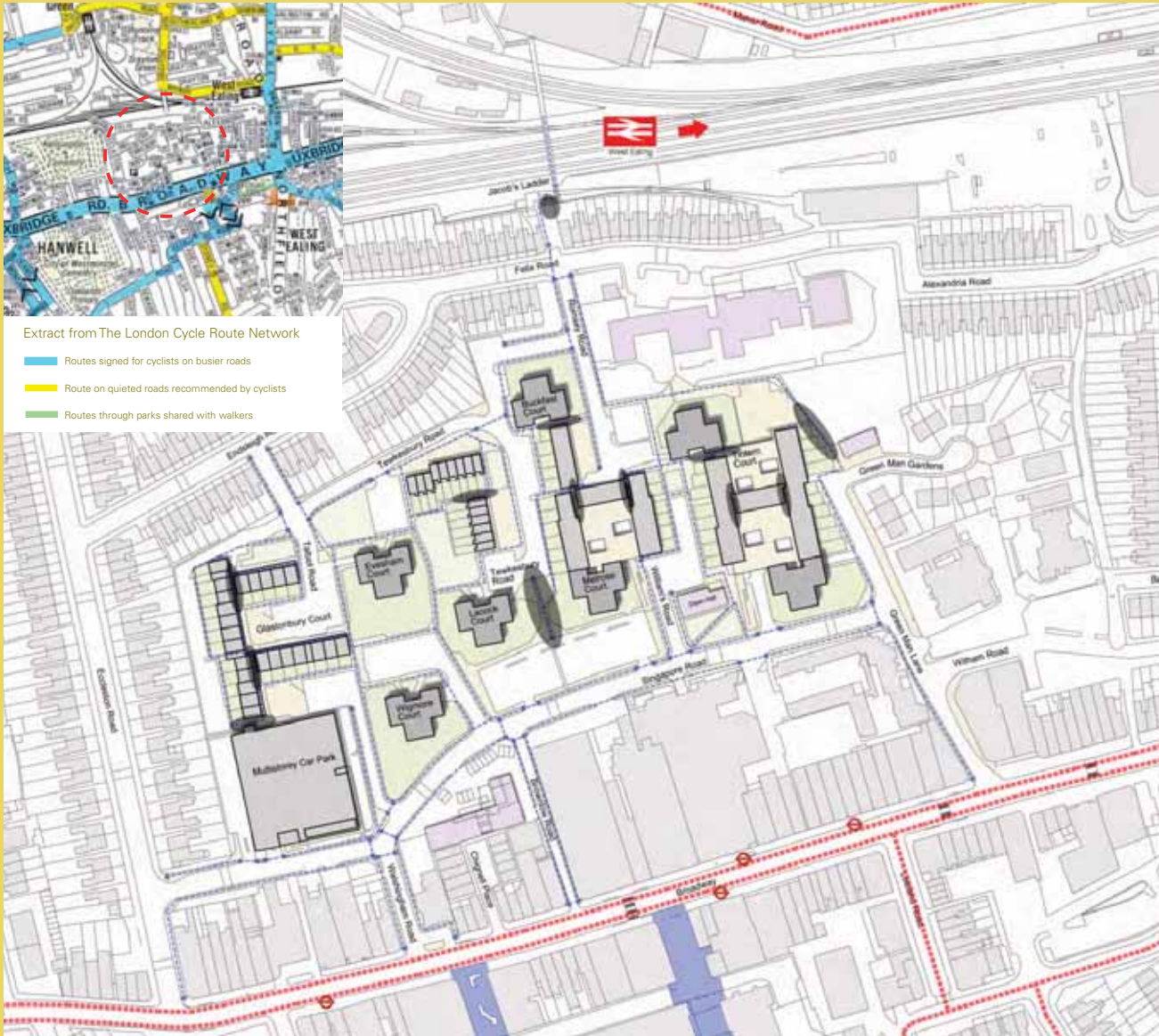


# Pedestrian & Cycle Study Diagrams



Extract from The London Cycle Route Network

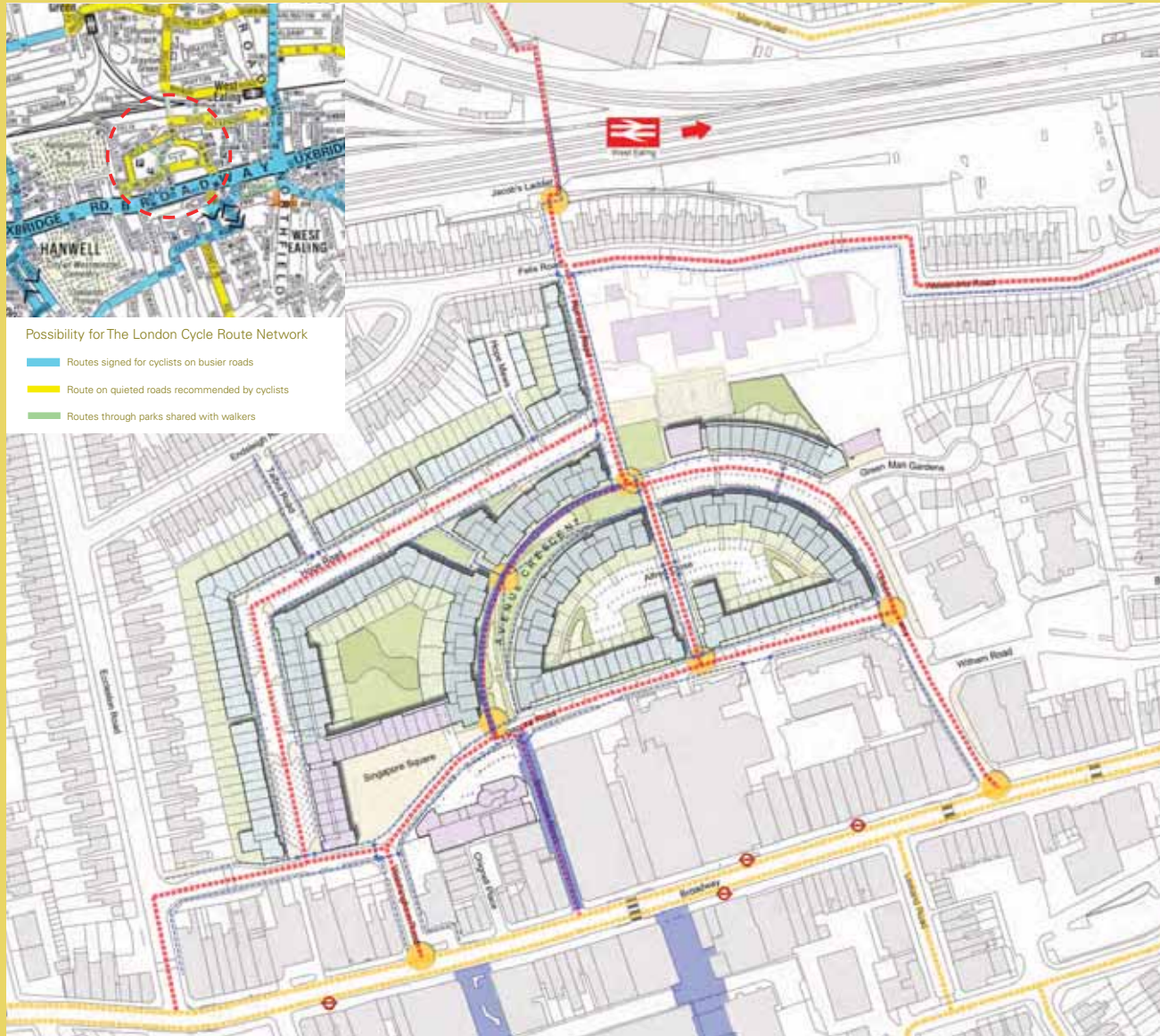
- Routes signed for cyclists on busier roads
- Route on quiet roads recommended by cyclists
- Routes through parks shared with walkers



## Existing

- Lack of permeability
- Secluded routes
- Personal safety & security problems
- Difficult to navigate, lack of wayfinding
- Jacobs ladder stepped access, uninviting landing points
- Railway line is a barrier between cycle routes north and south.

- - - - - Pedestrian routes
- ◆ - - - - End of pathway/ crossing
- ○ - - - Unsecure and vulnerable routes
- - - - - Cycle routes
- Pedestrianised Road



## Proposed

- Permeable
- Stepping stones & beacon for wayfinding
- Well lit wide streets
- Natural surveillance & increased activity
- Escape routes
- Promotes through movement
- Provides good links to public transport and other services including retail, employment and leisure.
- Provides direct link to existing pedestrian crossings on Broadway
- Provides direct routes via low speed traffic routes
- Improvements to Jacob's ladder provide link between cycle routes north and south of railway





# Bigger Homes

## 1 Bedroom Flat

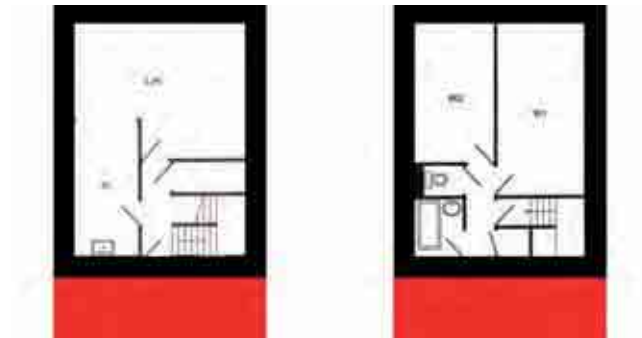


Existing Flat = 48 SQ M

Proposed Flat = 50 SQ M

Improvement = 2 SQ M  
(4% More Space & Storage)

## 2 Bedroom Maisonette

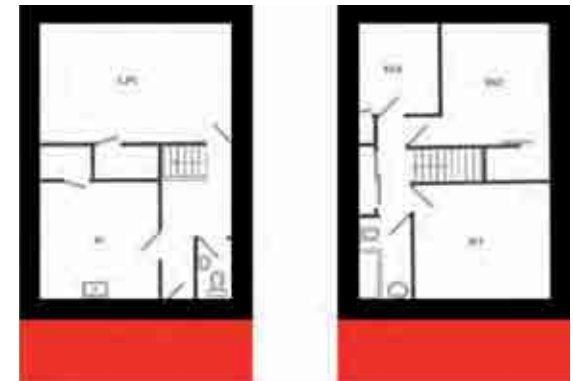


Existing Flat = 62 SQ M

Proposed Flat = 79 SQ M

Improvement = 17 SQ M  
(21.5% More Space & Storage)

## 3 Bedroom Maisonette



Existing Flat = 75 SQ M

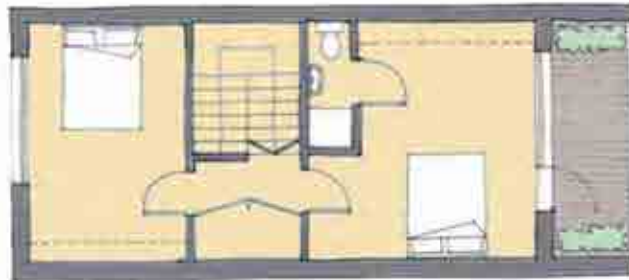
Proposed Flat = 90 SQ M

Improvement = 15 SQ M  
(18% More Space & Storage)

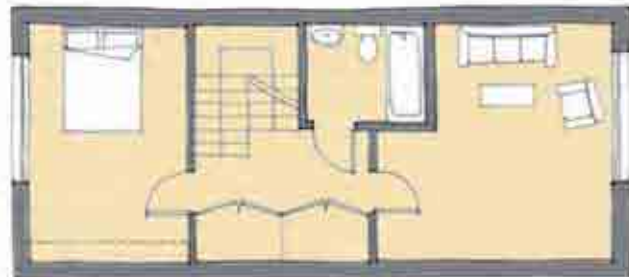
Existing Areas taken from Ealing Stage 2 Background Notes



# Typical 4 Bedroom House



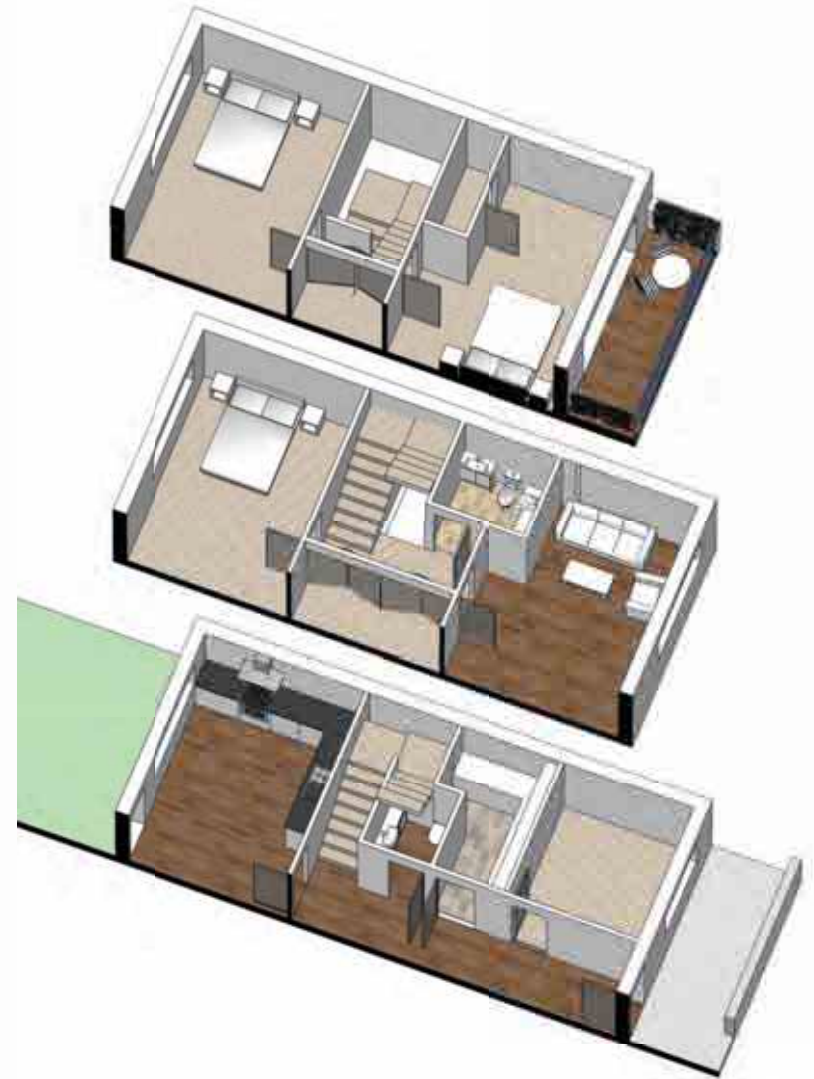
Second Floor



First Floor

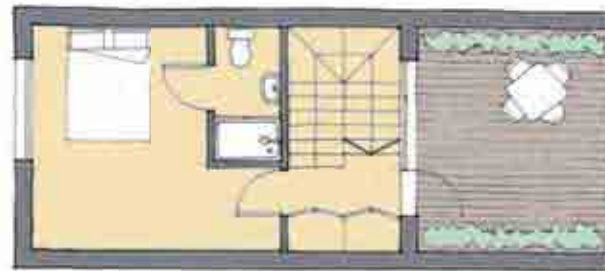


Ground Floor

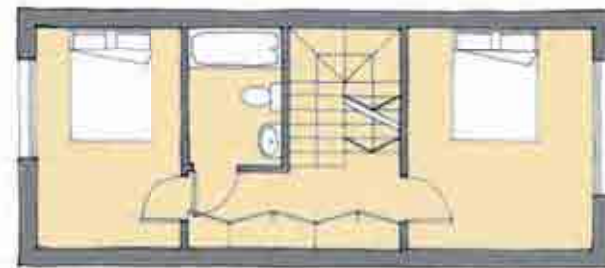


# Typical 3 Bedroom House

## Option 1



Second Floor



First Floor

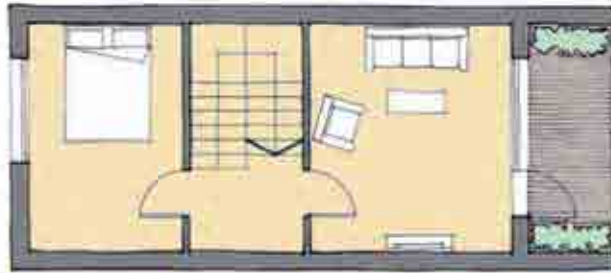


Ground Floor

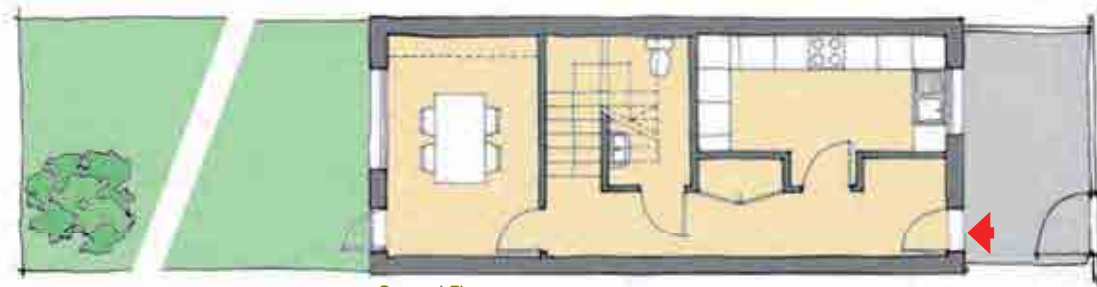
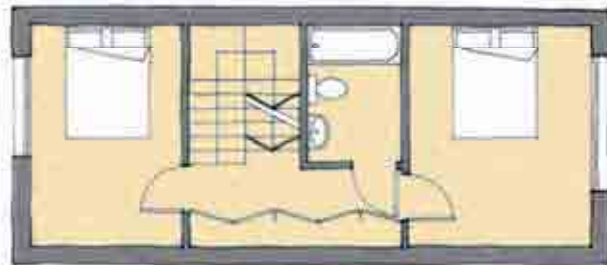




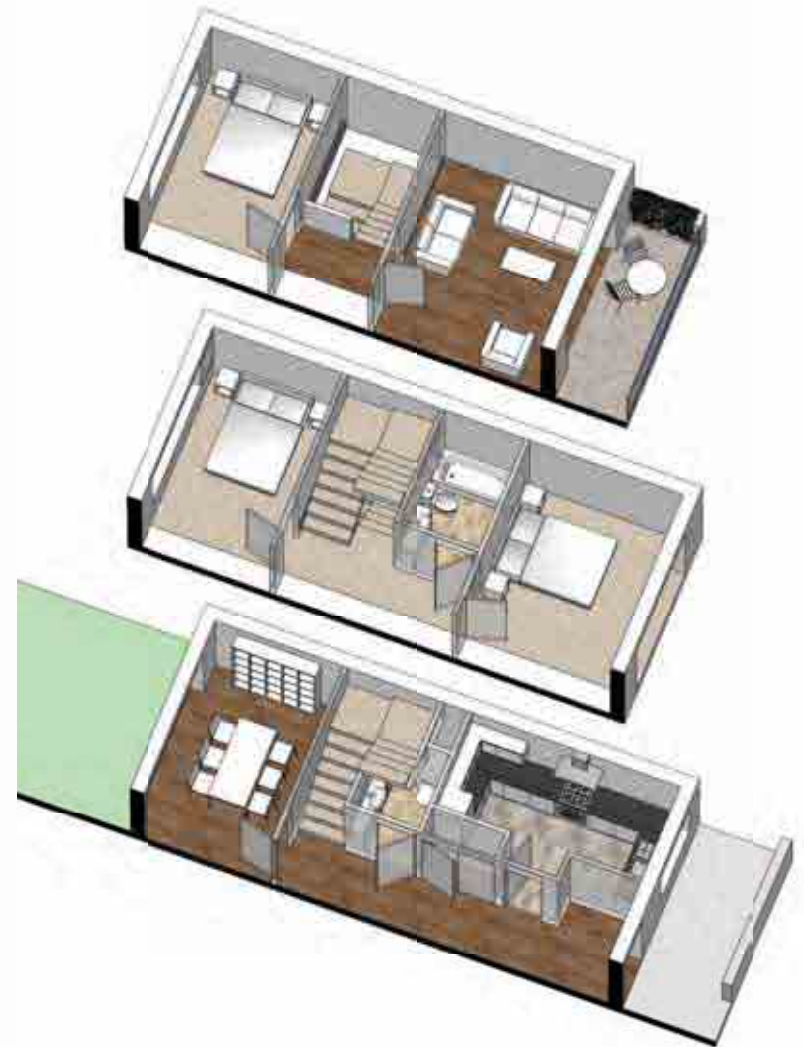
# Typical 3 Bedroom House Option 2



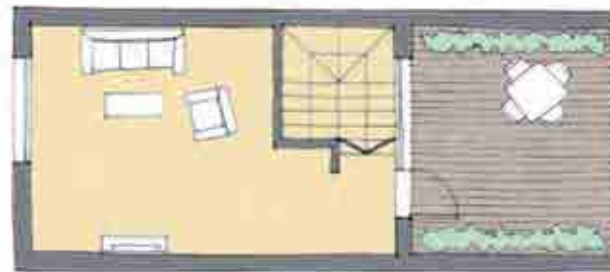
First Floor



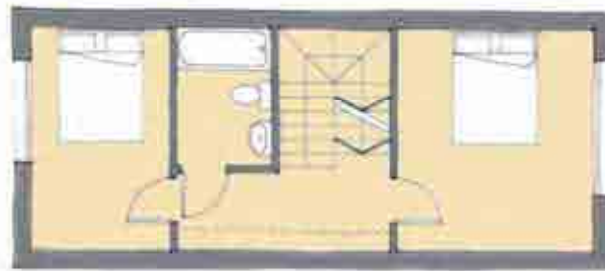
Ground Floor



## Typical 3 Bedroom House Option 3



Second Floor



First Floor

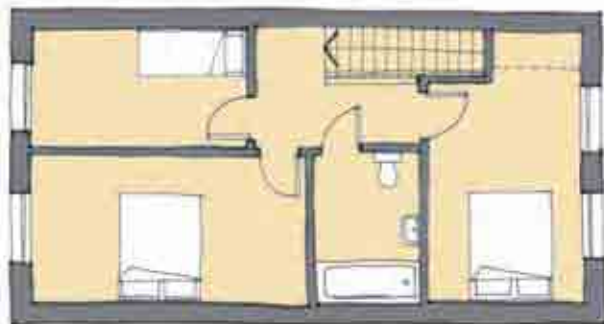


Ground Floor

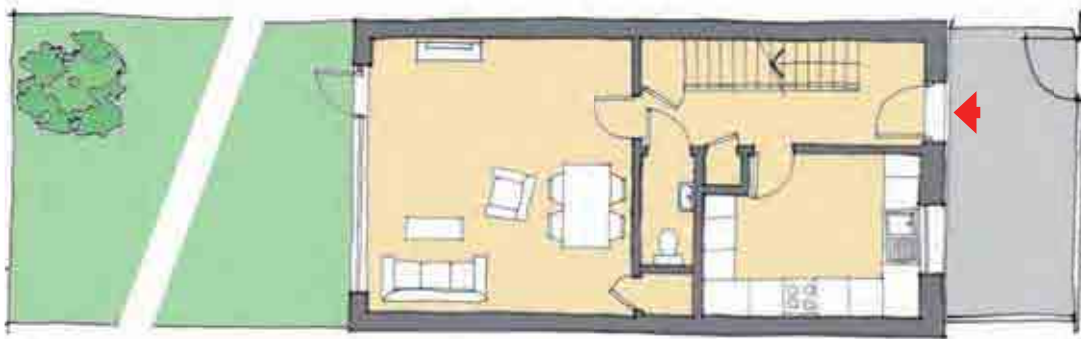




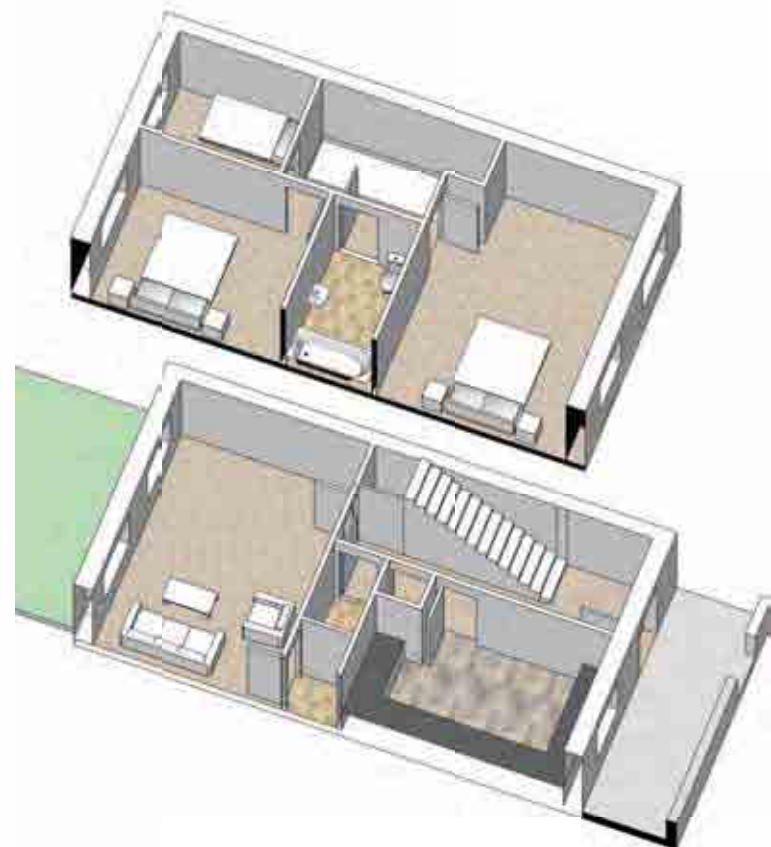
## Typical 3 Bedroom Maisonette



First Floor



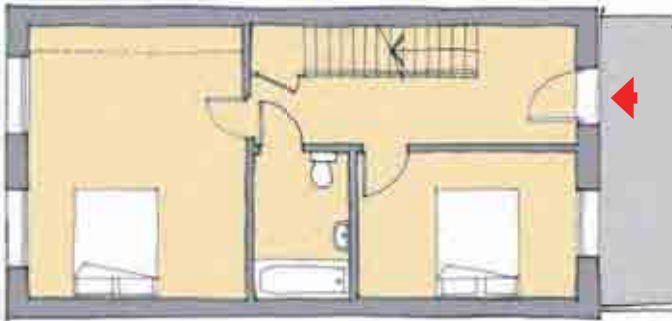
Ground Floor



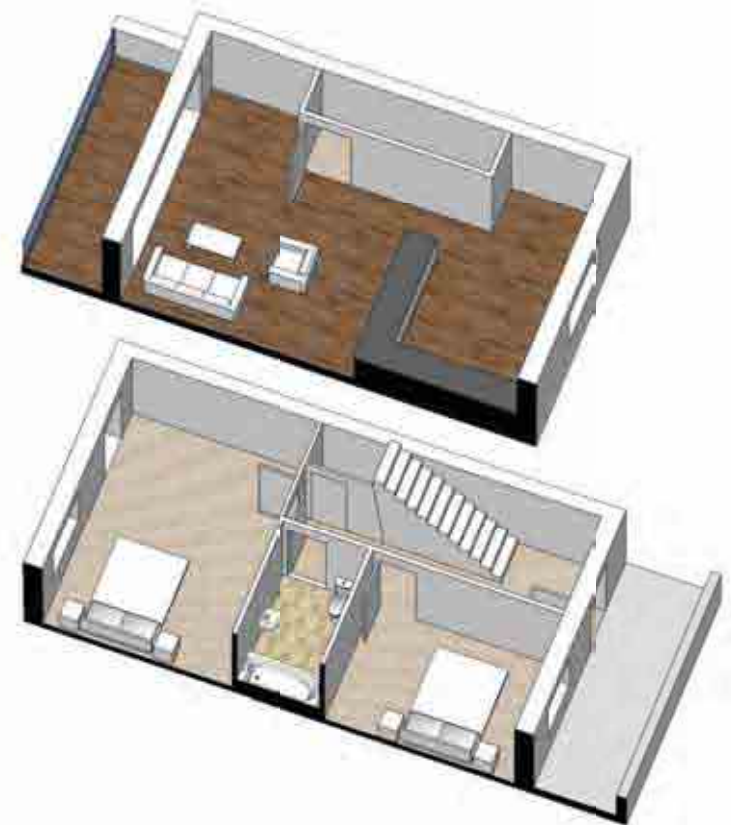
## Typical 2 Bedroom Maisonette



First Floor

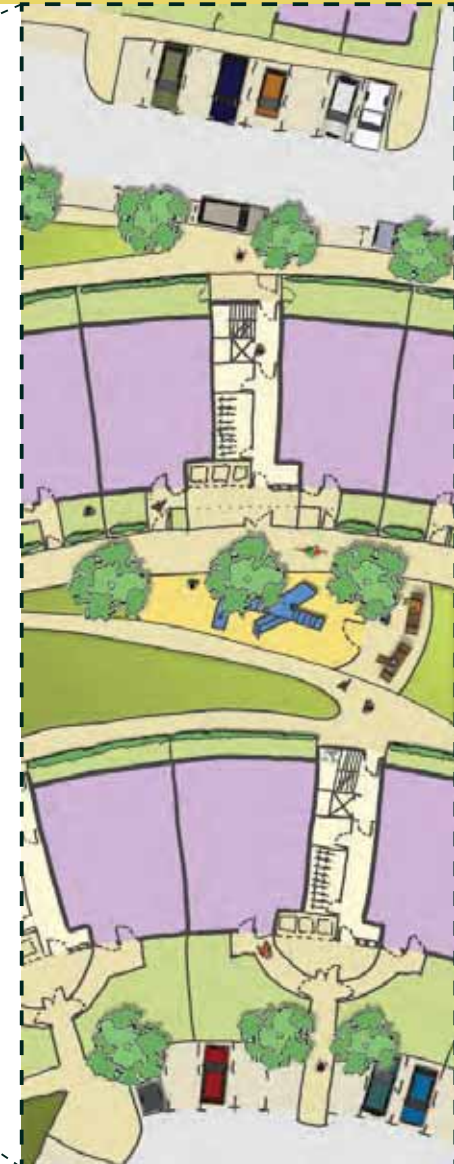


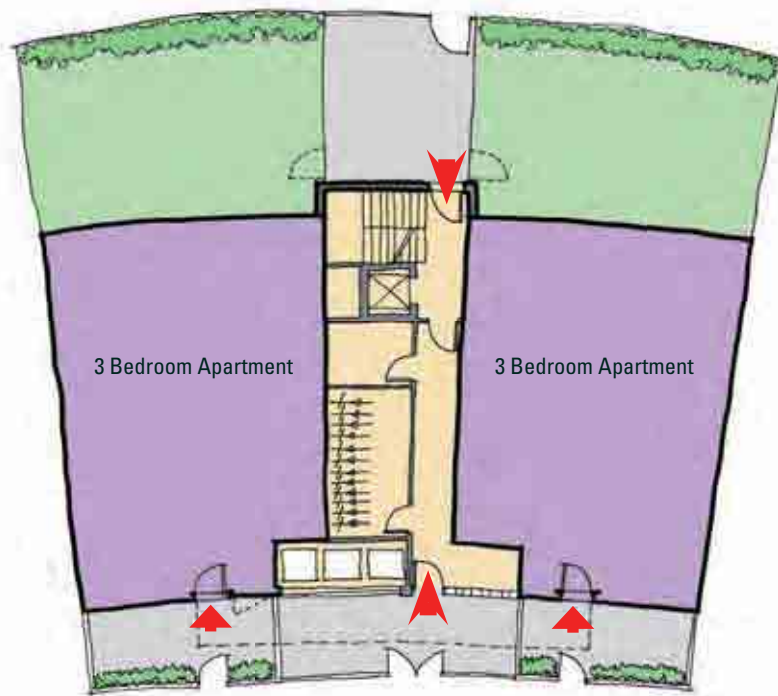
Ground Floor



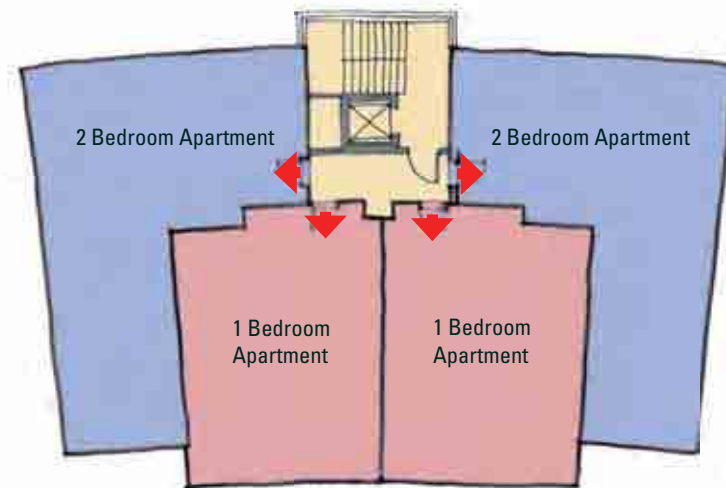


## Typical Crescent Core





Typical Crescent Ground Floor Lobby



Typical Crescent Upper Floor



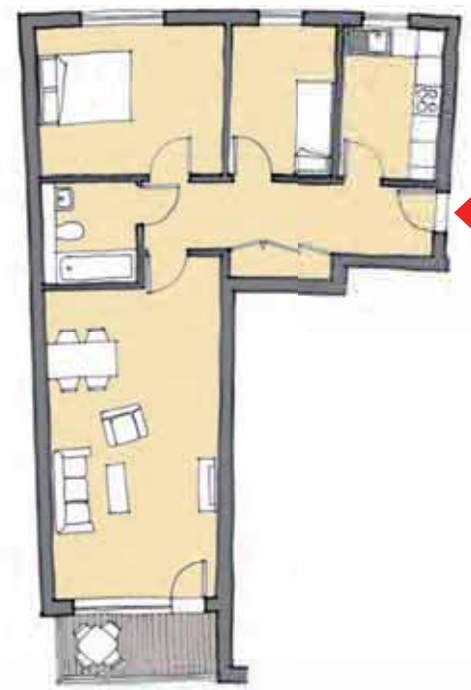
## Typical Crescent Flats



3 Bedroom Apartment



2 Bedroom Apartment | Option 1



2 Bedroom Apartment | Option 2



1 Bedroom Apartment



3D Sketch of 2 Bedroom & 1 Bedroom Apartment



## B – Residents' Open Day

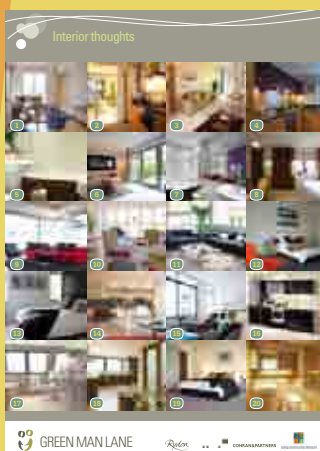
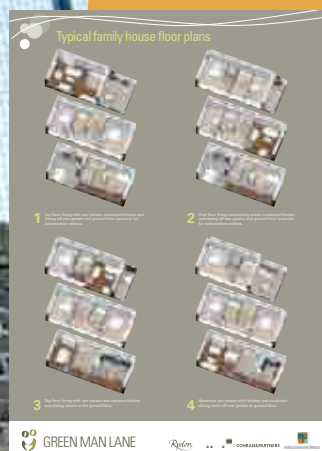
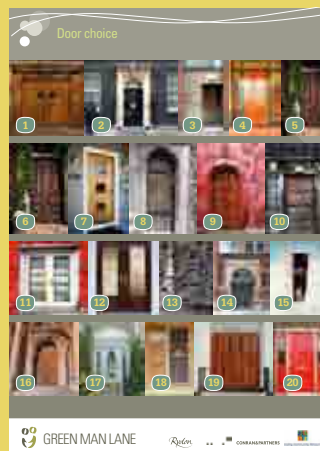
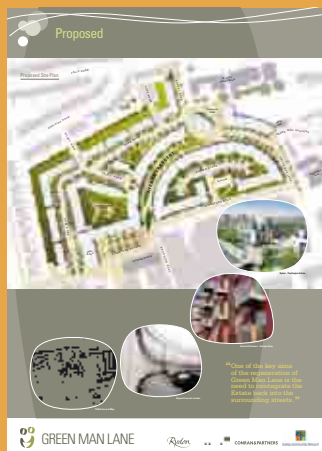
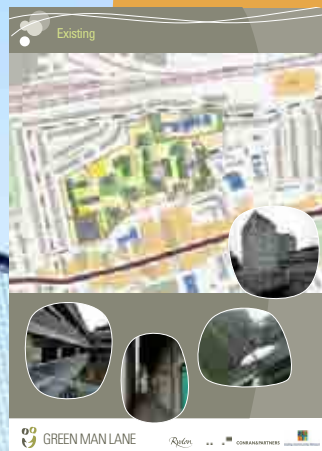
A little bit of introductory copy introducing the Resident's open day and outlining what it was about. A little bit of introductory copy introducing the Resident's open day and outlining what it was about. A little bit of introductory copy introducing the Resident's open day and outlining what it was about.



**Local residents**  
□ **Their future**









## C – Questions for Developers

### 1 Would you guarantee a preserved 'right to buy'?

Yes. The right is carried across but known as 'right to acquire' and is at the same level of discount as Right to Buy.

### 2 Will you have a dedicated office for the estate?

During the Construction phase we will have a project office on site, and we hope to be able to use void properties as locations for construction training.

As well as Housing Officers, residents can access our heads of housing and the entire housing service and customer service teams at A2Dominion's Head Office which is approximately 10 minutes walk from Green Man Lane Estate. Residents can visit or arrange to meet staff at any time during office hours. Our bid offers residents not just a local office staffed a few hours a week, but a full management service which is local and easily accessible.

Once up and running our staff (maintenance and management) will work from the community buildings on the estate for 3 or 4 half days a week to provide a more responsive 'drop in' service to residents in the longer term.

### 3 Will you guarantee that as long as a Leaseholder invested their equity from the sale of their property in a new shared ownership property, they would not have to pay rent whilst living in the property for their lifetime?

Yes. Our bid includes the proposal for any existing leaseholder whose property is worth 50% of a new build shared ownership property not to pay any rent. This would also apply to anyone that inherited the property.

### 4 Would you allow Leaseholders to return to the estate as tenants? If so, would there be any conditions that would apply?

We want to work with leaseholders on an individual basis.

For someone to be housed as a tenant, they must be nominated by LB Ealing. This will depend very much on individual circumstances. We would as part of the housing needs survey seek to understand leaseholders' individual circumstances and preferred options.

Where leaseholders do not have the option of becoming affordable housing tenants, we may be able to offer a discounted market rent property (similar to renting in the private sector, but at a discounted rate).

### 5 How will you house those tenants who wish to stay in W13?

W13 is a large area of the borough and stretches north to the A40, which is approx 1.5 miles away. Residents might prefer the opportunity to live within a similar radius of the estate.

A2Dominion have a large amount of stock locally - approx 500 properties in W5 and W13 combined and we can make a proportion of those available to GML residents as they become vacant.

We also anticipate build new properties in this area in the next couple of years. These properties can be offered to residents from Green Man Lane, subject to the approval of Ealing Council.

**6** If Leaseholders move into temporary accommodation, what measures will you put in place to stop them losing their equity in rent payments?

It's our intention that leaseholders (and everyone) will only have to move once. In the unlikely event that a leaseholder has to move into temporary accommodation we will discuss details with their financial advisor and agree a compensation process to ensure they are not financially disadvantaged.

**7** If you were to be successful, would you put any property into the project allowing those who want to move off the estate to do so?

Yes □ one of the benefits to residents of our bid is the stock profile of A2Dominion in West London and the South East. We would work closely with other boroughs, LB Ealing and the residents to identify such opportunities.

A2Dominion have 3,500 homes in LB Ealing, 7,000 homes in West London and over 30,000 across London and the South East. In addition we have a considerable pipeline of new housing development in West London that will be available over the next few years.

Having first understood residents' preferences as part of a Housing Needs Survey, we would work up a detailed allocation/decant plan that would include these options.

In the past, where alternative housing options have not been available, we have purchased street properties for use as affordable rented accommodation.

**8** How will you ensure that there are enough properties for those people who want to live on the new estate?

The design of the estate is still at a relatively early stage and we do not have information on residents' individual aspirations or choice of where they want to live. If selected, we will in the first 3 months undertake housing needs survey to understand individual households' needs.

**9** If you were successful, would you consider taking over the management of the estate at an earlier stage in the project?

We are open to any management solution that residents wish to discuss provided it is representative of the estate, sustainable and financially viable.

As our Head office is located at West Ealing station we already have a full management and maintenance set up locally and can therefore take over management of the estate at short notice, if this is the wish of residents and Ealing Council.

**10** Would you guarantee a right to return to those who currently live on the estate and want to be part of the new one?

It is our wish to transform the Green Man Lane Estate into a mixed, vibrant and sustainable community. Part of this vision means that the make-up of the estate will inevitably change. If every resident wished to remain on the estate, then it would be very difficult to accommodate this within in our current design.

However our experience elsewhere is that a small proportion of existing residents will wish to move away from the site. If this is repeated at Green Man Lane we will be able to offer everyone a replacement property on the new estate based on our current design.

We don't at this stage know residents' expectations and if selected we would expect information from a housing needs survey to feed into the final design of the estate.



**11** If you were selected would you be prepared to develop a community lettings plan for the estate? This community lettings plan would need to include decanting, phasing, keeping the core community, provision for the old & vulnerable, designated blocks, and integrated agreement with the Council etc, and the housing needs survey would need to feed into it.

This is a key part of our strategy for the estate overall and we would expect to provide this.

## **12** What resources would you use to tackle anti-social behaviour, security and safety issues?

LB Ealing is one of the boroughs with our biggest existing stock and therefore one with our biggest management experience. It is one of A2Dominion's 'home' boroughs since Acton Housing Association was established there in the 1980s.

We know the issues in West Ealing and on this estate well- in fact we already work with organisations that have a big presence on the estate.

We have a dedicated housing management, leasehold services and community development teams that are committed to giving residents the best chance of making their community a success.

In the first instance, we work with residents to help them take ownership of their community as residents that have a sense of place are less likely to cause anti-social behaviour.

However, this is a key concern for residents and for us and where anti-social behaviour is perpetrated, our team is experienced at dealing with it, we have a range of measures in dealing with ASB, including

We follow a victim centred approach, ensuring that support is provided to victims or witnesses wherever necessary, and while we of course use legal intervention wherever necessary, we often resolve cases quickly through non-legal measures such as mediation or management transfer.

- We will use probationary tenancies for any new residents moving in to the area
- Our last quarter showed the following interventions;
- 3 evictions due to ASB
- 13 Notice Seeking Possession due to ASB
- 3 Notice to quits related to Domestic Violence
- 4 Notice to quits relinquishing tenancies (by perpetrators) because of ASB
- 4 crack house closure orders obtained with the police
- 2 ASB injunctions obtained
- 2 management transfers related to ASB
- We develop good neighbour agreements with residents setting standards for the neighbourhood

We host events to bring residents together at an early stage and agree a good neighbour agreement setting standards for the neighbourhood

### 13 What provision have you made during redevelopment for the old and vulnerable?

As with any design, our scheme has areas with private and 'quiet' amenity areas which some residents may prefer.

We are considering a specific block for elderly and vulnerable people  
□ this would include some private, quiet, amenity space and access to communal facilities.

During the actual physical move, we will provide support for residents, for example Resident Liaison Officers will assist with arranging postal redirection; we will have a 'handyman' service to assist with connections, putting up shelves etc.

### 14 Would you consider providing a designated older person's block if there is the demand for one?

As above, we are already considering this.

### 15 What methods have you in place to see that service standards are met?

Service standards will be agreed with residents in the first instance. Residents will be able to monitor these and feed back to the management team where found wanting. Where residents want to change the service levels they can do so, and we will transparently show where this has an impact on service charges.

We have set up a specific training programme to allow existing residents to become estate inspectors to monitor the services carried out on their estates. This means residents feed directly into service reviews.

In the event residents wish to manage aspects of the service charge budgets themselves, there is provision for them to do so.

We will also consider •self-management□ by the residents should there be support for this. We would work with residents to ensure that any model applied is representative of the estate and sustainable long term.

### 16 What provision have you put in place to ensure health is not affected by demolition and building works?

All elements of the demolition and construction are fully planned, including early risk assessments and the production of agreed method statements. These help ensure that the works are carried out safely and risk to workers, residents and neighbours are managed and controlled.

Measures to minimise the disturbance and ensure health is not affected include

- dust controlled by watering demolition material,
- noise and vibration reduction using special plant and baffles,
- using construction traffic routes that are agreed with the Highways department,
- sheeting scaffolding during demolition and construction where adjacent to residents and neighbours,
- segregating pedestrians and vehicles on and near the site, and
- visiting local schools to talk about the dangers of building sites.



**17** Are you prepared to extend the period of time for possession under Ground 8 of assured tenancies from 8 weeks to 12 weeks? Residents are concerned that taking someone to Court for possession who is only 8 weeks in arrears with their rent is too harsh.

A2Dominion do not seek possession under Ground 8. Regardless of 8 or 12 week periods, it is not out policy to seek possession on these grounds across any of our stock.

**18** How will you ensure that people who want to move out of the area can do so?

Please see answer to question 7.

**19** Could you give us more detail of the community facilities you are proposing - providing costs, proposed location, space, and long term funding?

Our intention is that anything that is set up will have the potential to self-finance and that residents will be able to have as much control of this if they want to.

Our proposals at this point include

- a 'community café', the profits from which will be reinvested in the estate.
- Community Rooms □ use details to be agreed with residents, but suitable for meeting rooms, indoor sports, community learning.
- Enterprise units to assist business start-ups
- Parks, squares and playspaces

The cost of these facilities have been allowed for within our budgets; hence they can be provided to the Community at no cost. Our community development teams will provide resources to help run the facilities if necessary and support the community and local groups to access funding sources.

## 20 Would your design proposals be financially robust enough to include any changes the community may propose? Are there any proposals that you feel could not be considered?

If selected, we have a period in which we must consult with residents in finalising the design for planning submission. If there are options residents want us to consider we are happy to do so. The earlier these are identified the better.

There may be some items that are prohibited cost (eg an Olympic swimming pool and football stadium) but we want first to understand residents' ideas. We'd set up a group for residents to take that forward on, for example, design of community areas and green space



## Meeting Notes – 27/01/09

### Residents:

Linda  
Sarah  
Maria  
Anne  
Maureen  
Zora  
Steve (Residents Friend)  
Neil  
Sadj

### Ealing Council Representatives Initials:

JC □ Julie Clemence (Cllr)  
MB □ Mark Brayford  
IJ □ Ian Jones

#### Consortium Member Initials:

MM □ Mark Mitchener □ Rydon  
DP □ David Price □ A2 Dominion  
PZ □ Paul Zara □ Conran  
LD □ Lee Davies □ Conran  
SH □ Simon Hall □ A2 Dominion  
TS □ Tessa Shelley - Rydon  
MH □ Marya Hamer □ A2 Dominion (Resident)  
AP □ Andy Page  
TR □ Tom Rigby - Rydon

- MM reiterated the positive feedback from exhibition day □ enjoyable day. Confirmed met with planners, highways and SBD
- LD ran through design changes from Stage 2 including residents / planners feedback
- PZ ran through feedback from Crime Prevention Design Officer
- IJ asked us to talk more about Singapore square
- PZ talked about removal of retail space and replace with community space □ employment use

- DP confirmed how we will use cross subsidy to support the business plan of community facilities
- TR updated panel on discussions with the gym
- Maria question re: what the uses were at ground level
- TS confirmed that we will look to provide training opportunities and that we will detail this out
- MM □ we have a range of ideas for community uses that we can back up but can change if residents want
- JC □ Request for coffee bar on the Singapore Square
- PZ □ Confirmed we will provide a community café
- IJ □ can we confirm numbers and parking density
- MM □ still discussing the levels at the moment re: viability, however, we will leave flexibility in to act as a contingency
- Sarah □ would welcome flexibility as this will be essential later
- Maria □ what are we doing with Jacobs ladder □ at both ends and across the length
- PZ □ will give clear set of proposals focusing on safety and aesthetics
- MM □ we are costing our proposals
- IJ □ can we indicate any funding from Cross Rail and Network Rail
- IJ □ we haven't changed our scheme much
- MM □ positive feedback at exhibition / stage 2 including elderly / security / community ideas from residents. We are tweaking previous rather scheme then starting again
- Linda □ how does are phasing work
- LD - Described phasing from phase 1 onwards
- Linda □ is there any private sale in phase 1 □ expressed concern with pepper potting
- MM □ we can investigate the tenures with the links to the next phase
- Linda □ what about those who want to move off site
- DP □ 3,500 stock, A2D development programme within 3 miles plus further afield □ geographical spread □ plus off site decants
- Linda □ what about renting those properties we didn't sell
- MM □ explained difference between buy to let rather than build let with institutional investors □ managed by A2D as the whole of the block. Talked through problems for 1st time buyers in the future
- Linda □ how can we help first time buyers
- DP □ Shared Ownership / Let to Buy / market rent / REAL start
- Sarah □ wanted a mix of people but this could be intermediate / low cost and not just difference between private and social rent
- Linda □ the housing needs survey will feed the decant programme we need □ we can get out our tenure mix from this
- AP □ explained how we can have mix of tenures on each street
- Sarah / Linda □ received this favourably
- SH □ we will do a very detailed housing needs survey and ascertain what people want to be involved with
- TS □ we want to meet people individually to build relationships and gauge peoples views
- Linda □ size standards □ what are we doing

- TR □ all replacement properties will be to Parker Morris + 5% - all other tenures to HQI
- IJ - Can we get funding on our PD for extra flexibility
- MM □ yes we can
- TS □ stated we will include the standards / sizes of the units within the bid
- Linda □ question re: Sainsburys
- Maria □ wanted confirmation again on this □ team agreed
- MM □ working up a scheme for this and effect on the community
- MB □ reiterated that we don't want to see any negative impact from Sainsburys or detriment to housing
- Sarah □ actually mixed views □ could be beneficial but a lot are wary about it □ does provide good security at different times
- Maria □ if Sainsburys is viable □ not necessarily at odds with the community - the residents haven't been consulted on this
- MB □ the supermarket is part of the brief and will be evaluated but the project priority is for housing
- MH □ what is everyone's view on pepper potting
- IJ □ no unified answer □ they recognise its complicated and happy for bidders to share their proposals
- MH □ of all of phase 1 is affordable □ i.e. not private housing
- All □ ok if it is still mixed
- All asked to provide comment
- Sadj/Neil □ scheme needs to stack up
- Maria □ do not shut the door to commercial enterprise for jobs, does like the crescent re-assurance about affordability

- Anne □ wants to see what the unit types are before commenting □ need to see this in the bid
- Maureen □ likes the crescent □ doesn't like flats for elderly above the gym / square □ needs to be tailored to specific demands / needs
- Team □ responded that we will mark this out with them
- Linda □ designated area for over 50's □ quiet area
- MM □ because of feedback from residents - looking at specific elderly facilities and quieter block
- Linda □ block to suit age group but not sheltered necessarily. Likes the design □ need to elaborate on parking proposals
- JC - when will we provide the parking □ we take out parking immediately □ need to address this
- TR □ we will make it clearer what our temporary proposals are for parking before our long term solution is delivered
- Sarah □ likes the proposals for the square in Phase 1, doesn't like car parks behind crescent □ needs explaining through □ need to show how cars / pedestrians / children interact, need to show where the children's play areas are □ ownership of this for young people, ball games etc
- Anne □ sharing facilities with school □ need to address this
- Zora □ proposals for leaseholders □ DP responded
- All □ we want to see your house types □ thought we were going to see this today, need to address this in our bid as need to see how this will actually work including room sizes, furniture layouts etc
- Maria □ how will they know whether the value of their property will be able to buy them a big enough share, how market fluctuations will impact and how long will it take to get a new property
- DP □ set out some worked examples □ taking market soundings. Bad market works in leaseholders favour as the

gap between values gets smaller between the existing and the new build.

- Sarah □ concern re what happens if you sell as a leaseholder in Phase 1 then don't buy into Phase 3. How can you cover the difference in equity value until point of sale as will have lost out.
- DP □ looking for leaseholders to move only once □ this would stop the problem. A2D also have Shared Ownership and Private Sale stock in borough to help one move or A2D will buy an existing property to assist with this
- MB □ in terms of specific questions that were raised in writing □ the bidders can answer these and put these into an appendix for the residents to read
- IJ □ council will clarify on Qu. 11 □ need to be in line with other regeneration schemes.
- Linda □ what are our proposals for opening up the estate to the high street - Brownlow Road □ cosmetic improvements □ widening on Walsingham Road.
- TR □ discussed options around this
- IJ □ if we can give evidence / plus conditions attached to leaseholder options
- Sadj □ question re. accommodating leaseholders in first phase until new properties are ready.
- DP □ said the one move strategy would sort this out
- MH □ the questions that were asked, we will put the answers to these within our submission
- Sarah □ need to put in details of service charges within the bid, how many lifts, how many entrances, how does it work, how do you get into the properties, need to market clear what our flats / houses will be



## D – Glossary of Terms

**EASE** (Empowering Action & Social Esteem) □ A well established local community development group.

**Code for Sustainable Homes** replaced Ecohomes for the assessment of new housing in England. The Code is an environmental assessment method for new homes based upon BRE's Ecohomes and contains mandatory performance levels in 7 key areas. The Code aims to protect the environment by providing guidance on the construction of high performance homes built with sustainability in mind.

**One Planet Products** is an award winning not-for-profit social business; managed as a member-led club it enables members to specify and purchase environmental construction products, materials and services more cost effectively and easily, reducing the environmental impact of developments.

**Tenure blind** means that properties look the same when viewed from the street.

**GLA (Greater London Authority)** The GLA is a unique form of strategic citywide government for London. It is made up of a directly elected Mayor - the Mayor of London - and a separately elected Assembly - the London Assembly. The Mayor must be consulted on planning applications that are considered of potential strategic importance.

**Ribbon park** Long, broad connecting park with a variety of landscape events and activities along its length

**Building for Life** is the national standard of well-designed homes and neighbourhoods. It promotes design excellence and celebrates best practice in the house building industry

**CABE (Commission for Architecture and the Built Environment)** - is the government's advisor on architecture, urban design and public space

**Topography** the physical appearance of the natural features of an area of land, especially the shape of its surface

**Secured by Design** is the UK Police flagship initiative supporting the principles of 'designing out crime' by use of effective crime prevention and security standards

**Lifetime Homes** make life as easy as possible for as long as possible because they are thoughtfully designed. They provide accessible and adaptable accommodation for everyone, from young families to older people and individuals with a temporary or permanent physical impairment. The Lifetime Homes concept increases choice, independence and longevity of tenure, vital to individual and community well being

**Photovoltaic** systems use cells to convert sunlight into electricity. The PV cell consists of one or two layers of a semi conducting material, usually silicon. When light shines on the cell it creates an electric field across the layers causing electricity to flow. The greater the intensity of the light, the greater the flow of electricity.

**Biomass** is biological material derived from living, or recently living organisms. In the context of biomass for energy this is often used to mean plant based material, but biomass can equally apply to both animal and vegetable derived material.

**Grey-water systems** are where water which has been used for washing can potentially be reused rather than sent straight down the drains. Grey water includes water from laundry, dishwashers, baths, showers, hand washing etc, but does not include toilet waste (commonly called black water). It is best not to use kitchen sink waste water either as this often contains traces of grease, fats, meat, fish, and oils. This water can be put to use for toilet flushing and for watering the garden.

**Streetscape** the design features and characteristics of a street

**Undercroft parking** is parking covered by the building above

**TfL** (Transport for London) is the local government body responsible for most aspects of the transport system in Greater London in England. Its role is to implement the transport strategy and to manage transport services across London.

**DDA units** Disability Discrimination Act dwellings □ 10% of units will be designed for wheelchair users.

**S106 Agreement** (S106) of the Town and Country Planning Act 1990 allows a Local Planning Authority (LPA) to enter into a legally-binding agreement or planning obligation with a land developer over a related issue. The obligation is termed a Section 106 Agreement. Such agreements can cover almost any relevant issue and can include sums of money. Section 106 Agreements can act as the main instrument for placing restrictions on the developers. They often require developers to minimise the impact on the local community and to carry out tasks that will provide community benefits.

**Preferred Partner** your selected construction management and design team.

**Circulation cores** Staircases and lifts for apartments, the common parts

**Habinteg Lifetime Homes** Habinteg is the leading provider and champion of Lifetime Homes. They aim to promote, inform and inspire other housing providers to commit to developing more Lifetime Homes across the country.

**Homes and Communities Agency HQI Standards** The Homes and Communities Agency is the new housing and regeneration agency for England and joins up the delivery of housing and regeneration under one roof, bringing together the functions of English Partnerships, the investment functions of the Housing Corporation, the Academy for Sustainable Communities, and key housing and regeneration programmes previously delivered

by Communities and Local Government, including the Thames Gateway, Housing Market Renewal, Decent Homes. HQI (Housing Quality Indicators) is a measurement and assessment tool designed to allow potential or existing housing schemes to be evaluated on the basis of quality rather than simply of cost

**Flanking transmission** The passage of sound from one room to another other than directly through the separating wall, often through adjacent side walls or windows.

**Decant** The process of identifying new homes for existing residents in order that their current property can be redeveloped.

**LOCATA** The West London choice-based letting system that allows tenants to choose which property they move into. Ealing and most of the other Councils in west London use this system.

**•Home Loss’ compensation** The statutory payment set out by the Government that tenants and leaseholders are paid if they are required to move home as part of a regeneration scheme.

**REAL** The marketing brand for Rydon Group’s private homes for sale.

**CDM** Construction (Design and Management) Regulations 2007 (CDM 2007) cover the legal duties of the client and help them ensure that your construction project is safe to build, safe to use, safe to maintain and delivers you good value. Good health and safety planning will also help ensure that your project is well managed and that unexpected costs and problems are minimised.

**M&E Engineers** are part of the Design Team who design the Mechanical and Electrical services for the buildings and site

**CPO** Compulsory Purchase Order

**Ground 10a consent** The right for the Council to require you to move to a suitable alternative property when they wish to redevelop an existing estate.

**LLP** (as in Green Man Lane LLP) □ Limited Liability Partnership

**PDA** (Primary Development Agreement) □ The main agreement between the Council, Rydon and A2Dominion.

**HCA** Homes and Communities Agency □ The government body that funds new social housing.

**Stopping-up of public rights of way** is the legal process used to allow existing roads and paths to be built on and is covered by the Town & Country Planning Act.

**Longstop dates** Ultimate dates by when things must be done.

**Heads of Terms** Main items of legal agreement (of PDA)

**SDLT** Stamp duty land tax

**JCT Design & Build Contract** the standard form of contract that the contractor will enter to ensure your homes are built to quality standards.

**RLOs** Resident Liason Officers who are employed by A2Dominion and Rydon to deal with all of the residents day to day queries with the scheme and how it will effect them. The RLO’s assist the residents with their move into their new dwelling.

**Considerate Contractor Scheme (CCS)** The Considerate Constructors Scheme is the national initiative, set up by the construction industry, to improve its image. Sites that register with the Scheme sign up and are monitored against a Code of Considerate Practice, designed to encourage best practice beyond statutory requirements. The Scheme is concerned about any area of construction activity that may have a direct or indirect impact on the image of the industry as a whole. The main areas of concern fall into three main categories: the environment, the workforce and the general public.

**REAL Start** is assistance in purchasing a private home

**RSL** □ **Registered Social Landlord** more commonly know as a ‘Housing Association’ □ in this case A2 Dominion

**•Open book’ partnership** transparent way of working with all partners

**LIBOR** London Inter-bank Offered Rate □ The interest rate that banks lend to each other at.

**Step-in rights** The right for one party to the PDA to take over the role of another if the other party defaults or becomes insolvent.

**RICS** Code of Practice and Red Book □ The rules for valuing of the Royal Institute of Chartered Surveyors

**RPI** Retail Prices Index

**KPIs** Key Performance Indicators □ a continuing measure to ensure performance against targets eg defects resolution.

**CRM** Customer Relationship Management □ a database so service providers understand residents’ needs

**Play England** Play England aims for all children and young people in England to have regular access and opportunity for free, inclusive, local play provision and play space. Play England provides advice and support to promote good practice, and works to ensure that the importance of play is recognised by policy makers, planners and the public.

**Ground 8** (mandatory possession) □ The ability of a Housing Association to evict you if you don’t pay your rent for more than 8 week. A2Dominion do not use Ground 8.

**ASB** Anti-Social Behaviour

**Notice Seeking Possession** A legal notice granted by the courts

**ASTs** Assured Shorthold Tenancies □ tenancies for market and intermediate rented properties

**Sport England** possibly source of funding and standards for play space.

**Tenant Service Authority** The government body responsible for setting resident service standards for social housing landlords.



## Contact details

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