



COMMUNITY PLAN

William Dunbar and William Saville Houses. South Kilburn Estate.

Submitted to Residents' Association 12 June 2020

Produced by:



UCL Civic Design Exchange
The Bartlett School of Planning

In collaboration with:



William Dunbar and William
Saville Residents' Association

Project supported by:



Research England's Higher Education Innovation
Fund, managed by UCL Innovation & Enterprise



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Principal Investigator and project coordinator:

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Simon Morrow, SJ Morrow Ltd

In collaboration with:

William Dunbar and William Saville Residents Association

In partnership with:

Granville Community Kitchen. Leslie Barson

Supported by:

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The Community Plan is the output of the knowledge exchange project 'Civic Design Exchange: Co-Designing Neighbourhoods with Communities'. This is not a consultancy project, but a knowledge exchange between university and communities. Therefore no professional liability is accepted by UCL, the project coordinator nor the project team for the content of this report. If you have any question about the project, please contact Dr Pablo Sendra (pablo.sendra@ucl.ac.uk). I will be happy to discuss with you the project and answer any query.

The Community Plan has been developed in collaboration with residents from William Dunbar and William Saville houses. The name of this participants is not disclosed for data protection reasons.

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Figure 1: William Dunbar (left) and William Saville (right) Houses.

1. INTRODUCTION

1.1 BACKGROUND OF THE PROJECT

Between October 2019 and March 2020, a group of researchers from University College London (UCL) has been carrying out the knowledge exchange project 'Civic Design Exchange: Co-designing Neighbourhoods with Communities'. This project has been carried out in partnership with Granville Community Kitchen, which acts as a link between UCL researchers and the William Dunbar and William Saville Residents Association.

The project team

The UCL team is composed by a multidisciplinary group of professionals and scholars with experience in co-design and participatory methods. It includes two architects (registered in the Architects Registration Board, ARB) and two social scientists, as well as the external collaboration of a chartered quantity surveyor. The project coordinator Dr Pablo Sendra is an ARB registered architect (reg. no. 084862J), with an MArch in Urban Design from University UCL and a PhD in Architecture from the Universidad de Sevilla. He is a Lecturer at the Bartlett School of Planning and the Director of the MSc Urban Design and City Planning Programme. He is the coordinator of the Civic Design CPD course and have professional and research experience on co-design and participatory projects. Irene Manzini Ceinar is an ARB registered architect (reg. no. 091816D), with an MRes in Interdisciplinary Urban Design from UCL and professional experience on the field. Alice Devenyns and Cecilia Colombo have an MSc in Urban Studies from UCL and professional experience on the field. For this project, the UCL team hired the consultancy services of the chartered quantity surveyor Simon Morrow, Director of SJ Morrow Ltd and Member of the Royal Institute of Chartered Surveyors, for evaluating the economic viability of the scheme proposed in this document and calculating the amount of social rent homes that can be delivered. In addition to this, the project has been done in collaboration with Leslie Barson, co-founder of Granville Community Kitchen, and who has been doing community work and campaigning in South Kilburn for over 20 years. The project has also collaborated with William Dunbar and William Saville Tenants and Residents Association for the organisation of the community engagement workshops.

Before this project: Civic Design CPD Course

Before this project, the UCL team engaged with William Dunbar and William Saville's residents in the Civic Design CPD Course at the Bartlett School of Planning, UCL. The course took place in May 2019. It is a Continuing Professional Development course that targets planning and urban design professionals and students that want to learn how to facilitate co-design processes with communities, and how to better enable civic engagement in urban planning. It is a blended course with 2 weeks of digital learning and a 3-day face-to-face workshop, where students, staff and community members collaborate on designing a proposal for their neighbourhood. The course was taught in collaboration with community organisations Granville Community Kitchen (GCK), William Dunbar and William Saville Tenants and Residents' Association, and with the CivicWise network. Communities were involved in the design of the brief and in the delivery of the course. In this way, students addressed a problem that had been identified by the community. GCK facilitated the collaboration between UCL's Civic Design CPD Course and WDWS Residents' Association.

Context of this project

South Kilburn is going through a major regeneration scheme that involves a phased demolition and redevelopment of the whole estate. In the **South Kilburn SPD 2005** that came out of the **New Deal for Communities**, **William Dunbar and William Saville Tower Blocks were planned to be refurbished, not demolished**. In **2016**, a new **Masterplan Review** was published, which then informed the new **South Kilburn SPD 2017**. This Masterplan Review and subsequent SPD include the **demolition and redevelopment of William Dunbar and William Saville Houses**. When residents from WDWS found out that their homes will be demolished at the end of 2016, this came as a great shock to some of the residents.

The Masterplan Review 2016 and the South Kilburn SPD 2017 proposes demolishing William Dunbar and William Saville Houses, as well as other constructions on the site, and to build a new development with 213 new homes – 176 (83%) market and 37 (17%) affordable, although this proportion might change (see 2. Planning background) – and commercial units on the ground floor.

From the preliminary work developed during the Civic Design CPD course, the initial approach of this Community Plan is to deliver a similar total amount of homes as Brent Council's proposal (i.e. circa 200 in WDWS site), to make the majority of them social rent homes – given the need of social rent homes in Brent and a growing social housing backlog in London – and to consider the option of refurbishment and infill densification rather than demolition.

The reasons for this initial approach are:

- During the Civic Design CPD Course and in meetings in preparation for this project, residents showed concerns about the demolition of William Dunbar and William Saville Houses and its implications.
- According "Better homes for local people: the Mayor's good practice guide to estate regeneration" (Mayor of London, 2018, p. 8): "when considering the option of demolishing and rebuilding homes, councils, housing associations and their partners should always consider alternative options to demolition first. They should balance the potential benefits of demolishing and rebuilding homes against the wider social and environmental impacts of this option."
- In the current context of Climate Emergency, demolishing and redeveloping homes is not environmentally sustainable due to its carbon footprint.
- Previous research has shown estate demolition and the relocation associated to it can have a negative social impact on residents (see Hubbard and Lees, 2018). For this reason, this Community Plan also includes a Social Impact Assessment of the demolition and redevelopment of WDWS Houses.

Aim of the Community Plan

Taking this initial approach, the **aim of this document is to provide a community vision that informs South Kilburn SPD 2017**. The document provides a proposal for refurbishment of the existing 147 homes, infill densification with 47 additional homes, which makes a total of 194 homes, nine new community with 366 m² of floor space, 6 new retail units with 250 m² of floor space, and a total of 24 car park spaces for residents.

As this document explains, the proposed scheme follows the general principles of the 2016 Masterplan Review and the South Kilburn SPD 2017, as well as many of the specific proposals for the WDWS site (except demolishing the buildings and continuing Denmark Road). Since it follows many of the principles of Brent Council's Masterplan, it can be considered as a community vision that can inform the regeneration of the WDWS site.

This document is an independent study carried out by UCL researchers. WDWS Tenants and Residents Association can, if they consider it appropriate, present it to Brent Council to show a community vision for the regeneration of the WDWS site.

Aims of the Knowledge Exchange project with UCL

Pablo Sendra (UCL) and Leslie Barson (GCK) succeeded in securing funding from the Higher Education Innovation Fund (Research England) to develop the knowledge exchange project 'Civic Design: Co-Designing Neighbourhoods with Communities'.

The main aims of the project are:

1. Through the workshops and other research methods, co-produce with residents an assessment of the impact the current South Kilburn SPD will have on the current residents of William Dunbar and William Saville Houses.
2. Through community engagement activities and workshops, as well as a survey, understand which are the main priorities for William Dunbar and William Saville houses' residents in the regeneration of the estate, and co-produce with them a community vision for the future of their neighbourhood. In this document, we refer to this vision as the Community Plan.
3. Study and assess to what extent the Community Plan meets the objectives outlined in the South Kilburn Supplementary Planning Document 2017 (SK SPD 2017).
4. Study and assess the feasibility of the Community Plan.
5. Exchange knowledge between communities and universities. This knowledge exchange happens in two directions:
 - Communities learning about planning: through the workshops, residents increase their knowledge and awareness of planning, and reflect on their relationship with the neighbourhood.
 - University researchers learning from communities: Communities possess a very important local knowledge. Through the workshops, the researchers learn about the experience of living in the neighbourhood and about which are the best tools to engage with communities.

1.2 INTRODUCTION TO LOCAL CONTEXT

Spatial Analysis

William Dunbar and William Saville houses are two 13-storey tower blocks located in South Kilburn Estate. They were built between 1959 and 1961 by Willesden Municipal Borough Council. They are 36.5 metres high and they have a total of 147 homes (73 in William Dunbar and 74 in William Saville)¹. They are Y-shaped point blocks, built in brick, with six flats per floor, and all homes above the ground floor have balconies.

Attached to William Dunbar House, there is a one-storey office building that currently hosts offices from the council. William Dunbar has a resident room, currently leased to the housing association L&Q, although the Tenants and Residents Association is allowed to have meetings if the room in the evenings if they give prior notice. William Saville has a concierge space and a storage space. Between the buildings, there is a community garden with exclusive access for residents. The community garden has allotments, a pergola, a picnic table and a children's playground.

William Dunbar and William Saville Houses are located in the corner of Carlton Vale and Albert Road, just opposite Queen's Park Tube and Overground station. Carlton Vale is a B road with much of its space for vehicular traffic, which act as a barrier between both sides of the road. The site has very good public transport links, with 5 (nearly 6a) of PTAL (Public Transport Access Level) according to Transport for London.

The fact that William Dunbar and William Saville Houses are just opposite to Queen's Park Station, close to many bus stops from different bus routes, close to large parks like

¹ For more information, see <https://www.emporis.com/buildings/162835/william-dunbar-house-london-united-kingdom>, accessed 1 May 2020; <http://www.towerblock.eca.ed.ac.uk/development/south-kilburn-redevelopment-blocks-p-q-canterbury-road>, accessed 1 May 2020.



Figures 1.2 – 1.5: Photographs from and of William Dunbar and William Saville site

Queen's Park and to popular areas of London like Notting Hill makes it a very good location.

The current access to the buildings and to the community gardens have some issues since some of the remain hidden from the main roads and have problems of legibility. In addition to this, when residents access the gardens from the tower-blocks, they can no longer go back directly into the buildings, so they have to go out of the gardens to the street and get back in again. These problems of accessibility and legibility, some of which are outlined in the map below, will be addressed in the proposal of the Community Plan.

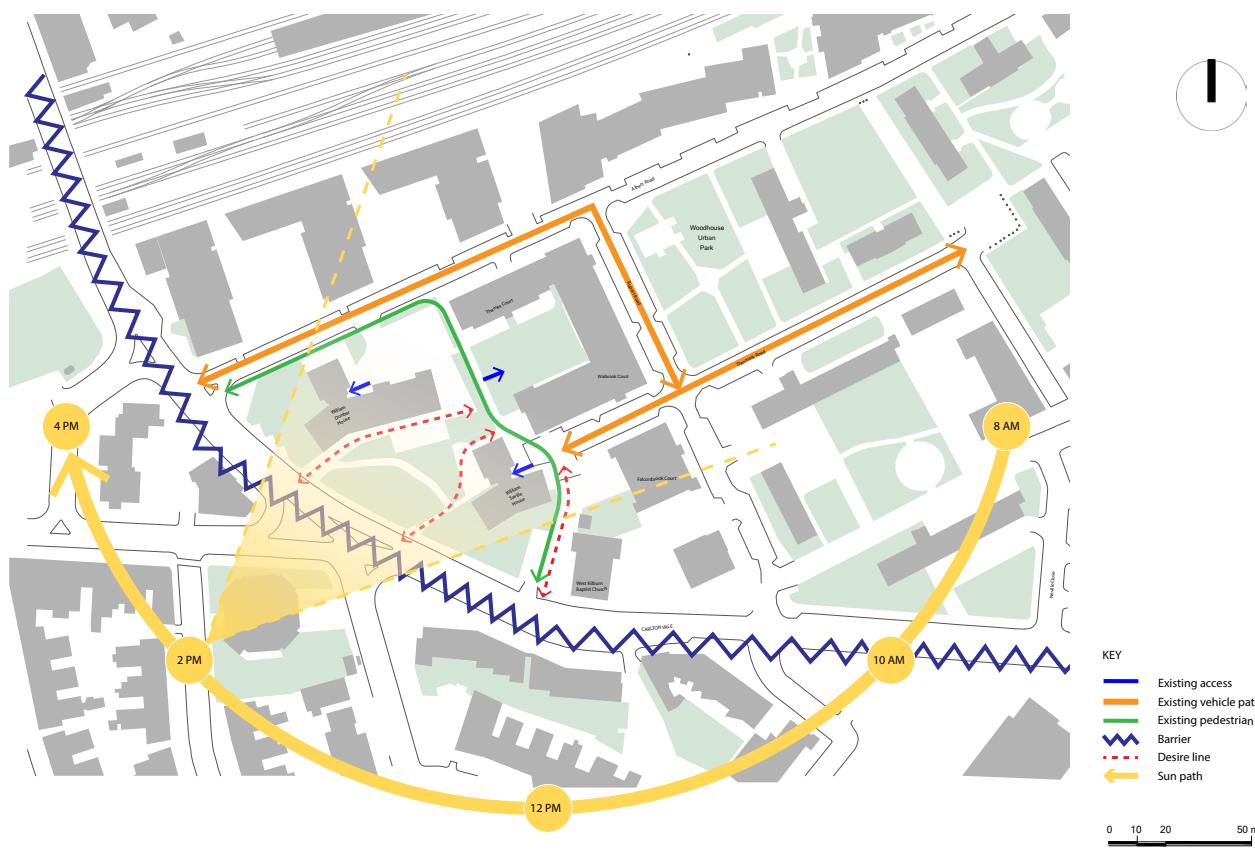


Figure 1.6: Spatial analysis of William Dunbar and William Saville site

Socio-demographic composition of South Kilburn Estate²

The data below corresponds to the whole South Kilburn Estate, not to William Dunbar and William Saville Houses in particular.

Population: size, gender, age and households

South Kilburn Estate records a population of 7667 people, with a gender split configured by 3841 men and 3826 women and one quarter of residents aged under 16, configuring a younger population compared to both Brent and London average figures. 2011 Census recorder 3300 households, where the 42% is represented by one-person households, a higher proportion compared to the rest of Brent.

Diversity: ethnicity and language

South Kilburn has a highly diverse population, where the Black ethnic group counts for the 40%, doubling the average proportion in Brent Council, and with the White British population is 17%. Typically, the Black population is younger (40% of Black local residents are aged under 25), while the White groups are older (29% of them are aged over 50). Also, half of South Kilburn population are born outside the country. According to the 2011 census, Brent Council is the Council with the highest number of migrants in London, both long established and recently arrived, where one third of residents migrated from African countries. South Kilburn cultural diversity is displayed also in the variety of languages spoken in the local area, to the extent that almost one third of residents use a foreign language as their main language, such as Arabic, Somali and Portuguese, some of which have difficulties communicating in English.

Disadvantaged groups: disability and unemployment

17% of residents living in South Kilburn are affected by disability or long-term health diseases, exceeding the Borough average proportion of 14%. Also, this proportion in South Kilburn strikingly grows in the oldest age range (over 50). Disability is shown to be a consistent barrier to employment, since only 11% of disabled residents are employed, a figure which contributes to local employment levels below the Borough average (54% against 60%). Unemployment in South Kilburn represents multifaceted inequalities: employment rate for women is lower than for men, while residents from BAME groups have lower employment rates compared to the White British population.

Deprivation

In 2019 South Kilburn was ranked 3.943 out of 32.844 small areas of England where 1 is the most deprived, which means it falls among the 20% most deprived neighbourhood of the country³, with an Index of Multiple Deprivation (IMD) score of 41.111⁴. Key indicators of deprivation concerns low incomes, high unemployment rate, low educational levels, high incidence of crime, poor health and poor housing conditions. South Kilburn IMD has improved in 2019 compared to 2015, where the area was ranked 2719. However, this data does not necessarily means that socio-economic conditions of residents have improved over the years, but it can be caused because of the arrival of new higher income residents as a result of the regeneration process, which has led to significant increases in housing prices⁵.

² Most of figures and data shown in this paragraph have been retrieved and re-elaborated from: [South Kilburn Area Profile: An equality and socio-economic profile of residents living in South Kilburn](#). Brent Council, November 2018 (data based on 2011 census).

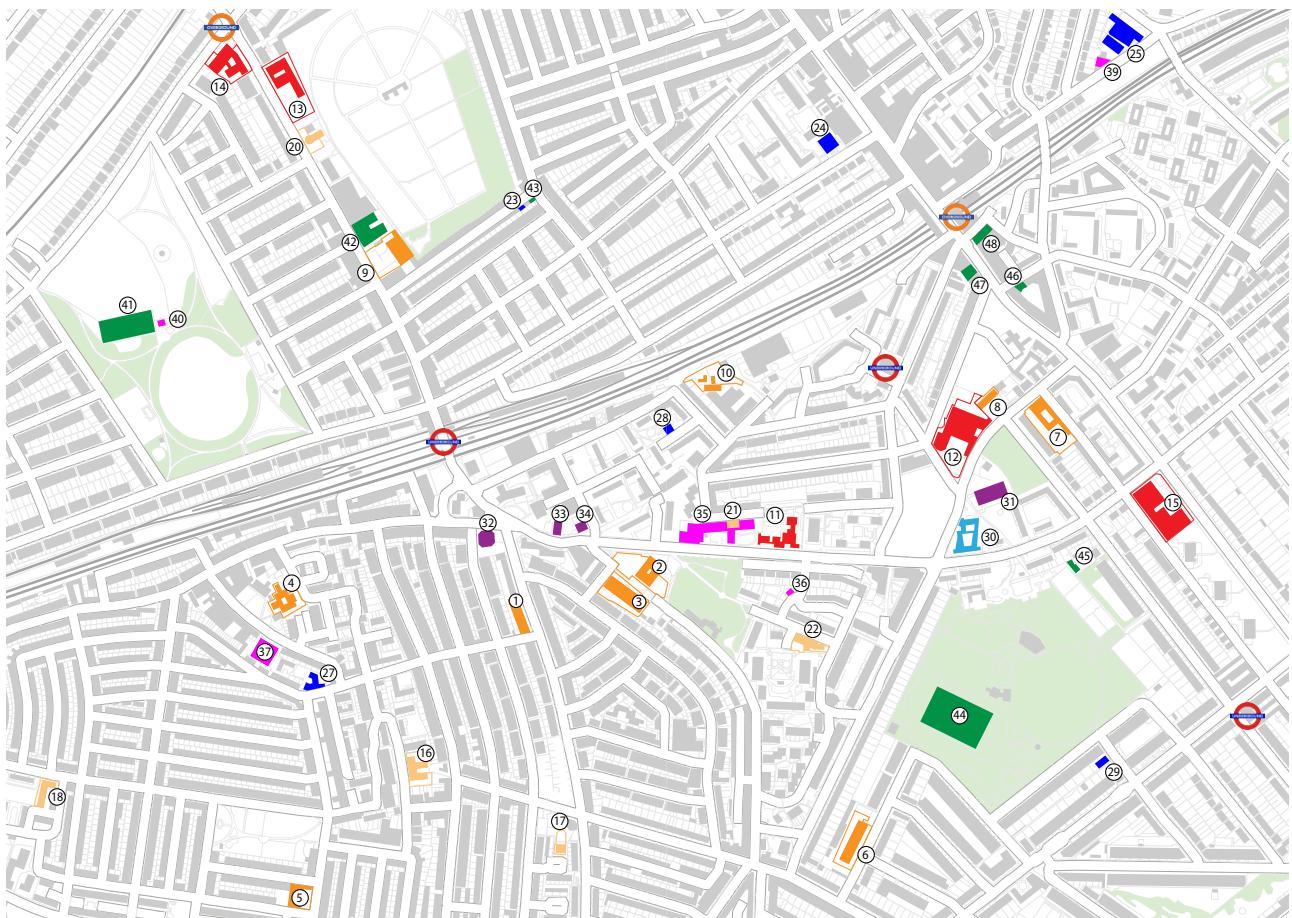
³ Index of multiple Deprivation 2015 and 2019, accessed from "London datastore" (gov.uk): <https://data.london.gov.uk/dataset/indices-of-deprivation>.

⁴ Browse the IMD map at parallel.co.uk, based on Statistics on relative deprivation in small areas in England published by Ministry of Housing, Communities & Local Government: Publication September 2019.

⁵ [South Kilburn Supplementary Planning Document: Introduction](#). Brent Council, 2017

Community assets map

The map below identifies community assets in South Kilburn Estate and the surrounding area, with the aim of understanding the existing community infrastructure.



	Public green space
	Gyms and sport structures
	Retirement houses
	Health centres
	Religious buildings
	Community centres
	Nurseries
	Primary Schools
	Secondary Schools
	1. St Luke's CofE Primary School
	2. Carlton Vale Infant School
	3. The Kilburn Park School
	4. Wilberforce Primary
	5. Queen's Park Primary
	6. Essendine Primary School
	7. Naima Jewish Preparatory
	8. St Augustine's CofE
	9. Salusbury Primary School
	10. St Mary's RC Primary
	11. The School of the Islamic
	12. St Augustine's CofE High
	13. Islamia School for Girls'
	14. Al-Sadiq and Al-Zahra
	15. St George's Catholic School
	16. Sunrise Day Nursery
	17. Mary Paterson Nursery School
	18. Katharine Bruce Nursery & Pre-School
	19. Al Ghadeer Nursery
	20. Rainbow Montessori Nursery Queens Park
	21. Granville Plus Nursery School
	22. Bright Star Day Nursery
	23. Park House Medical Centre
	24. Brondesbury Medical Centre
	25. Belsize Priory Health Centre
	26. Park House Medical Centre
	27. Queens Park Health Centre- Dr N Ahmed
	28. Kilburn Park Medical Centre
	29. Maida Vale Medical Centre
	30. Carlton Dene Residential Care Home
	31. St Augustine Kilburn Church
	32. St Luke's Church
	33. West Kilburn Baptist Church
	34. Carlton Vale Mosque Albanian
	35. Granville Youth & Community Centre
	36. Vale Community Centre
	37. Beethoven Community Centre
	38. International Gospel Community Centre
	39. Abbey Community Centre
	40. Queen's Park Lodge Community Café
	41. Queens Park Tennis Courts
	42. DW Fitness First London Queens Park
	43. Yogo Loft, Lonsdale Road
	44. Paddington Recreation Ground
	45. Iyengar Yoga Maida Vale
	46. Bannatyne Health Club Maida Vale
	47. Anytime Fitness Kilburn
	48. Energie Fitness Gym Kilburn

Figure 1.7: Community Assets map in South Kilburn.

2. PLANNING BACKGROUND

2.1 REGENERATION IN SOUTH KILBURN FROM 2001 TO 2020

New Deal for Communities (2001-2011)

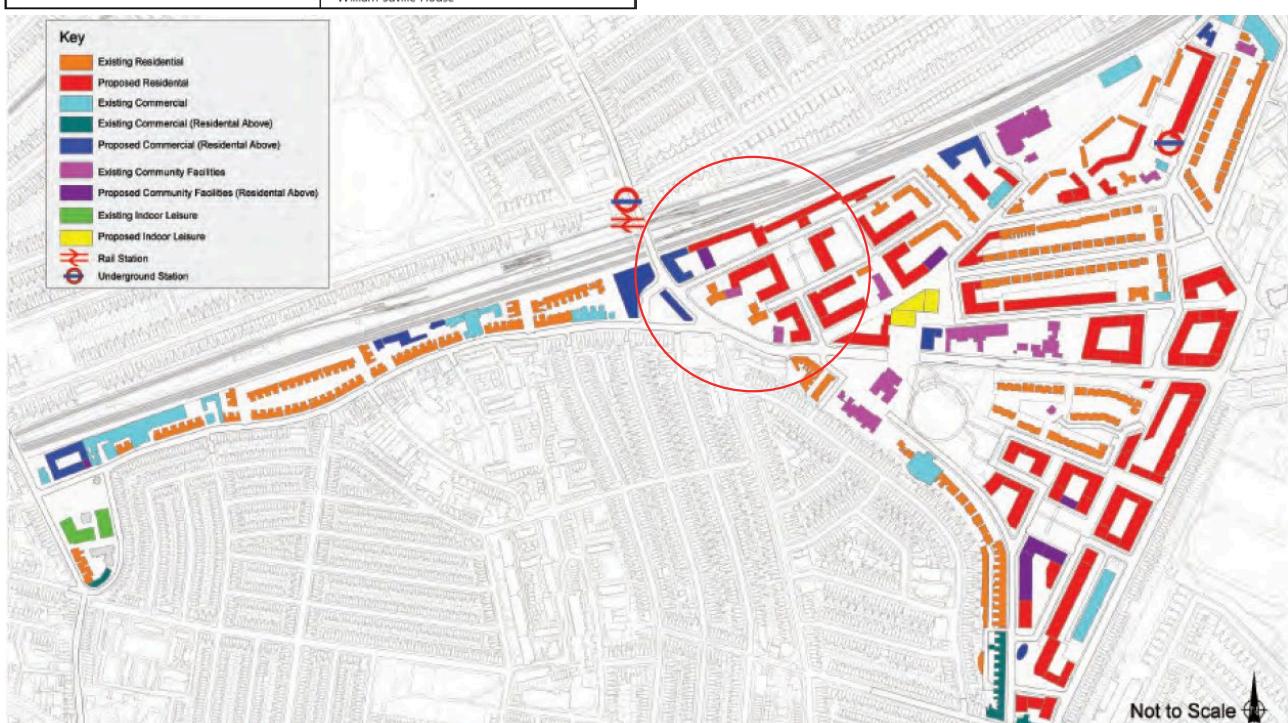
Plans for the regeneration of the South Kilburn Estate started with the New Deal for Communities (NDC) in 2001. South Kilburn was designated as one of the areas for the NDC programme and received £50 millions of funding between 2001 and 2011. This led to the publication of a Masterplan in 2004 and the subsequent South Kilburn Supplementary Planning Document in 2005 (SK SPD 2005), which was a statutory planning document. The SK SPD 2005 was produced by Brent Council in partnership with South Kilburn NDC. According to the SK SPD 2005, "The South Kilburn New Deal for Communities Partnership is community-led, consisting of people who live, or work in the area. It also includes Brent Council as the major landowner, and other statutory agencies." (...) "Preparation of a Masterplan was identified as fundamental to achieving the physical regeneration of South Kilburn and a necessary step in addressing social and economic regeneration and creating sustainable communities now and in the future." "This SP (SK SPD 2005) was agreed by the SKNDC Board and formally adopted by the Council in April 2005." (SK SPD 2005, p. 6).

The South Kilburn **Supplementary Planning Document 2005** proposed that **William Dunbar and William Saville Houses should be refurbished**. It also proposed to build new residential developments near the two buildings (see plan below). (SK SPD 2005, p.15, p.57).

Homes along the following streets to be refurbished:	Homes in the following blocks to be refurbished:
Kilburn Lane	The Quadrant
Allington Road	Chamberlayne Mansions
Claremont Road	Chichester House
Chichester Road	Carlton House (1-40) (41-64) (65-96) (129-136)
Princess Road	Alpha House
Malvern Road (odds)	Canterbury Court
Shirland Road	Gorefield House
	William Dunbar House
	William Saville House

Table 2.1: "Affordable Housing to be refurbished" (SK SPD 2005, p. 57).

Figure 2.1: "Proposed Land Uses for South Kilburn" (SK SPD 2005, p. 15).



South Kilburn Masterplan Review 2016, Supplementary Planning Document 2017 and Resident Ballot 2019

In **2016**, Brent Council published a **Masterplan Review** for South Kilburn and in **2017** a new **Supplementary Planning Document**. In this new version of the Supplementary Planning Document, **William Dunbar and William Saville Houses are planned to be demolished and redeveloped** with a higher density between 2026 and 2029.

Between the 20th of September and the 14th of October 2019, Brent Council ran a Resident Ballot (which, since 2018, has become a condition for receiving funding from the Greater London Authority¹) asking residents whether they wanted regeneration to continue in South Kilburn Estate. 84% of residents voted 'Yes', with 72% of residents taking part in the vote. The ballot was run in the 17 housing blocks that have not gone through redevelopment yet. This showed a clear majority within the residents in these 17 towers to continue with the regeneration scheme.

The ballot grouped together 17 blocks, including William Dunbar and William Saville Houses. The ballot does not show the breakout of votes per building and it is not possible to know whether a majority of residents in William Dunbar and William Saville Houses voted yes. The council has not submitted a single outline planning application that includes all 17 blocks.

What does the Masterplan Review 2016 and the South Kilburn SPD 2017 propose?

Since a majority of the residents in the 17 blocks awaiting redevelopment voted for continuing with regeneration, we have extracted some key points from the South Kilburn Masterplan Review 2016 and the SPD 2017. They are both general aims for the regeneration vision and specific for the William Dunbar William Saville site².

Given that South Kilburn residents have voted for this scheme in the ballot, the Community Plan presented here engages with the South Kilburn Masterplan Review 2016 and SPD 2017 and aims to deliver a community vision that meets the aims, requirements and vision of the these two documents from Brent Council. The only specific option that this Community Plan does not follow is the assumption that the demolition of William Dunbar and William Saville Houses is necessary.

General requirements / vision (from SK Masterplan Review 2016)

- Diverse housing offer for all including intermediate affordable private housing and different home sizes.
- Preservation of existing community networks.
- Indoor & outdoor communal spaces for each housing block.
- Centralities and hubs to meet such as urban squares, commons and gardens.
- Quality pedestrian-friendly spaces.
- Beautiful buildings.
- Landmarks marking gateways to the neighbourhood.

¹ Since July 2018, councils and other 'Investment Partners' involved in the redevelopment of housing estates need to run a Resident Ballot in order to be eligible for funding from the Greater London Authority. The requirements on which regeneration/redevelopment schemes need to run a ballot and the conditions of this ballot are outlined here: https://www.london.gov.uk/sites/default/files/gla_cfg_section_8_resident_ballots_-18_july_2018.pdf, accessed 22 April 2020.

² The general aims are extracted from the Masterplan Review 2016 and the specific aims from the SPD 2017.

- Preservation of local character.
- More outdoor leisure facilities (e.g. playgrounds).
- Mix of retail facilities and amenities (e.g. independent shops, national brand stores and a supermarket, food & drinks).
- Outstanding features such as quality lighting, a unique market, water features, edible greenery, local street art, incredible outlooks accessible for all, characterful urban furniture.
- Greenery and many green open spaces.
- Quality homes and upgraded living standards.
- Design-led safety.

Site-specific requirements for William Dunbar William Saville (from SK SPD 2017)

- WDWS as a gateway to the area from Queen's Park Station
- Indicative development capacity: 213 dwellings (66 additional homes)
- Mixed tenure housing development, with commercial/town centre uses at ground / mezzanine floor
- “At present the towers are poorly connected to the surrounding area due to being set back from the streets onto which they bound. William Saville has been placed where Denmark Road would have continued to Carlton Vale reducing permeability of the South Kilburn estate.”
- “The planting and landscape around these blocks is of a significantly better quality than the rest of the older blocks in the South Kilburn estate particularly along Carlton Vale and Albert Road”
- “There is an opportunity for development to create a sense of arrival and present a stronger active frontage along Carlton Vale brought to life with commercial units at ground floor to strengthen connections between Queen's Park station /Salisbury Road and the Peel development which will provide a key health facility destination”
 - “opening up the Denmark Road to pedestrian movement will allow improved connections from the South Kilburn estate into the wider area”
- “Buildings should generally range in height from 5 to 9 storeys. As a gateway to South Kilburn there is also an opportunity for a taller element of up to 17 storeys to create sense of arrival”
- “The demolition of William Saville House offers the potential of a pedestrian link to Carlton Vale which should be provided and development provided along this frontage to create overlooking/safe environment”
- Phasing and timeline: Phase 8 (2026-2029)

Table 2.2 shows that out of the 213 dwellings built on site, 176 will be market homes and only 37 ‘affordable’ homes, without specifying whether this is for intermediate or low-income households. However, given that Brent Council is pretending to accelerate and bring forward this development, it will need to provide more affordable housing in order to continue its decanting and rehousing programme (see below).

Site	Market	Affordable	Total
Phase 8 2026-2029			
William Dunbar House /William Saville House	176	37	213
Total Phase 8	176 (83%)	37 (17%)	213 (100%)

Table 2.2. Proposed housing delivery in SK SPD 2017.

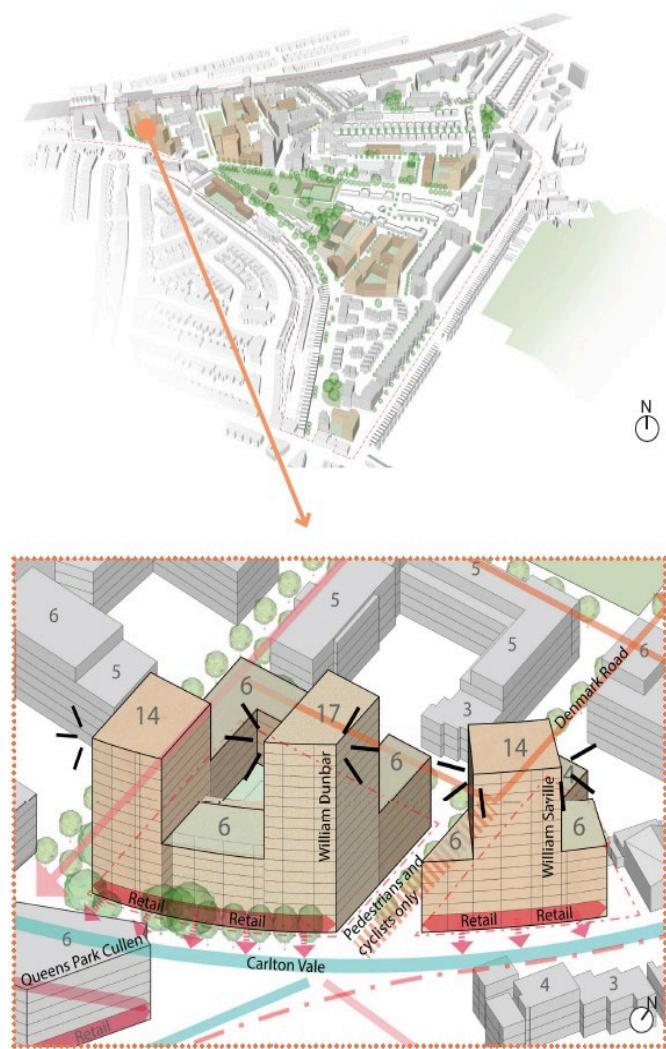


Figure 2.2: Proposed redevelopment of William Dunbar and William Saville site, SK SPD 2017.

Accelerated development in William Dunbar and William Saville Houses

Recently, the council approved £10M budget for accelerating the development of William Dunbar and William Saville Houses. It also recognises that this implies changing the proportion of affordable housing in this plot in order to continue their programme of decanting and rehousing.

According to the cabinet decision: "Proposal to bring forward a development in South Kilburn to accelerate delivery of the programme. Build on space around existing buildings, decant tenants, then demolish and build. Will require earlier buy back and a higher level of affordable than envisaged in the Masterplan (as end of programme no decants were expected to this site so more private were due to be built) due to decant requirements."³

The proposal presented in this Community Plan, which delivers a much higher number of social housing, is an opportunity to significantly increase the number of social housing in the scheme and rehouse residents that need it.

³ See <http://democracy.brent.gov.uk/documents/s94967/06f.%20Appendix%20F%20-%20%20Pipeline%20Schemes%20Summary.pdf>, accessed 27 April 2020.

2.2 LONDON POLICY AND PLANNING DOCUMENTS

In this section, we outline those London policy and planning documents that the new scheme will need to comply with or follow.

Draft New London Plan (not approved yet)

The Draft New London Plan (Mayor of London, 2019) that Sadiq Khan's team has been preparing since the beginning of his mayorship was recently prevented from publication by the Secretary of State, who exercised his "powers to direct changes"⁴, providing certain directions, mostly related with the ability of the plan deliver the homes need. Despite the New London is not approved yet, we are taking it into consideration since it is likely that this will be adopted once planning applications are put in place for this scheme. In addition to this, there are documents related to the Draft New London Plan that have already been adopted, such as the London Housing Strategy (Mayor of London, 2018a), Better Homes for Local People: The Mayor's Good Practice Guide to Estate Regeneration (Mayor of London, 2018b) and the Resident ballots for estate regeneration projects (Mayor of London, 2018c). Currently, the Mayor's website says: "The current 2016 Plan (The London Plan consolidated with alterations since 2011) is still the adopted Development Plan, but the Draft London Plan is a material consideration in planning decisions. The significance given to it is a matter for the decision maker, but it gains more weight as it moves through the process to adoption."

One of the key points in the Draft New London, which is highlighted in bold, and is already part of Better Homes for Local People: The Mayor's Good Practice Guide to Estate Regeneration (Mayor of London, 2018b), approved in 2018, is that "when considering options to deliver estate regeneration projects, boroughs, housing associations and their partners should **always consider alternative options to demolition first**". As far as we are aware, there is not any study that has considered an alternative option to demolition for William Dunbar and William Saville Houses. This Community Plan provides a detailed urban design scheme and a feasibility study of an alternative option to demolition, which can inform the future scheme to be adopted by Brent Council.

The Draft London Plan also discusses percentage of affordable homes in developments and the need for family-size rooms. The policy below explains that the percentage of affordable housing should be calculated per habitable room, so the delivery of family-size homes is not compromised.

"4.5.3 The percentage of affordable housing on a scheme should be measured in habitable rooms⁵ to ensure that a range of sizes of affordable homes can be delivered, including family-sized homes. Habitual rooms in affordable and market elements of the scheme should be of comparable size when averaged across the whole development. If this is not the case, it may be more appropriate to measure the provision of affordable housing using habitable floorspace. Applicants should present affordable housing figures as a percentage of total units and floorspace to enable comparison."

⁴ https://www.london.gov.uk/sites/default/files/letter_to_the_mayor_of_london_13_march_2020.pdf, accessed 27 April 2020.

⁵ "A habitable room is any room used or intended to be used for sleeping, cooking, living or eating purposes. Enclosed spaces such as bath or toilet facilities, corridors, hallways, utility rooms or similar should not be considered habitable rooms."

"Policy H8 Loss of existing housing and estate redevelopment.

(...)

Demolition and replacement of affordable housing.

C. Before considering the demolition and replacement of affordable homes, boroughs, housing associations and their partners should always consider alternative options first. They should balance the potential benefits of demolition and rebuilding of homes against the wider social and environmental impacts and consider the availability of Mayoral funding and any conditions attached to that funding.

D. Demolition of affordable housing, including where it is part of an estate redevelopment programme, should not be permitted unless it is replaced by an equivalent amount of affordable housing floorspace. Affordable housing that is replacing social rent housing must be provided as social rent housing where it is facilitating a right of return for existing tenants. Where affordable housing that is replacing social rent housing is not facilitating a right of return, it may be provided as either social rent or London Affordable Rent housing. Replacement affordable housing should be integrated into the development to ensure mixed and inclusive communities.

E. All development proposals that include the demolition and replacement of affordable housing are required to follow the Viability Tested Route and should seek to provide an uplift in affordable housing in addition to the replacement affordable housing floorspace."

"4.8.1 (...) The benefits of development proposals that involve the demolition and replacement of existing homes should be balanced against any potential harm."

"4.8.2 (...) In particular, only once the objectives of an estate regeneration scheme have been formulated in consultation with residents, should the physical interventions required to achieve them be considered. (...)"

"4.8.3 The range of physical interventions that may be required to support the delivery of estate regeneration projects include: repairs to, and refurbishment of, existing homes; building new homes on 'infill' sites; and demolition and redevelopment. Different schemes will require different interventions, or a combination of some or all of the above – there is no 'one size fits all' approach. In the Good Practice Guide, the Mayor is clear that when considering options to deliver estate regeneration projects, boroughs, housing associations and their partners should **always consider alternative options to demolition first**. They should balance the potential benefits of demolishing and rebuilding homes against the wider social and environmental impacts of this option."

Better Homes for Local People: The Mayor's Good Practice Guide to Estate Regeneration

This guide mentions two key aspects:

- The need to prioritise alternative options to demolition.
- Councils and residents should work together on developing the priorities for the scheme.

These two objectives coincide with those of this Community Plan.

"2. Vision and Objectives for Estate Regeneration

The range of physical interventions available to support the delivery of estate regeneration projects includes: repairs to, and refurbishment of, existing homes; building new homes on 'infill' sites; and demolition and rebuilding. Different schemes will require different interventions, or a combination of some or all of the above: there is no 'one size fits all' approach.

However, when considering the option of demolishing and rebuilding homes, councils, housing associations and their partners should always consider alternative options to demolition first. They should balance the potential benefits of demolishing and rebuilding homes against the wider social and environmental impacts of this option. This guide seeks to support a positive relationship between residents and their council or housing association landlord during a process of estate regeneration. Residents should be at the heart of any such process, which means councils and housing associations should engage early and meaningfully with residents to jointly develop priorities for any schemes."

Housing Standards Minor Alterations to the London Plan (Mayor of London, 2016)

Table 2.3 outlines the minimum housing standards for new built homes. The new homes proposed in this Community Plan meet these standards.

Number of bedrooms	Number of bed spaces	Minimum GIA (m ²)			Built-in storage (m ²)
		1 storey dwellings	2 storey dwellings	3 storey dwellings	
1b	1p	39 (37)*			1.0
	2p	50	58		1.5
2b	3p	61	70		
	4p	70	79		2.0
3b	4p	74	84	90	
	5p	86	93	99	2.5
	6p	95	102	108	
4b	5p	90	97	103	
	6p	99	106	112	
	7p	108	115	121	
	8p	117	124	130	3.0
5b	6p	103	110	116	
	7p	112	119	125	
	8p	121	128	134	3.5
6b	7p	116	123	129	4.0

Notes to Table 3.3

1. * Where a one person dwelling has a shower room instead of a bathroom, the floor area may be reduced from 39m² to 37m², as shown bracketed.
2. The Gross Internal Area of a dwelling is defined as the total floor space measured between the internal faces of perimeter walls' that enclose a dwelling. This includes partitions, structural elements, cupboards, ducts, flights of stairs and voids above stairs. GIA should be measured and denoted in square metres (m²).
3. The nationally described space standard sets a minimum ceiling height of 2.3 meters for at least 75% of the gross internal area of the dwelling. To address the unique heat island effect of London and the distinct density and flatted nature of most of its residential development, a minimum ceiling height of 2.5m for at least 75% of the gross internal area is strongly encouraged so that new housing is of adequate quality, especially in terms of light, ventilation and sense of space.

Table 2.3: Minimum space standards for new dwellings. Source: Housing Standards Minor Alterations to the London Plan (Mayor of London, 2016).

3. METHODOLOGY

The project has engaged with residents of William Dunbar and William Saville Houses to assess the impact of the demolition of these two buildings (current proposal of Brent council) and co-design a community vision in collaboration with the community. This engagement has consisted on a series of **meetings and workshops with residents, walks around the estate**, as well as a **survey** with residents. Prior to this knowledge exchange project, the UCL team also engaged with William Dunbar and William Saville residents during the Civic Design CPD course in May 2019. The preliminary research done during this course served as a starting point to define the brief of this project. Below, we have briefly described the research methods used for this project.

3.1 PRELIMINARY WORK WITH WILLIAM DUNBAR AND WILLIAM SAVILLE RESIDENTS

Before this project, The UCL team engaged with the residents during the Civic Design CPD course, which took place in May 2019 at The Bartlett School of Planning, UCL. This is a Continuing Professional Development course that targets planning and urban design professionals that want to learn how to facilitate co-design processes with communities, and how to better enable civic engagement in urban planning. It is a blended course with 2 weeks of digital learning and a 3-day face-to-face workshop, where participants, staff and community members collaborate on designing a proposal for their neighbourhood. The course was taught in collaboration with the local community organisations Granville Community Kitchen (GCK) and William Dunbar and William Saville (WDWS) Tenants and Residents Association, and with the CivicWise network. Communities were involved in the design of the brief and in the delivery of the course.



Figures 3.1 and 3.2: Interaction with residents during the Civic Design CPD course.

During the course, participants co-produced evidence with South Kilburn residents (including WDWS residents) on the history of regeneration in the neighbourhood and on the social and economic impact of moving to a new flat for those residents that had already been rehoused. For this piece of research, participants had **semi-structured interviews** with residents that had been rehoused as well as with current WDWS residents. From these interviews and discussions with residents, participants produced an alternative proposal to demolition, which proposed refurbishment of existing homes and infill intensification¹. From this preliminary work, the UCL team formulated the brief for the current project. Note that the the evidence collected during the CPD course, unless specified and quoted, has not been used in this report.

3.2 CALL FOR PARTICIPANTS AND ENGAGING RESIDENTS

The call for residents to participate on this project has been done in partnership with Granville Community Kitchen and also with William Dunbar and William Saville Tenants and Residents Association. For calling residents to participate in the community engagement workshops, co-produce evidence for the social impact assessment, and participate in the co-design process, the UCL team, in collaboration with GCK, has produced **posters, leaflets**, as well as **newsletters**. The leaflets and newsletters have been handed it in person to residents through **door-knocking** all the flats in various occasions, or by putting them through the **mailboxes** when the residents were not at home. In addition to this, the UCL team also organised an introductory **meeting** to explain the project to residents, which is explained in the point below. The number of residents participating in each of the workshops have ranged from 12 to 22. We did not record the name of participants for data protection reasons, but we estimate that over 30 residents have attended to at least one of the workshops. Some participants have attended consistently to all the workshops. For asking residents to fill in the **survey**, the UCL team has knocked in every door of WDWS several times at different times/days. The team has also conducted surveys during workshops 3 and 4. The total number of surveys has been 26 out of 147 households (17.7%). We aimed for a higher response rate, but we had to stop surveys due to the Coronavirus outbreak.

3.3 MEETINGS AND COMMUNITY ENGAGEMENT WORKSHOPS WITH RESIDENTS

Between October 2019 and February 2020, the UCL team has had a series of **meetings, engagement workshops** and **collective walks** with residents. These activities have been useful to co-produce evidence with residents for the Social Impact Assessment, to co-design the Community Plan and to shape the surveys for collecting further evidence. The workshops and meetings include the following activities:

Initial meeting

21 October 2019

The aim of this meeting was to inform them about the knowledge exchange project, introduce the UCL team, explain the timeline of the project, and invite them to participate on it. The meeting coincided with the date that Brent Council published the outcome of the resident ballot for the 'regeneration' of South Kilburn Estate, which had a YES majority. The team had an initial discussion with the residents about their concerns around the demolition of William Dunbar and William Saville Houses. The format of the meeting was a PowerPoint presentation followed by a discussion. The duration was approximately 2 hours.

¹ Aggie Morris, Alice Devenyns, Cecilia Colombo, Dolors Vila, Dominic Cort, Iacovos Loizou, Irene Manzini Ceinar, Leslie Barson, Ursula Wyss, Pablo Sendra (Coordinator). "Towards a Co-Design Process: An Alternative to Demolition for William Dunbar and William Saville Tower Blocks, South Kilburn". Civic Design CPD. The Bartlett School of Planning, May 2019.

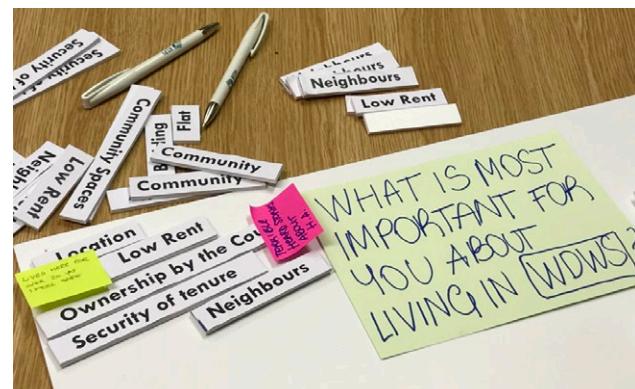
Workshop 1: Co-producing a social impact assessment

14 November 2019

The aim of this workshop was to co-produce evidence on the impact of demolition, redevelopment and rehousing residents in the local area, which is what the South Kilburn SPD 2017 proposes. Residents shared the importance of living in these towers for them, the social relationships between the neighbours, the social infrastructure they rely on, and other aspects of their lives that could be impacted by the demolition of their homes and moving to a new flat. For doing so, we carried the following participatory activities:

Icebreaker exercise

Residents, as they arrived to the room, were invited to sit on the table and were asked the question "What is most important for you about living in William Dunbar and William Saville Houses?". There were tags available that residents could choose and place in a board. They could also add their own priorities in text if there was not an available tag for it.



Housing experience and memories

Residents were asked to share one of their past experiences associated with living in WDWS or thoughts related to their future. Then the rest of the group would discuss whether what they heard from their neighbour inspired them nostalgia, trauma, hopes or fear. The aim of the method was to understand people's experience and attachment to the buildings, and to generate collective empathy toward each other's feelings.



Social networks and relations

This consisted in two exercises that aimed to map daily activities, experiences and relationships in the area.

The first exercise consisted in mapping daily live experiences of residents in the area: their movements, the proximity activities

Figures 3.3 and 3.4: Photographs from workshop 1.

they develop, where they interact with neighbours, the public transport they use, and the community facilities and shops they go to. Through this exercise, we enquired about the importance of the location of WDWS for its residents. We developed this activity through a mapping exercise, where residents could trace – with the support of the facilitators – their daily movements and locate with the flags provided their activities and interactions.

The second exercise consisted in understanding the social networks within the buildings, the relationships between neighbours and how they rely on each other. Participants were given a simplified section of the buildings and a floor plan of the plot. Participants draw a line in the section connecting their interaction with other neighbours and placed pins on the map explaining their places for interaction.



Figure 3.5: Photograph from workshop 1.

Maintenance and repair

The exercise consisted on a facilitated discussion on the current state of maintenance and repair of the buildings, the perception about the quality of the buildings through their lived experiences, and their level of satisfaction with how the council deals with repairs.

Workshop 2: Co-designing a Community Plan

28 November 2019

The aim of this event was to facilitate a discussion with residents so they could collectively propose ideas for the improvement of their neighbourhood. We developed a series of activities to co-design with residents a proposal for their neighbourhood. In addition to developing proposals, the workshop was also a learning activity, where residents learnt about urban planning and discussed about what they want for the future of their neighbourhood.

Before starting the co-design activities, we gave residents three documents: a ‘feedback map’ summarising what they had told us in workshop 1, a summary of the key points of Brent Council’s proposal extracted from the South Kilburn SPD 2017, and a questionnaire to ask them which where their preferences for communication. We explained what we had done in workshop 1, introduced the aims of workshop 2, and we had a debate with residents about the implications of the masterplan (i.e. the South Kilburn SPD 2017) for WDWS. After this discussion, we started with the activities:

Co-assessing the Brent Council's Masterplan

The aims of this exercise were to inform residents about the general aims of the masterplan and about its specific proposals for redeveloping the WDWS site, to understand how residents feel about the different aims and proposals of the masterplan, and to explain that a Community Plan could potentially inform the current masterplan and comply with its general aims and vision (without necessarily demolishing the two tower blocks). For doing so, the UCL team showed two boards – one showing the general aims and visions of the masterplan, and other showing specific proposals for WDWS. Residents were asked to place green dot stickers for agreeing and red stickers for disagreeing. In general, while residents agreed with most of the general aims and visions of the masterplan, they did not agree with specific proposals for WDWS site such as demolishing the two tower blocks and extending Denmark Road to Carlton Vale.

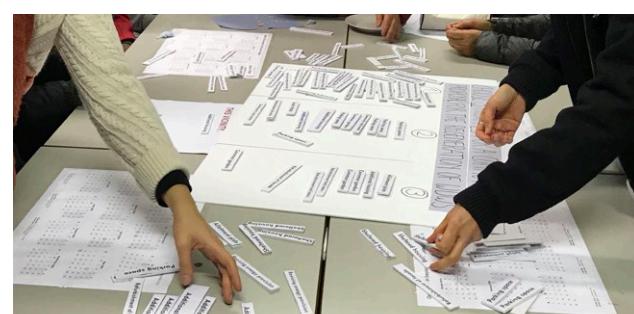
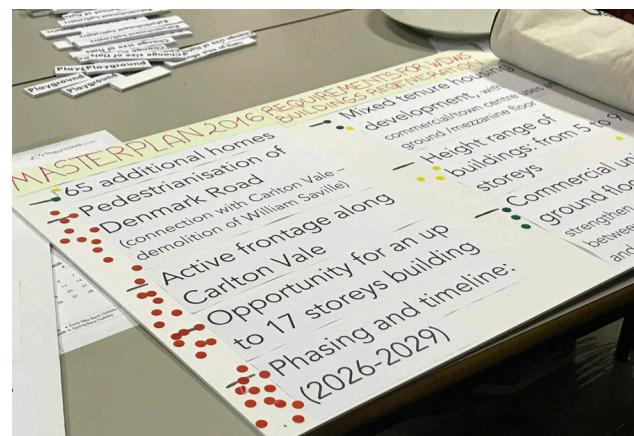
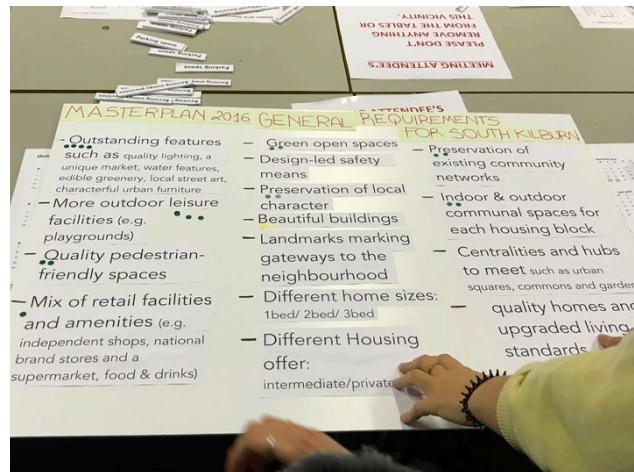
Inspiration boards of other community-led initiatives

After this exercise, the UCL Team showed residents boards with examples of residents that had put together a Community Plan or had taken other community-led initiatives for the regeneration of their neighbourhoods. These served as inspiration for residents during the rest of the workshop.

Co-assessing priorities for regeneration

Like the icebreaker exercise in workshop 1, this was a warm-up exercise, where resident selected tags and placed them in a board as their 1st, 2nd, and 3rd priority. This first exercise provided a general of how residents envision a community plan and their main priorities. It also generated an discussion.

Collective drawing on a map: Since this was one of the most attended workshops, residents divided into two tables for this co-design exercise. Each table did the same exercise, which consisted in identifying and drawing in a map potential spaces for new



Figures 3.6 – 3.9: Photographs from workshop 2.

infill housing, propose new accesses to the buildings and to the whole plot, and write in post-its the community facilities they would like to have within their plot and then paste these post-its in their desired location. This drawing exercise came together with a collective discussion. This exercise provided two maps with an overlap of the different priorities, proposals and ideas from all residents attending the workshop, which served as a guide for proposing this Community Plan.

Collective modelling

Once the residents had made initial proposals on where to build new homes and community facilities, the UCL team brought a model of the site with the existing buildings and blocks of different sizes and colours that represented shops, community facilities, green infrastructure, car-parks and 1-, 2-, 3-, and 4-bedroom flats. Since residents did not fit very confident stacking blocks in the three-dimensional model, the facilitators tried different options and discussed with them possible configuration, enabling the co-creation of the proposal.



Figures 3.10 – 3.11: Photographs from workshop 2.

Collective walk

30 November 2019

Another activity we had with residents was a collective walk around the site. This activity complemented the co-design activities of workshop 2. Through this walk, residents identified on site the potential places to build new homes, possible new community facilities, and possible changes for the open spaces around WDWS.



Figure 3.12: Communal gardens in William Dunbar and William Saville Houses.

Workshop 3: Presentation of preliminary proposal and feedback

23 January 2020

After workshop 2 and the collective walk, the UCL team collected all the ideas, concerns, and proposals from the residents and put together a preliminary proposal. The aim of this proposal was to deliver as many homes as possible without demolishing the two tower blocks, without compromising the privacy and natural light of the existing homes, without losing significantly open spaces, providing new community facilities and shops, and maximising the number of family homes (3- and 4-bedroom flats) in response to reported problems of overcrowding. For proposing new buildings, the UCL team followed the proposals that came out of workshop 2.



Figures 3.13 and 3.14: Photographs from workshop 3.

The aim of workshop 3 was to present the preliminary proposal to the residents, discuss it with them, and receive feedback from them. For doing so, the UCL team started with a brief introduction of the proposal, and then structured the presentation and feedback sessions on three main topics: housing, community spaces and open/green spaces. For collecting feedback, the UCL team facilitated an open discussion about the proposals and also gave residents coloured cards to express whether they agreed or disagreed with the proposal. The presentation was useful to understand priorities about building heights, overshadowing, concerns about car-park space, about the split of community facilities between the two towers, and about the kind of community facilities they wanted. This activity was also a learning activity for residents, where they learnt about urban planning.

Workshop 4: Community management, financing, and update and further feedback on the Community Plan

22 February 2020

This workshop had three distinctive objectives: (1) provide an update on the proposal and receive further feedback; (2) have a first discussion with residents about the financial viability of the Community Plan and discuss their preferences in case compromises need to be made; (3) discuss possibilities of community management of homes and community facilities.

Update and further feedback on the Community Plan

The workshop started with an explanation of the Community Plan, the updates the UCL team had done since the last workshop, as well as explaining how the UCL team had addressed the feedback that residents provided in workshop 3. The UCL team received further feedback from residents.



Figure 3.15: Photograph of workshop 4.

Economic viability and preferences on compromises

Part of this project is an economic viability study, for which the UCL team has contracted the consultancy services of a quantity surveyor (see below). Before workshop 4, the quantity surveyor showed preliminary results to the UCL team. With this preliminary results, the UCL team realised that some compromises would need to be made and it was necessary to discuss with residents these and know their preferences.

Firstly, previous workshops had identified the problem of overcrowding and the need of more family homes (3- and 4-bedroom flats). However, maximising 3- and 4-bedrooms flats as social rent homes would imply that the percentage of social rent homes would be lower than if social rent homes were 1- and 2-bedrooms flats. Residents were explained this with the support of a hand-out, and they were also explained that, in the event of

rehousing overcrowded families from 2-bedroom flat in WDWS to a 3- or 4-bedroom flat in the new infill blocks, each rehousing would leave available a 2-bedroom (or 1-bedroom) flat in WDWS. After this explanation and a collective discussion, residents agreed that the proposals needed to prioritise 3- and 4-bedroom flats, and that this should be supported by evidence on the number of overcrowded households in WDWS.

Secondly, residents were explained that if the Community Plan had less amount of community spaces, it could have a higher percentage of social rent homes. All residents attending agreed that they preferred to keep all those proposed community spaces, since they were very important given that the area was being densified.

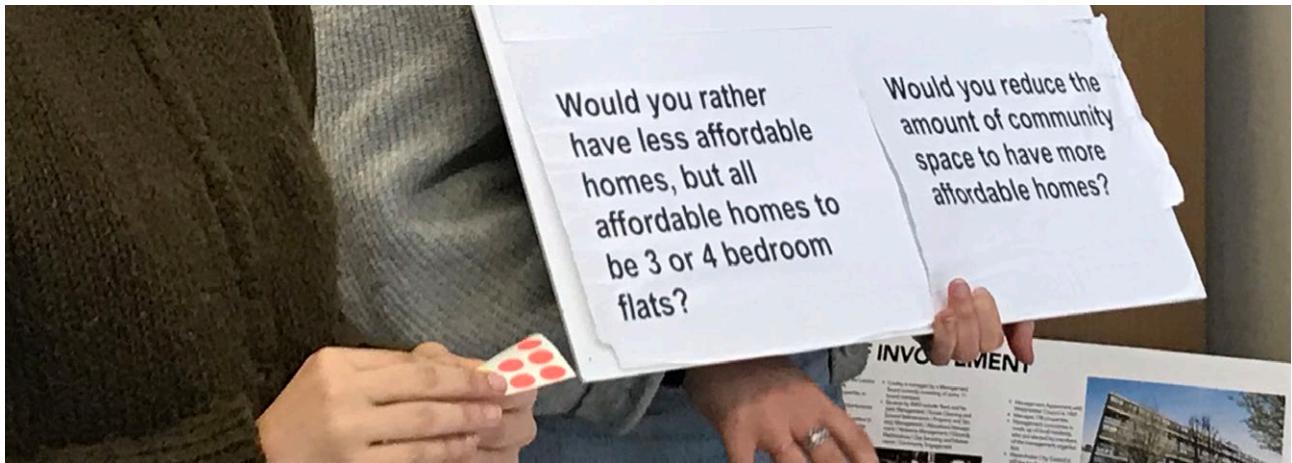


Figure 3.16: Photograph of workshop 4.

Community management

In the last part of the workshop, the UCL team showed – supported by case studies – different possibilities for community management and governance, each one with different degrees on involvement. The aim of this was to show residents the possibilities available. This included possibilities around community management and/or ownership, and also about the management of community facilities.

Final presentation of the Community Plan

Cancelled and offering residents to have it online in May

Due to the Covid-19 pandemic, the final presentation of the Community Plan, which was scheduled for the 28th of March 2020, was cancelled. Instead of this, the UCL team will send the Community Plan to William Dunbar and William Saville Tenants and Residents' Association along with an explanation video and a feedback survey. In addition to this, the UCL team will offer residents to have an online session to present the project.

Follow-up meetings

The UCL team planned to have follow-up meetings to further discuss the Community Plan after the end of the project. This will not be possible in the short term due to the Covid-19 pandemic. However, if the online presentation takes place and works well, we will consider having some of these follow-up meetings online.

3.4 SURVEYS

In addition to this community workshops, the UCL team has collected data through a questionnaire. The survey included questions on types of tenancy and number of people living in the flat, neighbours and social networks, importance of location, community spaces and facilities, preferred type of tenure, housing requirements, maintenance and repair, management of the buildings, and preferences on the approach to regeneration (demolition and redevelopment with rehousing or refurbishment and infill densification).

This data collection started as soon as ethical approval was granted by UCL Ethics. The UCL team knocked on every door of each household (147) several times, with the aim of getting a high response rate. The UCL team also conducted surveys at the beginning of workshops. Despite these efforts, the response rate was low: 26 residents from different households, which represented 17.7% of the households.

Some of the surveys led to longer discussion with residents, which gave the UCL Team a deeper understanding of the residents' experiences on living in William Dunbar and William Saville Houses, their concerns and their priorities.

3.5 ECONOMIC VIABILITY

As part of this project, the UCL team contracted the consultancy services of a quantity surveyor to study the economic viability of the Community Plan. The quantity surveyor has made a feasibility study and assessed how many of the new homes proposed can be social rent homes. This study is included in this Community Plan.

3.6 ETHICS AND DATA PROTECTION

The project received approval from UCL Ethics. The surveyed residents were fully anonymised. With the survey, they were given an information sheet and a consent form, which they had to sign or put their initials on. Participants had the choice to withdraw from the surveys at any point.

In the workshops, participants were asked for permission to take photographs. Most participants said that they preferred not to be photographed, so we ensured that the photos did not show the face of any participant. During the workshops, we asked for feedback to the residents (see below) on how the workshops were being conducted. In this way, we ensured that people had a good experience.

3.7 FEEDBACK FROM RESIDENTS

As explained in the engagement methods used in the workshops, a continuous feedback on the proposals have been essential for co-designing this Community Plan. The UCL team, after getting ideas, proposals, and concerns during workshops 1, workshop 2, and the collective work, showed proposals to residents during workshops 3 and workshop 4, where residents provided further feedback on the proposals.

In addition to this, the UCL team consulted residents during the workshops on how the co-design activities were being run. Through discussing this, residents could express their opinion on how the co-design workshops were being facilitated. This is essential when facilitating a co-design process.

3.8 LIMITS TO RESIDENTS' ENGAGEMENT

The co-design process followed in this Community Plan has had its limitations. The workshops' attendance ranged between 12 and 22 participants. Since, for data protection reason, the UCL team did not recorded the names of who was coming, it is hard to guess how many people have participated. The estimation is 30+ residents have participated at least in one workshop, out of the 147 households. Anecdotal evidence from conversations with residents suggests that families and those with caring responsibilities have difficulties attending the workshop.

The surveys had also a limited participation: 26 residents from different households replied to the survey, which represents 17.7% of the households.

Despite these limitations, since the project has had a wide range of methods of data collection, the results provided here are representative, acknowledging the limitations. The aim of this document is to provide a residents' vision that can be presented to Brent Council for consideration. Further evidence and date will need to be collected to proceed with this plan.

4. SOCIAL IMPACT ASSESSMENT EXECUTIVE SUMMARY

4.1 CONTEXT AND APPROACH TO SOCIAL IMPACT ASSESSMENT

Context

One of the aims of the Civic Design Exchange project is to **co-produce together with local residents a Social Impact Assessment**, which is **an evaluation of the social impact that Brent Council's regeneration scheme** – which includes demolition of the two buildings, redevelopment of the site with new built homes, and consequent relocation of the current residents – **could have on William Dunbar and William Saville residents.**

The importance of producing a Social Impact Assessment (SIA) stems from the belief that it should be included **as a core part of the planning approval process** to enhance community-centred planning decision-making practices, as claimed by Just Space network in London¹. Indeed, the SIA constitutes a powerful tool to emphasise the role and importance of social sustainability in urban development processes and – as stated by Just Space Network – it can lead up to a “longitudinal research”², since key indicators used for the SIA can be employed to monitor ex post the success or failure of the plan.

To analyse the potential positive or negative effects, threats and opportunities that Brent Council's regeneration proposal would generate on South Kilburn area and on people living in William Dunbar and William Saville Houses, the UCL Team has assessed the current situations of residents living in the two buildings, their everyday experiences, the importance of these experiences to them, and how these might be affected in case of demolition and relocation.

Approach and research methods

For this Social Impact Assessment, the UCL Team has built on the main principles defined by Just Space Network (in their collaboration with the Development Planning Unit³), which define the process as:

- participatory
- co-produced
- pluralistic
- independent
- accessible and inclusive

To deliver a Social Impact Assessment of Brent Council Regeneration scheme, the UCL Team facilitated a residents-driven collective effort – facilitated by us – to place local knowledge and community priorities at the core of the process. In approaching the local community, the elaboration of the SIA was divided in phases - inspired by previous experiences, such

¹ See Just Space (2016). Towards a Community-Led Plan for London. Policy Directions and Proposals. <https://justspacelondon.files.wordpress.com/2013/09/just-space-a4-community-led-london-plan.pdf>

² Barbara Lipietz, Tim Wickson, Ilinca Diaconescu and Richard Lee (2018). Social Impact Assessment in London Planning. MSc Urban Development Planning Practice Module Report. The Bartlett Development Planning Unit, UCL and Just Space. <https://justspacelondon.files.wordpress.com/2018/09/dpu-js-on-sia.pdf>

³ Ibid.

as the work led by Architects for Social Housing⁴ and Just Space guidelines⁵ -, which we tailored on the basis of the local context:

- 1. Set the team's positionality:** the UCL Team launched the project with a public presentation in the Resident Room of William Dunbar House early in October 2019, explaining the meaning of the Community Plan and our role in facilitating the process. That moment was key to build trust with residents, which is crucial in the process of co-producing the evaluation of the impact regeneration could have on their daily life – both in terms of collective and individual experience.
- 2. Background desktop research:** before engaging directly with residents, the UCL team carried out a baseline study with the support of local community groups, such as Granville Community Kitchen. This provided a better overview of the local context, in terms of community assets and groups, housing, demography, transport connections,
- 3. Engagement strategy:** After the initial presentation and the background research, the UCL Team developed a strategy to engage with residents through different means:
 - a. A first workshop** that assessed the meaning of living in William Dunbar and William Saville Houses, where discussion ranged from practicalities – such as satisfaction with location and services in the area - to more emotional aspects – such as sense of attachment, neighbourly relations, sense of community. The workshop served as a platform for the residents to become involved, and fostered exchange and collaboration between residents themselves, enhancing collective intelligence, as well as between residents and planning experts.
 - b. Individual surveys** conducted with as many residents as possible, which focussed on personal experiences of living in the buildings and concerns or hopes for the future.
 - c. Some of the surveys had a qualitative nature through key questions, turning into longer conversations**, of up to an hour.
 - d. After every workshop the UCL Team collected feedbacks about the process** from residents, which helped assessing the impact of co-producing regeneration on people who are directly affected by it.
- 4. Sharing and discussing findings:** After every workshop, the facilitators kept residents updated on the development of the plan and on our analysis. Especially, following workshop 1, the UCL team produced a feedback map⁶ collecting and clustering all the information emerged. This Community Plan will be the final and exhaustive delivery of these findings and analysis.

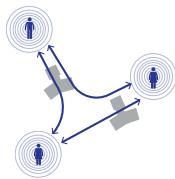
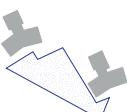
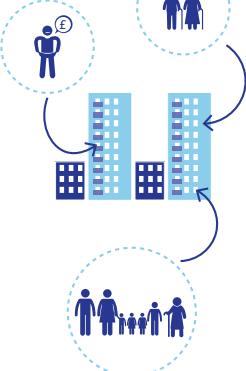
⁴ Architects for Social Housing for West Ken and Gibbs Green Community Homes (2016). Feasibility Study Report: West Kensington and Gibbs Green Estates. New Homes and Improvements without Demolition. https://architectsforsocialhousing.co.uk/wp-content/uploads/2016/08/wkkg_report_rev3.pdf

⁵ Just Space (2018) "Do-It-Yourself (DIY) How-to Guide for Stage 1 of the Social Impact Assessment (SIA): Developing a detailed understanding of the local context and the diverse communities involved". <https://justspacelondon.files.wordpress.com/2019/03/social-impact-assessment-diy-how-to-guide.pdf>

⁶ Inspiration from Architects for Social Housing. See Architects for Social Housing for West Ken and Gibbs Green Community Homes (2016). Feasibility Study Report.

Framework for a Social Impact Assessment

In order to provide a sound, transparent and accountable Social Impact Assessment, a framework was established, which outlines the key elements that need to be addressed, clustered into four themes. The table below shows the aims, subtopics and approach of each of these themes.

THEME	AIMS	TOPICS	HOW?
Neighbourhood location and social networks 	Identify the impact that demolition and consequent rehousing and geographical relocation can have on social ties and networks in which the residents are embedded.	Social ties and neighbourly relations within buildings Social networks in the area Proximity and location	Provide evidence on current social networks, and to what extent they are embedded in the current configuration of William Dunbar and William Saville Houses and their specific location. Analyse how demolition and relocation might affect these and whether it would disrupt or not social ties and networks.
Community spaces and facilities 	Scrutinise how community infrastructure will potentially be affected by the demolition of the existing physical infrastructure that currently hosts these facilities.	Outdoor community spaces and green areas Leisure spaces Community facilities	Provide evidence of existing community spaces and facilities, what they mean to and how they are valued by the current residents, and their importance. Analyse how demolition and redevelopment could impact these community spaces.
Maintenance and repair 	Diagnose the quality of design of the buildings, their state of maintenance and identify needs for repairs, refurbishment and improvements. (This would require an additional detailed study by a surveyor)	Quality of design Outdatedness State of maintenance Irreparable damage	Provide evidence of the quality of design of the buildings, in comparison with the quality of design that new build homes in the area have. Identify what needs better maintenance, what needs to be improved, and what needs to be replaced.
Housing, tenure and health 	Establish an overview of the impact of demolition and redevelopment on residents in relation to their current housing situation.	Housing aspirations Quality, design and composition of current flats Security of tenure Affordability Overcrowding Additional infill homes Health	Understand residents' emotional perception of the experience of moving out. Analyse residents' sense of attachment to their flats. Provide evidence of the benefits or disadvantages of current quality, composition and size of flats, and of its affordability for current residents. Provide evidence of residents' preferences on whether remaining council tenants or being transferred to a housing association. Analyse what does it mean for residents to be a council tenants and the consequences this entails. Assess the impact of demolition and change of tenancy on the residents.

4.2 SOCIAL IMPACT ASSESSMENT: SUMMARY OF ANALYSIS AND KEY FINDINGS

Departing from the framework explained above, this report provides a cross-thematic evaluation of the impact that the demolition of William Dunbar and William Saville Houses would have on its residents. The analysis below represents an executive summary of the main findings from the qualitative and quantitative data collected during the lifetime of the project, which includes the main figures.

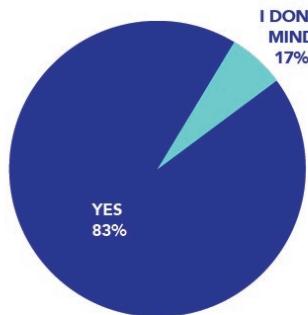
Assessing the current living situation of residents

Location and community infrastructure for neighbourly relations

During the first workshop with William Dunbar and William Saville Houses' residents, the UCL Team assessed the importance of their location in their everyday life experience, which was pointed out by the majority of participants to be one of the key aspects valued most about living in the two buildings. Beyond the well connectivity of the site to other parts of London through an optimal public transport network, residents also highly appreciate the neighbourhood and the local community. This point of view is confirmed, as shown by figure 4.2 and 4.3, by the fact that in the survey 22 out of 26 participants asserted that they are extremely satisfied with their current location, pointing out as key reasons (in hierarchy of popularity among respondents):

1. transport connection
2. satisfaction with shops
3. feeling of belonging to the community
4. affordability of services
5. beautiness of the area
6. location of family members
7. location of working place

Are you satisfied with the current location of your home?



Indicate the main reason(s) for which you would not change your current location. You can pick as many answers as you want.

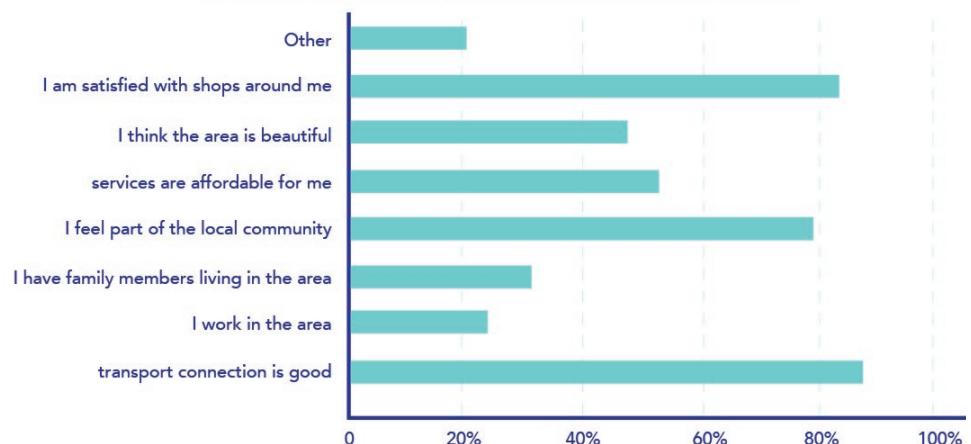


Figure 4.2 - Survey: Q10: Are you satisfied with the current location of your home?

Figure 4.3 - Survey: Q11: Indicate the main reason(s) for which you would not change your current location. You can pick as many answers as you want.

The research process highlighted the fact that William Dunbar and William Saville Houses have a high density of interactions and relationships between residents, which appears to be strong and important enough to make one third of survey respondents feel these relations "mean a lot to them" (see Figure 4.4). All the residents we surveyed asserted to know at least one other residents in the two buildings (see figure 4.5), and all 12 participants in workshop 1 indicated they know neighbours living on the same floor, meet them in the corridor, and most of them even inside their flats too. Furthermore, most participants indicated they know residents living on other floors in their building as well. These relationships goe beyond mere cohabitation and imply interactions of mutual help and reciprocity, as evidenced by figure 4.6 which shows that almost half of the respondents of the survey "regularly receive help from the same neighbours".

Are your relations with neighbours in the building important for you?

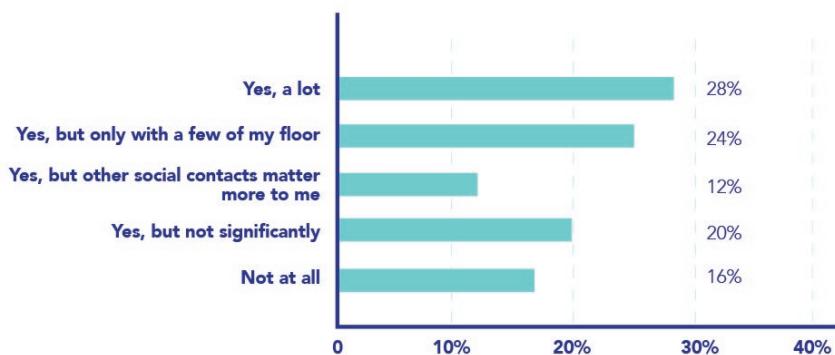


Figure 4.4 - Survey: Q7: Are your relations with neighbours in the tower important for you?

Do you know your neighbours?

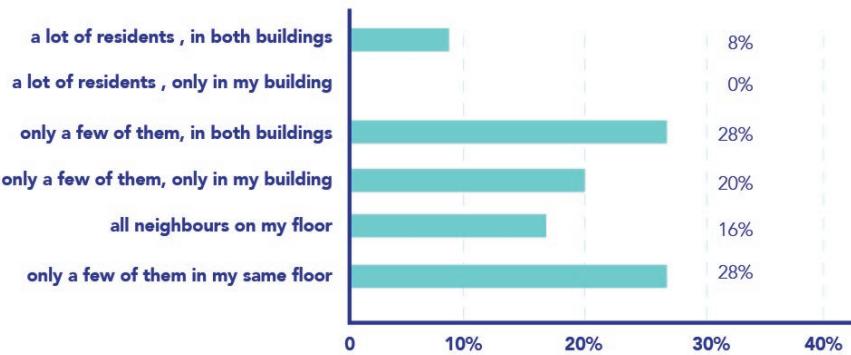


Figure 4.5 - Survey: Q6: Do you know your neighbours?

Do you offer or received help to or from a neighbour?

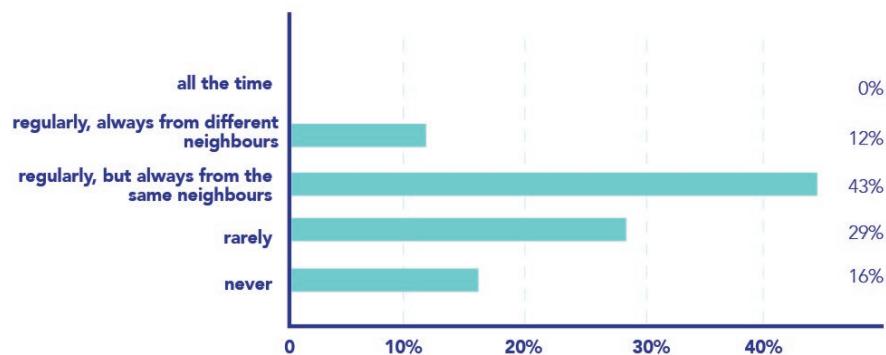


Figure 4.6 - Survey: Q8: Do you offer or receive help to or from a neighbour?

However, the majority of residents who participated in this project expressed concerns about the fact that relationships within the buildings and within the estate do not have the space to flourish to their full potential, since they feel like they don't really have a decent space where to come together and interact. Workshop 2 and the survey analysed to what extent current common spaces in the buildings are used (Figure 4.7) and how they are perceived by residents. Among the three key common spaces, the Resident Room seems to be the community space that is being used most, as 46% of the respondents indicated they use it quite often. On the other hand, the garden and the allotments are underused, mainly because it is divided by several physical barriers and has been badly maintained for the past years.

In general, some of the long-term residents mentioned multiple times during the workshops how they perceived that the gradual loss of existing common spaces within the buildings (e.g. the IT Room) and in the immediate surrounding (e.g. Falcon Pub and Peel Precinct shopping area) over the years has contributed to a general community dispersion as well. Accordingly, more than three fourth of the residents who were surveyed said they want and need more qualitative community spaces and facilities (see Figure 4.8).

How often do you make use of common spaces within the buildings?

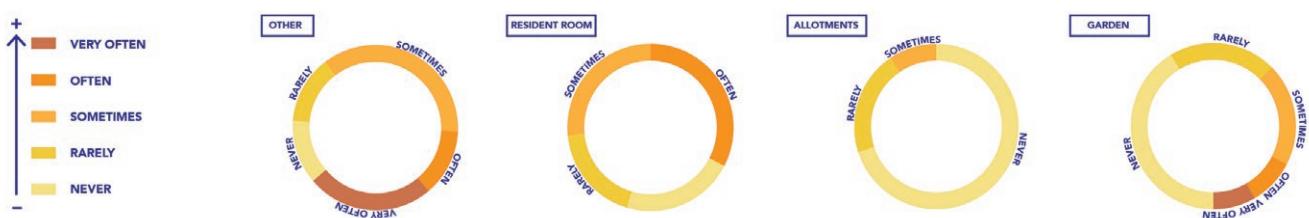


Figure 4.7 - Survey: Q12: how often do you make use of common spaces within the buildings?

Do you think there should be more common spaces and community facilities in WDWS Houses, and if so, what should these be?

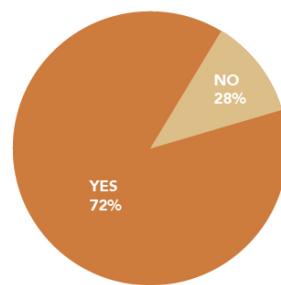


Figure 4.8 - Survey: Q13: Do you think there should be more common spaces and community facilities in WDWS Houses, and if so, what should these be?

Maintenance and management by Brent Council

Almost one third of the respondents asserted not to be satisfied with the general level of maintenance and current state of the buildings (Figure 4.9). During both interviews and workshops, residents especially pointed out the need for cleaner shared spaces, like hallways and lifts, and the need for the improvement of facades and entrances. Residents also complained about a series of maintenance issues directly related to flats concerning dampness, mould, rust and the need for better ventilation, which they identified as first priorities for refurbishment. Furthermore, residents stated not to be satisfied with the

current waste management system: since the recycling bins are not effective, waste is always accumulating outside the bins and elsewhere on the estate. During the collective walk we also verified that the ceiling is too low on the way to the fire escape, which makes it dangerous in case of emergencies.

During workshop 1, residents even referred to a sort of "managed decline" of the estate, leading to problems that might have been easily prevented if mitigated instantly. Residents disclosed that this deterioration has sometimes led the way to acts of vandalism and contributes to undermining mutual respect and pleasant cohabitation. Consequently, issues of poor maintenance have an apparent impact on residents' quality of life at home, especially since it became clear that residents are not only concerned with personal interests and their individual flats, but also attach importance to those collective benefits that common spaces can help or prevent creating.



Figure 4.9 Survey: Q19: Are you satisfied with the general level of maintenance of the building?

On the other hand, residents are really satisfied with the general quality and design of the buildings and their flats in specific. During the collective walk with the residents, we were able to verify that inside flats the heating system and insulation function excellently. Lifts, common windows and floors in the hallways and staircases are in good condition (although not very clean). The lifts have recently been changed. Doors to the flats, personal electricity cupboards have also been recently refurbished. Windows inside the flats and in hallways have been replaced since the original construction and they are in a good state of maintenance. However, they have not been changed in the last ten years.

Moreover, the residents perception of the level of maintenance is not reflected in their opinion on the current management to be the responsibility of Brent Council: only 21% of the respondents is not satisfied (see Figure 4.10) . Nonetheless, some residents believe the Council could perform better in fulfilling its duties, and in involving more transparently its residents in the decision-making processes behind the management, as just over half of the respondents asserted they wished to gain "a bit more" or "much more" decision-making power. Still, 95% of the respondents affirmed that they did not want the management to be handed over to a housing association, as they perceive Brent Council to be a more responsive, loyal, transparent, fair and accountable housing management service.



Figure 4.10 - Survey: Q21: Are you satisfied with the current management of the buildings led by the council?

Security of tenure, affordable and aspirable housing and overcrowding

Indeed, all Council tenants who responded to the survey wish to remain a Council tenant, rather than being transferred to a Housing Association (Figure 4.11). Actually, one of the aspects residents value most about living in William Dunbar and William Saville Houses – according to residents who participated in workshop 1 – is the “ownership by the council”. A lot of them regard Brent Council as more accountable and responsive than a housing association. Others see the security of tenure of their next of kin being threatened by the transfer to a housing association, particularly around succession of tenancy. Furthermore, the biggest concern of council tenants being transferred to housing association is the increase in expenses, that is rent and service charges, but also energy bills. Currently, affordability of the flat and low rent are two of the aspects residents value most about living in WDWS (Figure 4.12).



Figure 4.11 Survey: Q14: If you are a council tenant, would you wish to remain a council tenant or be transferred to a housing association?

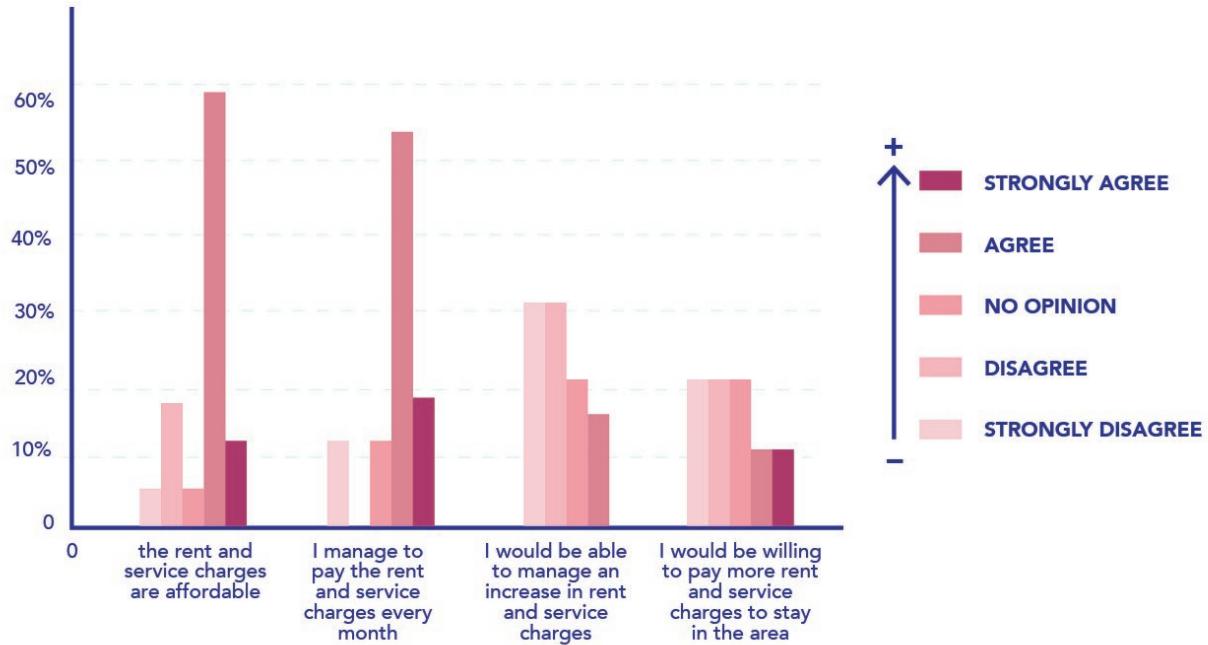


Figure 4.12 - Survey: Q17: Do you agree with the following statements about rent and service charges?

The majority of the residents who were involved in either the survey or the workshops are satisfied with their current living situation, feel attached to their flat and feel a level of ownership over their flat. Most of them said they would not want to live elsewhere, and some of them even fear to be moved elsewhere, as some residents expressed during workshop 1 (Figure 4.13). The individual flats themselves, and more specifically their quality of design, with their spacious rooms and separate kitchens, play an important role in the attachment of the residents towards their living and housing situation. For many residents, living in William Dunbar or William Saville is the materialisation of their housing aspirations, since it allowed them to build up a (family) life in a decent and respectable context and home. This has proven to be very empowering to them. To a lot of residents, their flats are constitutive of a sense of security and of home, considering that a lot of residents have been living in the same flat for years.

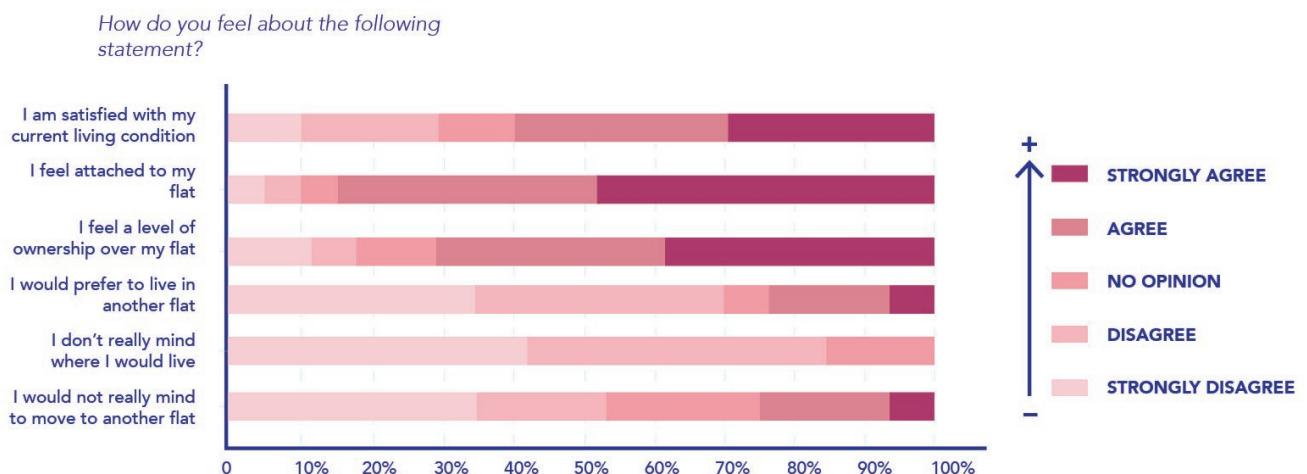


Figure 4.13 - Survey: Q23: How do you feel about the following statement?

Others are indeed attached to their flat and feel ownership over it, but are however, not satisfied with their current living situation. Approximately half of the flats surveyed consist of households with children, with up to four children in some cases. Considering there are only one and two bedroom flats, some of those households are being confronted with a situation of overcrowding (Figure 4.14). The results of the survey indicate that half of the households living in two bedroom flats - which constitutes 35% of the total of respondents - is currently living in a flat that is too small for the size of the household. However, this number only represents the results of a sample of 26 respondents, so we do not have a complete image of overcrowding in the two buildings.

Are you satisfied with your current home size?

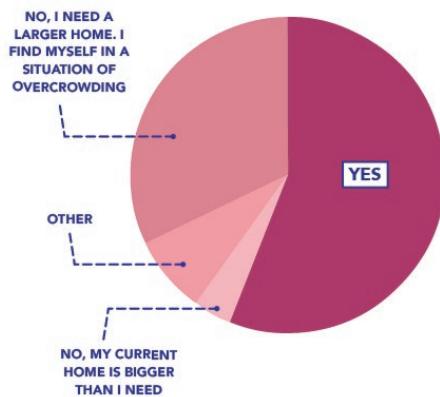


Figure 4.14 - Survey: Q16: Are you satisfied with your current home size?

Assessing the social impact of regeneration: demolition or refurbishment

Being highly satisfied with their current location and given that neighbourly relations are significant and important to William Dunbar and William Saville Houses' residents, a third of the respondents to the survey evaluated that they would be negatively and disruptively affected if they had to move elsewhere and separate from their current neighbours (Figure 4.15). Relocation would mean dismantling the local community, which today signifies safety and comfort to the majority of residents (Figure A.16). Therefore, regeneration through refurbishment could reassure residents in terms of location and preserve existing relations, allowing for the re-arrangement and improvement of community spaces, which would further enhance the buildings' social network.

If you moved to a different building than your neighbours, how do you think it would affect you?

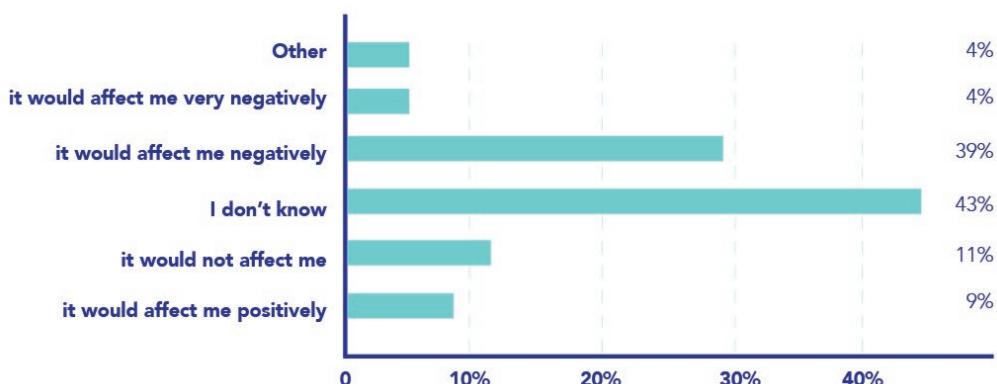


Figure 4.15 - Survey: Q9: If you moved to a different building than your neighbours, how do you think it would affect you?

In previous regeneration phases in South Kilburn Estate, demolition and redevelopment have supposed the transfer to a housing association. However, residents prefer Brent Council to be in charge of the maintenance and management and the buildings rather than a housing association, so they would not want this transfer to happen. Also, since residents are extremely satisfied with the design of flats and the two buildings in general, they believe the quality of the new development would not be able to meet the same standard and mean a decrease in quality of design of the flats and buildings (Figure 4.16). Therefore, they are convinced that the refurbishment of entrances and facades, further and better maintenance of those spaces that have recently been refurbished and, in general, better care for common areas would ensure the improvement of quality of the site and, therefore, of their housing experience.

Next to this, demolition and redevelopment would put at stake the level of attachment and ownership residents feel towards their flats. Along with the physical stress of moving out, their psychological wealth and confidence would be put at risk as they would be confronted with feelings of uncertainty about the future, marked by the fear to end up in a worse living situation than the current one, seeing their housing attainments being annulled (Figure 4.16). Leaseholders see their efforts to buy their own flats evaporating. Most of the leaseholders that participated in the survey and the workshops want to remain in the buildings, since they fear that eventual compensations for their flats in case of relocation will not be fair or high enough to afford decent flats in decent locations. Most of them are willing to contribute to the costs of refurbishment, as long as it happens proportionately. Nevertheless, there are fears about receiving high bills for the refurbishment of the flats, as it has happened in other local authorities in London. As demolition and redevelopment are most likely to be coupled with a transfer to a housing association, it could have a negative impact on current council tenants' security of tenure and guarantee of affordable housing. Even for the respondents dealing with a situation of overcrowding, they would prefer to stay put on site, but in a more spacious flats. This is for reasons of attachment and affordability, but also because one of the biggest concerns of a lot of residents is to face even worse situations of overcrowding, since a lot of newly built flats are not as spacious (Figure 4.16).

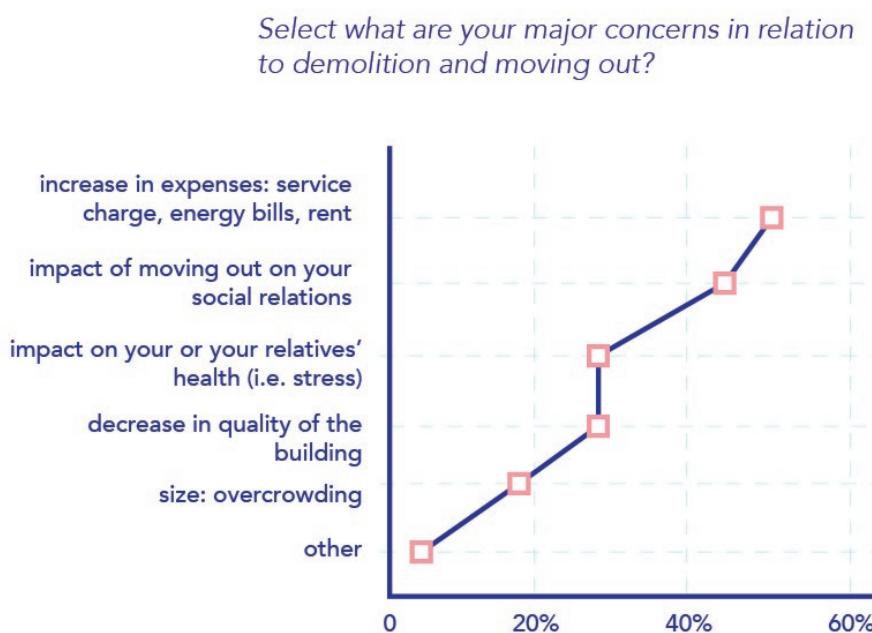


Figure 4.16 - Survey: Q25: Select what are your major concerns in relation to demolition and moving out?

To conclude the analysis, it is key to underline that, clearly, residents themselves evaluated they would be negatively affected by demolition and relocation. **83% of respondents expressed in the survey they would prefer refurbishment of the existing buildings, with additional housing thorough infill and no relation** (Figure 4.17). The residents that participated in the workshops were also against demolition.

If you had to choose on the future of WDWS towers, which form of regeneration would you prefer?

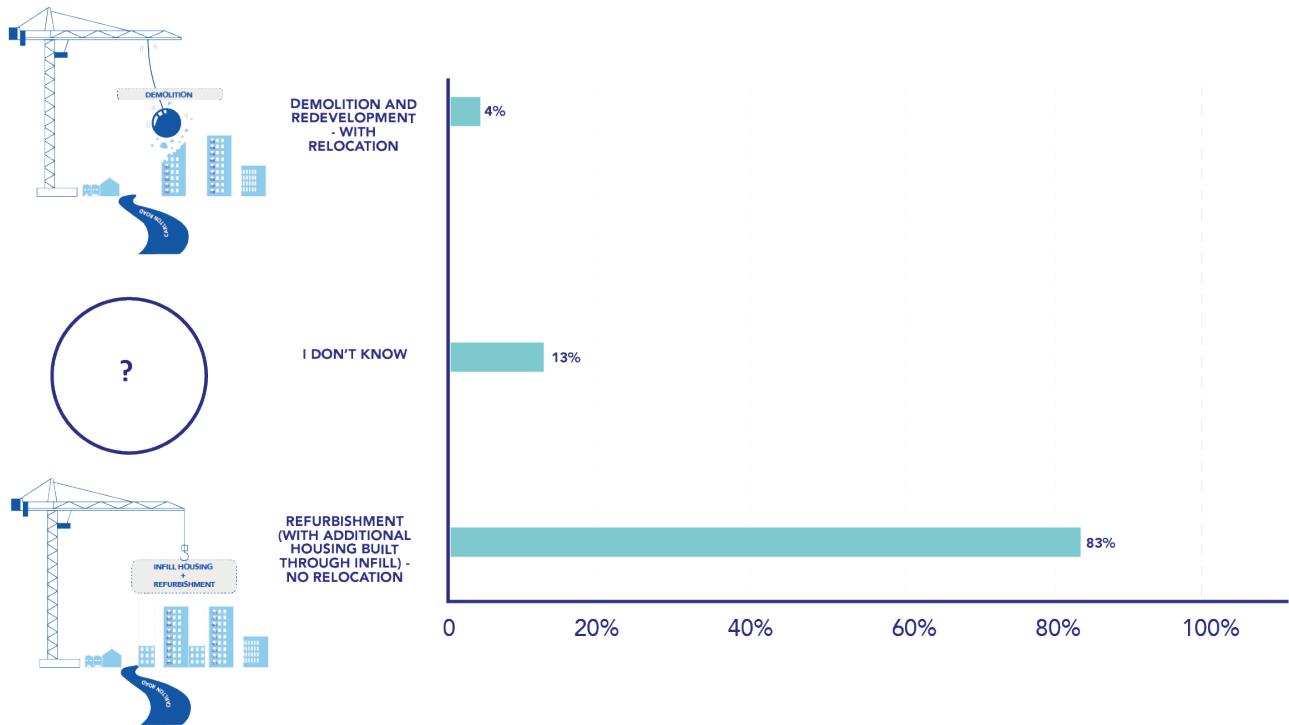


Figure 4.17 - Survey: Q24: If you had to choose on the future of WDWS towers, which form of regeneration would you prefer?

4.2.3 Community-led strategies for regeneration

Improvement through refurbishment

Even though residents do not agree with demolition, this does not mean they think regeneration is not necessary. In contrast, residents demonstrated to have a consistent knowledge of their needs in term of housing and asserted to be absolutely in favour of **regeneration, if it means "improvement" of the current condition**. However, throughout the project, it became more and more explicit how different William Dunbar and William Saville Houses are in terms of needs and general condition of the building as compared to other buildings within the South Kilburn Estate, and that, therefore, **they should be treated differently in the regeneration process**, i.e. they should not be demolished and redeveloped.

In fact, during workshop 2, when the UCL team and the residents collectively analysed and assessed South Kilburn Masterplan (2017), residents approved and welcomed all general requirements stated by Brent Council concerning outdoor features and design of the public realm, in other words all those proposals that would improve the quality of life of current residents in the area. However, in contrast, they universally rejected all those site-specific

requirements that would imply the demolition of the two buildings. This fact demonstrates that, even though they believe that the buildings are in a good state and their design stands out in quality, they acknowledge the need for intervention. However, all the problematic issues raised by residents could be solved, according to them, through a more viable and sustainable solution than demolition, focussing on improvement of the existing condition through refurbishment and repair, and a more proactive maintenance and management strategy in the future.

The discontent of the residents with the current regeneration plan for William Dunbar and William Saville House is reinforced by another issue, which is the lack of meaningful participation in the regeneration process. In contrast, residents who participated to the workshops appreciated the co-design methodology the UCL team has used for this Community Plan, as well as the fact that the Social Impact Assessment was at the core of the design proposal. They agreed, in that way, the process is more inclusive and equal. As one resident expressed at the end of workshop 1: "*at least we can contribute somehow, here we can tell what we think and what we want*" (Resident, feedback after workshop 1 - 14th November 2020).

Infill homes

In order to meet Brent Council's proposed increase in density and to address issues of overcrowding on site, the refurbishment strategy should be complemented with the provision of additional homes on site. The lack of three and four bedrooms homes could be addressed through an infill densification schemes and overcrowded families that are currently living in William Dunbar and William Saville Houses could move to this new homes. Residents agree that solving the issue of overcrowding should be at the core of designing the scheme for infill homes on site.

The information about overcrowding collected through the survey opens up the possibility of elaborating a strategy of reshuffling according to housing needs, in which large families which have outgrown their flats can be rehoused to a flat with more bedrooms, provided in the infill housing scheme on site. However, in order to be able to elaborate a reshuffling scheme that can be operative, it is necessary to know from every single flat of William Dunbar and William Saville Houses whether they are facing a situation of overcrowding or under-occupancy, so that the exact amount of three and four bedroom flats can be provided in the infill housing scheme.

Community's priorities for regeneration

The UCL team and the residents co-assessed what interventions should be taken to improve the current condition where needed. Some key priorities are listed below:

- refurbishment of flats affected by problems related to dampness, mold, rust, need for better ventilation, pigeons disturbance on the roof;
- refurbishment of facades and re-arrangement of entrances;
- reconfiguration of the garden, improving its quality and usability;
- provision of more qualitative community spaces;
- building new infill family-size homes;
- develop a reshuffling scheme so that families currently living in overcrowded flats in William Dunbar or William Saville Houses can move to bigger flats in the same site;
- make the buildings fire safe and more secure.

5. COMMUNITY PLAN

5.1 PROPOSAL

Introduction

Through the co-design workshops, surveys, various methods outlined in the methodology, and feedback from residents, the UCL Team have co-produced with the residents involved a Community Plan, which includes detailed urban design proposals as well as a feasibility study (produced by a Chartered Quantity Surveyor). The scheme proposed in this Community Plan consists on keeping and refurbishing the existing tower blocks (William Dunbar and William Dunbar Houses), demolishing the one-storey office building currently occupied by different offices from the council, building 47 new homes, 250 m² of new retail spaces, 366 m² of community spaces, a total of 24 car-park spaces and improving the existing community gardens with new amenities. This is achieved through an infill intensification development, which maximises the available spaces to build new homes, retail and community facilities without compromising the garden and the existing homes.



Figure 5.1. Floor plan of top view of the the Community Plan.



Figure 5.2. Aerial view of the the Community Plan.

Why refurbishment and infill instead of demolition?

In the co-design workshops, residents showed concerns about the effect that the demolition of William Dunbar and William Saville Houses (and being rehoused to other home within the estate or the local authority) would have in their social lives and wellbeing (see Social Impact Assessment). In the workshops, when evaluating the proposals of the South Kilburn Masterplan Review 2016 and SPD 2017, all the residents who participated were against the demolition of William Dunbar and William Saville. In addition to this, in the survey, when residents were asked about the form of regeneration they would prefer, 83% of the residents preferred "refurbishment (with additional housing built through infill) - no relocation", only 4% preferred "demolition and redevelopment - with relocation" and 13% said that they did not know¹. In addition to this, demolition and redevelopment have a strong environmental impact. Therefore, it is important to test whether a refurbishment option is more sustainable (a life cycle analysis needs to be calculated to assess the environmental impact of each scheme)².

Furthermore, the Mayor's Good Practice Guide to Estate and Draft New London Plan say that "when considering the option of demolishing and rebuilding homes, councils, housing associations and their partners should always consider alternative options to demolition first"³. One of the aims of this document is to consider an alternative option to demolition, as the Mayor's Good Practice Guide to Estate and Draft New London Plan expects.

¹ 23 out of the 26 residents surveyed replied this question: 19 preferred "refurbishment (with additional housing built through infill) - no relocation", only 4% preferred "demolition and redevelopment - with relocation" and 3 said that they did not know.

² UCL Urban Lab and Engineering Exchange for Just Space and the London Tenants Federation (Crawford K, Johnson C, Davies, F, Joo, S, Bell, S). 2014. "Demolition or Refurbishment of Social Housing? A review of the evidence". <http://www.engineering.ucl.ac.uk/engineering-exchange/files/2014/10/Report-Refurbishment-Demolition-Social-Housing.pdf>

³ Mayor of London (2018). Better Homes for Local People: The Mayor's Good Practice Guide to Estate Regeneration. <https://www.london.gov.uk/sites/default/files/better-homes-for-local-people-the-mayors-good-practice-guide-to-estate-regeneration.pdf>

Contributing to the South Kilburn Masterplan Review 2016 and the SPD 2017 proposed by Brent Council

While the majority of the residents that have participated or have been involved in this project do not support the demolition of William Dunbar and William Saville Homes (see results of the survey and of the workshops in Chapter 4), they were positive with many of the general aims of the South Kilburn Masterplan Review 2016 and SPD 2017 (such as more outdoor leisure facilities, green open spaces, preservation of local character), although they did not agree with most of the specific proposals for William Dunbar and William Saville site.

Brent's proposal for the regeneration of South Kilburn had an overwhelming majority on the Resident Ballot run in autumn 2019, although it is not possible to know which were the results for William Dunbar and William Saville Houses.

For these reasons, the Community Plan presented here aims to deliver the general aims, requirements, and vision of the South Kilburn SPD 2017, as well as most of the site-specific aims, requirements and vision for William Dunbar and William Saville site, but without the demolition of the two tower blocks.



Figure 5.3: Diagram showing the proposed new homes, facilities and retail units in the Community Plan.

Summary	UNITS	TOT. AREA (sqm)	AVERAGE (sqm)	4-bed flat	3-bed flat	2-bed flat	1-bed flat
TOTAL NEW HOUSING	47	3140	66.81	11	8	8	20
TOTAL NEW COMMON S.	9	366	40.67				
TOTAL NEW RETAIL S.	6	250	41.67				
TOTAL NEW PARKING	24	282.24	11.76				

Table 5.1: Proposed new homes, community facilities and retail units in the Community Plan.

Providing more family homes

During the workshops, residents mentioned that many families in William Dunbar and William Saville Houses were facing overcrowding. WD and WS's flats are either one-bedroom or two-bedroom. Currently, there are not three- and four-bedroom flats in WDWS site. According to participants in the workshops, this overcrowding situation can be one of the reasons why residents voted for going ahead with the regeneration in the Resident Ballot, since they need larger homes that respond to their housing needs.

The scheme proposed in this Community Plan aims to maximise the number of three- and four-bedrooms flats. The proposed scheme includes, out of the 47 new homes, 11 four-bedroom flats and 8 three-bedroom flats. Providing 19 new family-size homes means that 41% of the new build homes are family-home sizes. Out of these 19, 13 are social-rent homes, which can rehouse overcrowded households in William Dunbar and William Saville homes.

Reshuffling scheme

It is essential to carry out a housing needs survey, which looks at the home-size need of each household. This will help to optimise the existing and proposed homes and move residents who have smaller or larger homes than their needs to a home that match their needs. 13 overcrowded families can move to the the new proposed family-size homes. This will leave 13 two-bedroom flats vacant, which can be occupied by new social housing tenants or by those that are overcrowded in one-bedroom flats. At the same time, those households that are currently in two-bedroom flats and just need a one-bedroom flat can move and leave the two-bedroom flats to larger households. Because of the new provision of housing, the rehousing of 13 overcrowded families can take place on site and they do not have to move outside of William Dunbar and William Saville site⁴.



Figure 5.4: Provision of new infill homes.

⁴ In case there are more than 13 households that need a three- or a four-bedroom flat, they would need to be offered a home offsite. There are 6 additional family-size units on site, but they would need to be market homes to make the scheme commercially viable. For delivering more family-size social-rent homes on site and keep the scheme commercially viable, the scheme would need to be denser.

Providing more social rent homes

This Community Plan proposes to keep the existing council tenancies with their same tenancy condition and to provide new council social-rent homes. Keeping the existing social-rent homes and adding new ones ensures an increase in the social housing provision, and does not risk the loss of social housing, which is what has happened in many council estates across London and which has frequently been justified in financial viability studies.

The Community Plan proposes to deliver 47 new homes. The UCL Team has worked with a chartered quantity surveyor to calculate the amount of social homes that can be delivered. These calculations are on Appendix 1. Given the need of social-rent homes in the area, this scheme does not propose to deliver any intermediate-income home. Therefore, the Community Plan does not use the term 'affordable', which has been misused in the last years. For avoiding confusion, this scheme uses the term social-rent homes, which are homes at council social rent levels.

The financial viability study (Chapter 7 and Appendix 1) has considered various scenarios. The chosen option is the one that maximises the number of family-size flats. This option provides 14 new social-rent homes, out of which 13 are family-size flats: 7 four-bedroom flats and 6 three-bedroom flats. The number of new social-rent homes could have been as high as 24 units (see Chapter 7), but the Community Plan has concentrated on delivering more family-size social-rent homes. In fact, the Draft New London Plan says that the percentage of social-rent homes should be measured in "habitable rooms" rather than on units, in order to ensure that schemes deliver family-size units. These 14 new social-rent homes suppose 38% (measured in habitable rooms, see table 5.2) of the new build social housing. In addition to this, the Community Plan proposes to refurbish the existing council homes and keep them with their same tenancy and tenants. If we take into account the existing refurbished social-rent homes, there will be over 70%⁵ of social-rent homes in William Dunbar and William Saville site (see table 5.3).

Flat size (in number of beds)	
1 Bed	1
2 Bed	
3 Bed	6
4 Bed	7
Total of units	14
Percentage of social-rent homes, measured in habitable rooms (according to Draft New London Plan)	38%
Percentage of social-rent homes, measured in units	30%
Percentage of social-rent homes, measured in floorspace	36%

Table 5.2: Proposed new social-rent homes and percentages of new build social-homes.

	Leaseholder or market homes	Social-rent homes	Total homes
Refurbished existing	15	132	147
New	33	14	47
TOTAL	48	146	194
Percentage of social-rent homes (measured in habitable rooms)		72%	
Percentage of social-rent homes (measured in units)		75%	
Percentage of social-rent homes (measured in floorspace)		71%	

Table 5.3: Proposed new and refurbished homes and percentages of social-rent homes.

⁵ It is not possible to know the exact figure since we do not know the current tenancies in the buildings. This study has worked with the assumption that there are 15 out of the 147 flats are owned by leaseholders and the rest are council tenants (currently, some of these are temporary tenants).

New community facilities

The ground floor of the scheme includes 366 m² of community facilities. This is one of the main strengths of the scheme. Currently, there is a lack of community facilities in South Kilburn Estate and near William Dunbar and William Saville in particular. These 366 m² are distributed both in William Dunbar and William Saville houses. They provide 9 new community spaces, which include a computer lab, a nursery, two community cafes (one per tower), a community makerspace, an indoor gym and other activities, which are defined according to the discussions with the residents.

New retail spaces for local shops

The ground floor of the proposed scheme also includes 6 retail units with a total of 250 m². Regeneration has caused the loss of local businesses, particularly in the Peel Precinct area. These new retail spaces can host local shops that cater for the needs of William Dunbar and William Saville residents.

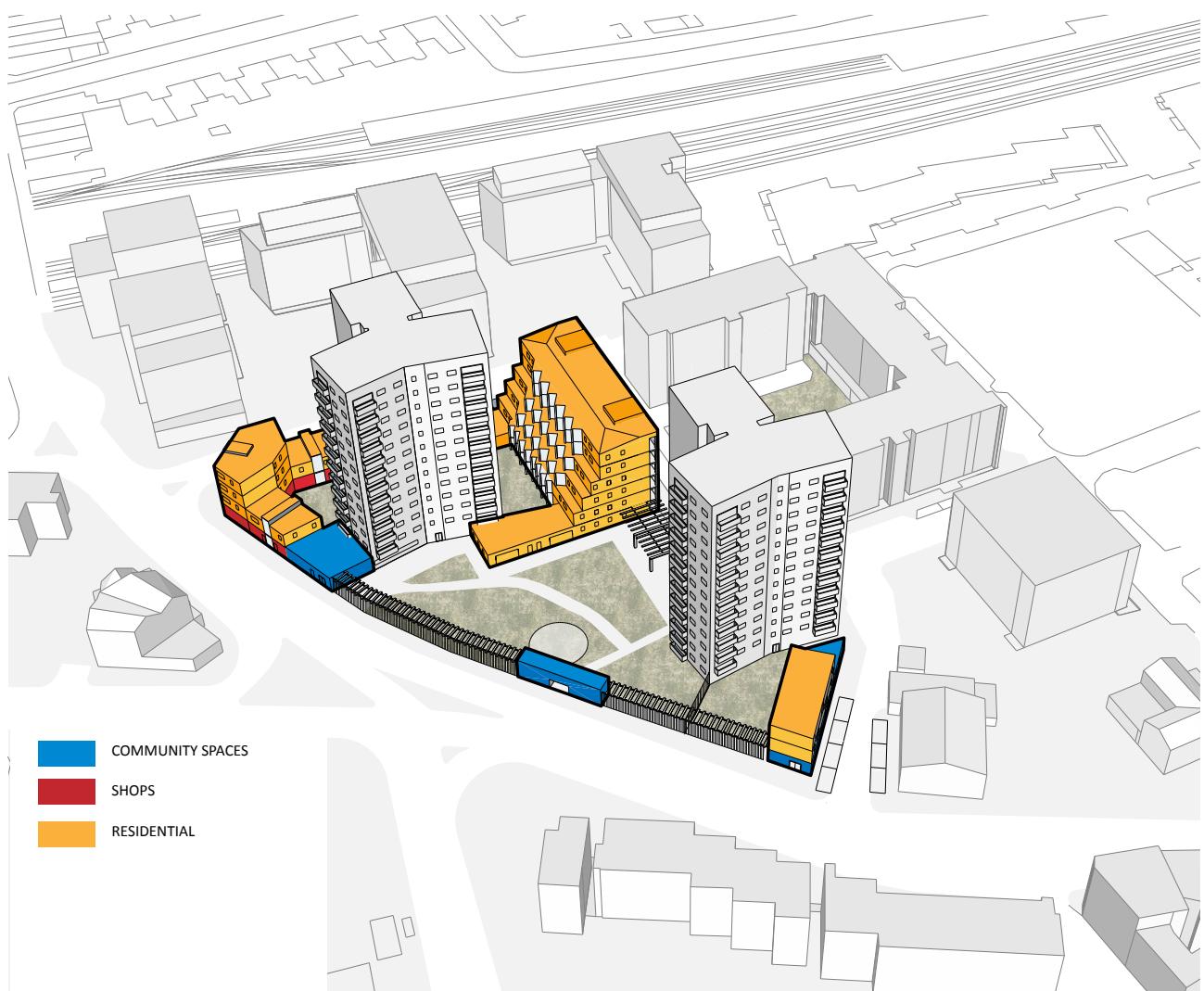


Figure 5.5: Provision of homes, community facilities and retail in the Community Plan.

Improvement of the outdoor spaces and new amenities

During the workshops, residents discussed that green outdoor spaces were not used to their full potential. Residents reported that they liked the allotments, but there were not many. They also reported that gardens behind William Dunbar and William Saville houses were not used much and people used them to walk their dogs. During the walk the UCL team observed that the garden behind William Dunbar was not very clean. The Community Plan proposes to improve the outdoor facilities:

- In the main open space, the allotments are extended and improved, and a new children's playground is built. The fence that separates the garden from Carlton Vale is substituted by a pergola, which can be used for different community activities. This pergola also includes a new entrance to the site from Carlton Vale with concierge, and a greenhouse for community use.
- The garden behind William Dunbar House is enclosed by the new construction hosting community facilities and retail units in the ground floor. This enclosed garden is turned into an outdoor gym, which is connected to the indoor gym.
- The garden behind William Saville House will be the garden of the nursery. It will be separated by a fence from the main garden.



Figure 5.6: Perspective view of the communal garden from Carlton Vale.

New and improved accesses

The scheme proposes new and improved accesses that address some of the problems discussed in the workshops. The main access to the gardens and to the site is through Carlton Vale. A concierge welcomes residents and visitors, which also has tools for the garden and the maintenance of the buildings. The new concierge can be one of the residents in the site, who takes care of security and also of the maintenance of the buildings. There is another entrance to the gardens near William Saville, in the walkway that links William Saville to Albert Road.

From Carlton Vale, there are also direct entrances to the new homes, retail units and community facilities facing this road.

The entrance to William Dunbar House is now directly from Albert Road (rather than from a car park). This provides a more direct and safer access to the building. In Albert Road, there are also direct entrances to the ground-floor homes. In the walkway that links Albert Road to William Saville, there are direct entrances to the ground-floor homes and access to the staircases leading to the upper floors. Each staircase gives access to 12 and 13 homes. The entrance to William Saville House stays the same.

The fire exit in both tower blocks is modified to comply with fire regulations. This needs to be carefully studied in a detailed project. In addition to this, there will be direct entrance from the gardens to William Dunbar and William Saville house, which is not possible now because the fire exit cannot be opened from outside.

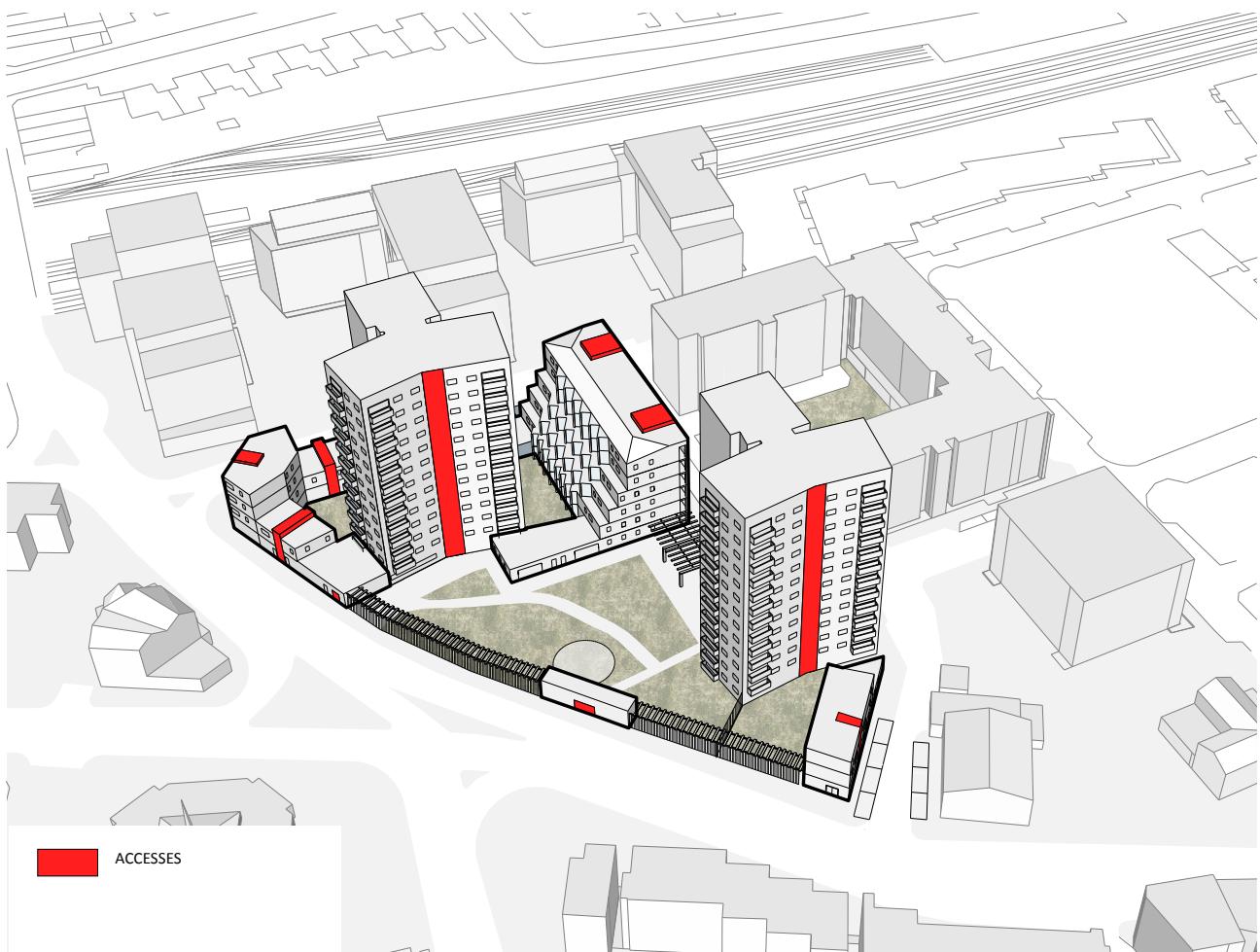


Figure 5.7: Accesses to the buildings, to the gardens and to the different floors.

Community-owned solar energy

The rooftop of the existing and the new buildings could be used for installing solar panels. This would generate clean energy that residents can use for their households. In case there is an excess of energy, the community could sell it to the grid and get revenue, which could be used for different community projects and for the improvement of the buildings.

This solar panels have not been costed on the financial viability study. They could be installed as an additional community-led project. There are other examples of this across London. This could be done with the support of Repowering, an organisation based in Brixton that empowers “communities to fund, install and manage their own clean, local energy”⁶. These projects are funded through micro-investors that buy shares on the community-owned energy company. Repowering’s model consists on creating a Community Benefit Society where anyone can invest, and get return for their investment.

This community solar energy project can then fund other initiatives for catching and generating resources. There is potential to create other projects related to the allotments in the communal garden.

Complying with London policies

The Community Plan complies with London policies and guidance outlined in the policy context in the introduction: the Draft New London Plan, Better Homes for London People: The Mayor’s Good Practice Guide to Estate Regeneration, and the Housing Standards.

The scheme has no loss of floor space of social housing, every tenant can keep their tenancy, and, in addition to this, the Community Plan proposes 14 new social-rented homes, which suppose 38% (measured in habitable rooms) of the proposed new homes. Since the scheme proposes to refurbish and keep the tenancy of the existing social-rent homes, overall, the William Dunbar and William Saville site has over 70% of social-rent homes⁷ (see table 5.3). This not only meets the no loss of floor space of social housing in estate regeneration policy, but also adds additional social-rent homes that can tackle the large backlog of social housing in London.

In addition to this, it provides a total of 19 family-size homes (11 four-bedroom and 8 three-bedroom) out of which up to 13 are family-size social-rent homes (7 four-bedroom and 6 three-bedroom), which is also aligned with the policies on delivering family-size homes.

All these homes comply with the London Housing Standards in terms of size and they have been designed avoiding overlooking of dwellings.

Most importantly, this Community Plan complies an important policy of the Draft New London Plan and Mayor’s Good Practice Guide to Estate Regeneration: it considers refurbishment first.

⁶ <https://www.repowering.org.uk/our-story/>

⁷ It is not possible to know the exact figure since we do not have know the current tenancies in the buildings. This study has worked with the assumption that there are 15 out of the 147 flats are owned by leaseholders and the rest are council tenants (currently, some of these are temporary tenants).



Figure 5.8: Ground floor.



Figure 5.9: First floor.



Figure 5.10: Second floor.



Figure 5.11: Third floor.

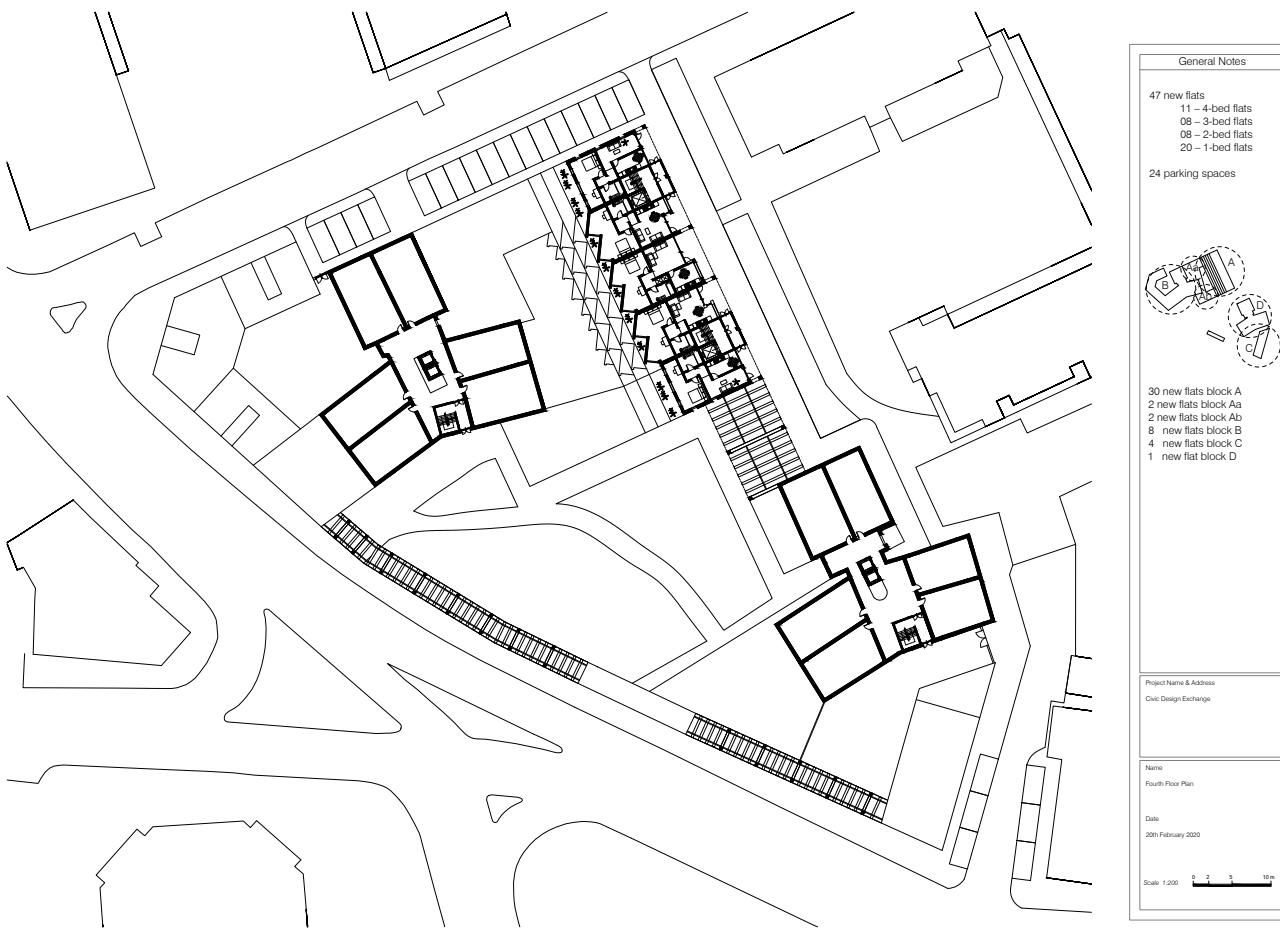


Figure 5.12: Fourth floor.

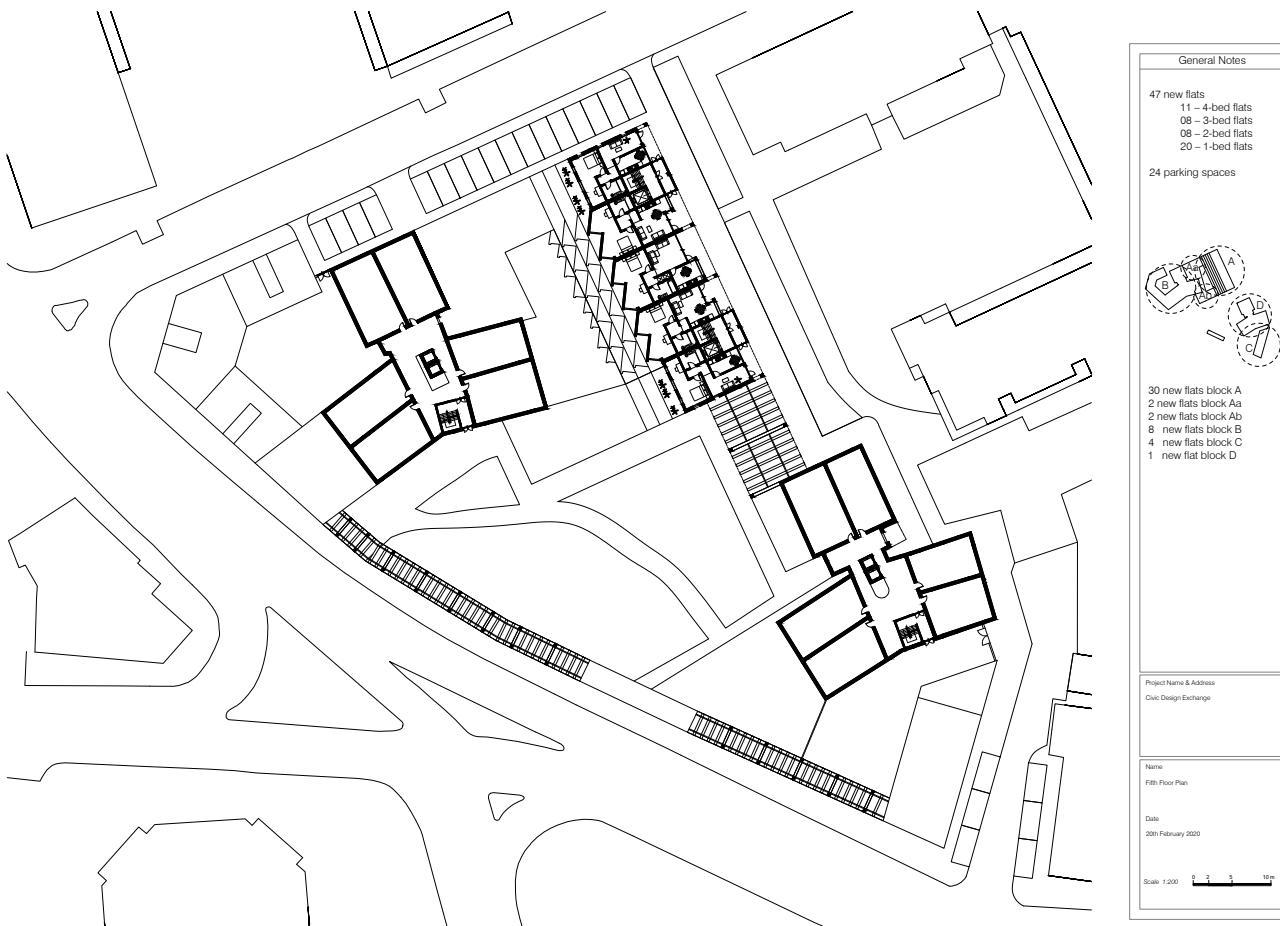


Figure 5.13: Fifth floor.

5.2 COMPARISON BETWEEN COMMUNITY PLAN AND SOUTH KILBURN SPD 2017

The Community Plan addresses most of the proposals and vision from the South Kilburn Masterplan Review 2016 and SPD 2017. If we go back to the list of general requirements outlined in the Planning Background, we can appreciate that it addresses all the points:

- It provides housing with different tenure, although it has opted for not delivering intermediate housing and it has concentrated on delivering as many social-rent homes as possible, given the need for social housing in the local authority. It refurbishes the existing homes and keeps their tenure, and it provides 47 new homes, out of which between 14 and 24 are social-rent homes and the rest are market. It also proposes a diversity of homes, concentrating on delivering as many family-size homes (three- and four-bedroom flats) as possible and on making most of this family size homes social-rent in order to rehouse overcrowded families living in William Dunbar and William Saville Buildings.
- The Community Plan has a strong focus on preserving existing community networks. The Social Impact Assessment in chapter four provides evidence on the risk of dismantling community networks if the buildings are demolished. It also provides evidence on the fact that a refurbishment and infill strategy can keep community networks better than demolition and redevelopment.
- It provides a wealth of indoor and outdoor communal spaces for both blocks, including garden, playground, allotments, a nursery, an indoor and outdoor gym and others explained in chapter five.
- It also provides “centralities and hubs to meet” such as community cafes and makerspaces.
- The Community Plan also has paid particular attention to the quality of the built environment and the local character. It keeps the existing buildings and it proposes new infill blocks that range from 1 to 6 storey. The new constructions are mainly mid-rise and they are proposed to be built on brick, which is the dominant material in the area.
- The Community Plan proposes a mix of retail facilities and amenities, providing spaces of different sizes and prioritising local shops that serve local needs.
- It also pays particular attention at green spaces by extending and improving the allotments, providing a new playground and other outdoor facilities such as an outdoor gym.
- It provides new, improved and safer accesses to the buildings and communal areas, which include the proposal for a main entrance with concierge in Carlton Vale.



Figure 5.14: Community Plan.

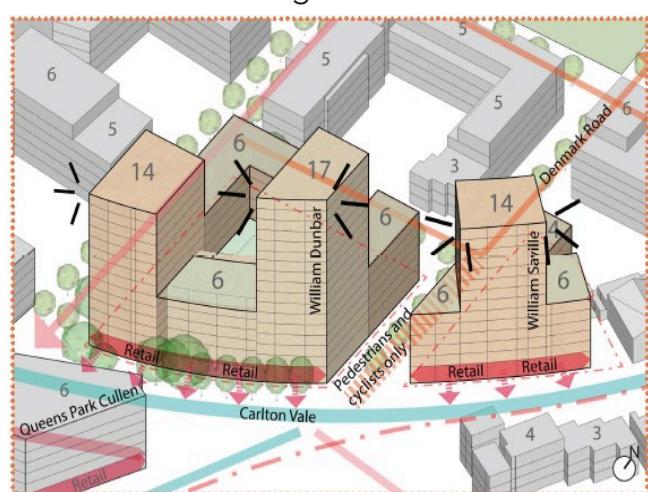


Figure 5.15: South Kilburn SPD 2017.

Regarding the site-specific requirements for William Dunbar and William Saville site:

- The Community Plan provides a mix use scheme with new homes, community and retail facilities, which serves as a gateway to the area from Queen's Park Station.
- South Kilburn SPD 2017 proposes an indicative development capacity of 213 dwellings. The Community Plan proposes to refurbish the existing 147 dwelling and to build 47 new ones, which is a total of 194 homes. This is only 19 dwellings less than the development capacity indicated in the SPD. One of the reasons for this is because the new homes have prioritised delivering family-size homes.
- The Community Plan creates an active frontage in Carlton Vale, particularly in the corner with Albert Road, where there are new retail units and community facilities.

Table 5.5 shows that the South Kilburn SPD 2017 proposes to demolish the whole site and build at total of 213 homes, out of which 176 will be market homes and only 37 'affordable' homes, without specifying whether this is for intermediate or low-income households. However, given that Brent Council is pretending to accelerate and bring forward this development, it will need to provide more affordable housing in order to continue its decanting and rehousing programme. Brent has still not published an update on how many social-rent and affordable homes they intend to deliver in this site.

The Community Plan proposes to refurbish the existing 147 homes and build 47 new homes. 46 of the 47 new homes are built through new infill developments on site and one is built through the conversion of the concierge and the storage in the ground floor of William Saville House. The total of homes proposed in the Community Plan (refurbishment + conversion + new build) in 194, which is 19 less than the proposed in the South Kilburn SPD 2017. Although the total number of homes is lower, the proportion of social-rent homes proposed in the Community Plan is much higher than the proposed in the South Kilburn SPD, the scheme delivers many family-size homes, much more outdoor and green space than the proposed in the South Kilburn SPD, and many community facilities, and retail units.

	Leaseholder or market homes	Social-rent homes	Total homes
Refurbished existing	15	132	147
New	33	14	47
TOTAL	48	146	194
Percentage of social-rent homes (measured in habitable rooms)	72%		
Percentage of social-rent homes (measured in units)		75%	
Percentage of social-rent homes (measured in floorspace)		71%	

Table 5.4: Community Plan: Proposed new and refurbished homes and percentages of social-rent homes.

Site	Market	Affordable	Total
Phase 8 2026-2029			
William Dunbar House /William Saville House	176	37	213
Total Phase 8	176 (83%)	37 (17%)	213 (100%)

Table 5.5: South Kilburn SPD 2017: Proposed homes and percentages of "affordable" homes.

Regarding the social-rent homes, the Community Plan keeps the tenancy of the existing homes. Currently, there is a mixture of social tenants, leaseholders and temporary tenants. Following Brent's housing allocation policy amendment⁸, the temporary tenants will be transformed into council tenants and will be able to stay on site. In addition to keeping

⁸ <https://www.brent.gov.uk/your-community/regeneration/south-kilburn-regeneration/residents-of-south-kilburn/tenants-and-households-in-temporary-accommodation/>

the existing social-rent homes, the Community Plan proposes to build 14 new social-rent homes, which suppose 38% (measured in habitable rooms according to the Draft New London Plan) of the new build social housing. The number of new social-rent homes could have been as high as 24 units (see viability study), but the Community Plan has concentrated on delivering more family-size social-rent homes. Out of the 14 social-rent homes, 13 are family-size, 7 four-bedroom and 6 three-bedroom flats, which would be allocated to overcrowded households currently living in William Dunbar or William Saville House. If we take into account the existing refurbished social-rent homes, there will be over 70%⁹ of social-rent homes in William Dunbar and William Saville site.

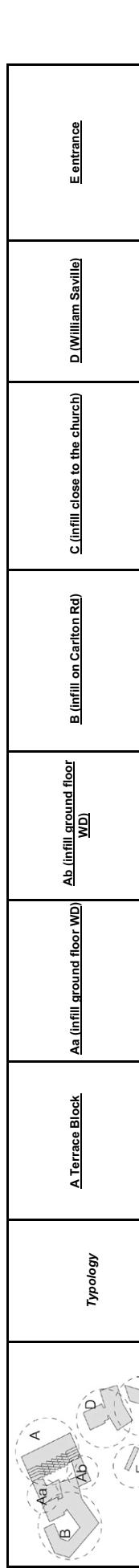
This contrast with the proposal of the South Kilburn SPD 2017, which only provides 37 (17%) social-rent homes. The proposal of the South Kilburn SPD 2017 would suppose the loss of nearly 100 social-rent homes in the site compared to the current situation and a loss of over 100 social-rent homes compared to the proposal in the Community Plan.

In addition to providing over 100 more social-rent homes than the South Kilburn SPD 2017, the Community Plan also keeps much more green space than the proposal of the SPD. It is not possible to compare the amount of community facilities and of family-size homes since the SPD does not provide concrete figures on this.

Flat size (in number of beds)	
1 Bed	1
2 Bed	
3 Bed	6
4 Bed	7
Total of units	14
Percentage of social-rent homes, measured in habitable rooms (according to Draft New London Plan)	38%
Percentage of social-rent homes, measured in units	30%
Percentage of social-rent homes, measured in floorspace	36%

Table 5.6: Community Plan: Flat size of the proposed new social-rent homes.

⁹ It is not possible to know the exact figure since we do not have know the current tenancies in the buildings. This study has worked with the assumption that there are 15 out of the 147 flats are owned by leaseholders and the rest are council tenants (currently, some of these are temporary tenants).



Floor	Typeology	A_Terrace Block		Aa (infill ground floor WD)		Ab (infill ground floor WD)		B (infill on Carlton Rd)		C (infill close to the church)		D (William Saville)		E entrance				
		n°	Area (sqm)	n°	Area (sqm)	n°	Area (sqm)	n°	Area (sqm)	n°	Area (sqm)	n°	Area (sqm)	n°	Area (sqm)			
GF	RESIDENTIAL	4-bed	5	90	1	98	0	0	0	0	0	0	0	0	6			
		3-bed	0	0	0	0	0	0	0	0	0	0	0	0	0			
		2-bed	0	0	0	1	64	0	0	1	60	0	0	0	2			
		1-bed	0	0	1	50	0	0	0	0	0	0	0	0	2			
	COMMON SPACES	Common entrance 35																
		Nursery	95	Storage 1 6														
		Computer lab	35	Storage 2 8														
	SHOPS	Indoor gym	82	Lobby + Reception 20														
		Community cafe	35															
		Community cafe	35															
1st floor	RESIDENTIAL	4-bed	5	90	0	0	0	0	0	0	0	0	0	0	0	5		
		3-bed	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		2-bed	0	0	0	0	0	0	2	70	1	62	0	0	0	0	3	
		1-bed	0	0	0	0	0	2	50	1	51	0	0	0	0	0	3	
2nd floor	RESIDENTIAL	4-bed	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		3-bed	5	74	0	0	0	0	0	0	1	62	0	0	0	0	5	
		2-bed	0	0	0	0	0	0	2	50	1	51	0	0	0	0	1	
		1-bed	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	
3rd floor	RESIDENTIAL	4-bed	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		3-bed	3	74	0	0	0	0	0	0	0	0	0	0	0	0	3	
4th floor	RESIDENTIAL	2-bed	2	70	0	0	0	0	0	2	50	0	0	0	0	0	2	
		1-bed	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
5th floor	RESIDENTIAL	4-bed	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		3-bed	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		2-bed	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		1-bed	5	52	0	0	0	0	0	0	0	0	0	0	0	0	5	
Summary		UNITS	TOT. AREA (sqm)		AVERAGE (sqm)													
TOTAL NEW HOUSING		47	3140		66.81													
TOTAL NEW COMMONS		9	366		40.67													
TOTAL NEW RETAIL S.		6	250		41.67													
TOTAL NEW PARKING		24	282.24		11.76													
		</td																

6. DELIVERY OF THE COMMUNITY PLAN

6.1 WHO WOULD DELIVER THE PLAN?

Until now, Brent council has carried out the redevelopment of South Kilburn Estate site by site. In each site, in most cases, Brent council has partnered up with a housing association. As a result of this, council tenants are being transformed in housing association tenants. This has had two main consequences on tenants¹:

1. An increase on the total amount tenants pay on rent + service charge and utility bills.
2. An impact on the level of satisfaction on how housing associations deals with repair and maintenance.

When carrying out the research for the Social Impact Assessment, both in the survey and in the workshops, residents showed their preference for remaining council tenants. Their main concerns were about security of tenancy and about repairs and maintenance.

Brent's approach to regeneration in partnership with housing association has taken place in most local authorities in London. However, local authorities are starting to build social housing on their own again and there are some examples of this across London. Brent seems to be aiming to follow this example.

This Community Plan proposes that this should be a council-led scheme. Council tenants should remain council tenants, and new tenants in the new social-rent homes should also be council tenants.

This document provides a commercially viable scheme (i.e. the costs of development do not exceed the gross development value) for refurbishing William Dunbar and William Saville Houses and for building new infill homes, community facilities and retail units. This document can be a point of departure for the council to work with residents on putting together a detailed scheme for the regeneration (refurbishment and new infill homes) of William Dunbar and William Saville site.

¹ This builds on preliminary research carried out during the Civic Design CPD course, where the team interviewed tenants that had moved to a new flat and compared bills provided by tenants. See Morris et al. 2019. "Towards a Co-Design Process: An Alternative to Demolition for William Dunbar and William Saville Tower Blocks, South Kilburn".

6.2 SOCIAL HOUSING ALLOCATION

The Community Plan proposes the following process for allocating social-homes:

- Carry out a housing need assessment for every household in William Dunbar and William Saville Houses.
- Those council tenants whose current home meet their housing needs will remain on their homes as council tenants.
- Those temporary tenants whose current home meet their housing needs will remain on their homes and will be transformed into council tenants, following Brent's housing allocation policy amendment².
- Those households that are in a situation of overcrowding, and who need a three- or a four-bedroom flat, will move into the new three- and four-bedroom flats built in William Dunbar and William Saville site (there are 13 new family-size social-rent homes³). This will leave available up to 13 two- and one- bedroom social-rent flats available.
- Those households currently living in a one-bedroom flat that need a two-bedroom flat will move to one of the two-bedroom flats that have become available.
- Those households currently living in a two-bedroom flat and who only need a one-bedroom flat will move to one of the one-bedroom flats that have become available.
- At the end of this process, there should still be 14 remaining social-rent homes, which will be allocated to new council tenants following Brent council's policy for social housing allocation.

² <https://www.brent.gov.uk/your-community/regeneration/south-kilburn-regeneration/residents-of-south-kilburn/tenants-and-households-in-temporary-accommodation/>

³ In case there are more than 13 households that need a three- or a four-bedroom flat, they would need to be offered a home offsite. There are 6 additional family-size units on site, but they would need to be market homes to make the scheme commercially viable. For delivering more family-size social-rent homes on site and keep the scheme commercially viable, the scheme would need to be denser.

6.3 FINANCING OF THE SCHEME

This Community Plan includes a financial viability study, which has been carried out by a Chartered Quantity Surveyor, which is included in Chapter 7 (executive summary) and in Appendix 1 (full study).

The quantity surveyor has worked with the following assumptions:

- "The development should be commercially viable, i.e. the costs of development should not exceed the gross development value.
- The proposed scheme would be a council-led scheme, with no sale value attached to the land.
- A GLA (Greater London Authority) grant of £70,000 per social housing unit to be made available for the scheme.
- Any social housing provided shall be at council rent level"⁴.

The scheme has prioritised:

- Refurbishing the exiting tower blocks to Decent Homes + level. The details on what is included in the refurbishment is outlined in Appendix 1. This includes refurbishing approximate 30% of kitchens, bathrooms, boilers, radiators and electrical systems, replacing the windows, realignment of ground floor fire exits to ensure that head heights comply with Building Regulations, repair of communal areas, replace roofs, jet blast cleaning the external surface, redecoration of balconies and panels, concrete repairs and conversion of ground floors according to the new design of the Community Plan⁵.
- Providing as many social-rent homes as possible, but also providing as many family-size social-rent homes as possible.

The provision of new social-rent homes and the refurbishment of existing homes would be paid through⁶:

- £70,000 per new social-rent home of GLA funding.
- Contribution from leaseholders to refurbishment.
- Rental income from the existing council housing in William Dunbar and William Saville Housing.
- Rental income from the new social-rent homes in the site.
- Rental income from new retail units.
- Profit from the sales of the market houses.

⁴ Taken from the executive summary provided by the Quantity Surveyor. See chapter 7.

⁵ See appendix 1 for more details.

⁶ See appendix 1 for more details.

What happens with leaseholders?

Leaseholders would need to pay their contribution for the refurbishment works of the buildings. They would pay proportionally those repairs that are related to the buildings and the common areas, but they would not pay any repair related to the interior of the flats (since they are responsible of the interior of their flats). The financial viability study has estimated that the average cost for leaseholders would be £15,200. This is only indicative and a more detailed survey would need to be carried out to see which repairs are necessary and get a more accurate figure.

This does not mean that leaseholders need to pay £15,200 upfront. The council can adopt different schemes for leaseholders to pay their contribution to repairs. This could be paid through service charge throughout various years, ensuring that the monthly cost is affordable for the leaseholders. The council should consider each particular situation when leaseholders have difficulties to afford repair cost and reduce the cost of this repairs to leaseholders, assuming part of the cost of the repairs.

Capping and reducing service charge cost for leaseholders

In 2014, the government published directions on social landlords capping and reducing service charges to leaseholders⁷. This only applies when the repair works have received funding from the "Decent Homes Backlog Funding provided through the 2013 Spending Round; and any other assistance for the specific purpose of carrying out works of repair, maintenance or improvement provided by any Secretary of State or the Homes and Communities Agency"⁸.

Even if this scheme does not receive any of these sources of funding, Brent council could follow a similar approach capping the services charges to a maximum of £15,000 in a period of five years⁹, and looking at each particular case to apply a discretionary reduction of service charges¹⁰. In this case, the council would assume the remaining costs.

7 <https://www.gov.uk/government/publications/social-landlords-reduction-of-service-charges-mandatory-and-discretionary-directions-2014>

8 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/342737/140811_Mandatory_signed.pdf

9 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/342737/140811_Mandatory_signed.pdf

10 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/342738/140811_Discretionary_Signed.pdf

7. FINANCIAL VIABILITY STUDY EXECUTIVE SUMMARY

South Kilburn Estate-Proposed Refurbishment Scheme-Executive Summary

1.00 Terms of Reference

- 1.01 I have been instructed by Dr Pablo Sendra and his team from the University of Central London (UCL) to review a proposed scheme on the South Kilburn Estate.
- 1.02 I have been requested to review the proposed scheme with a view to establishing how much social housing could be provided, whilst still making the scheme financially viable

2.00 Documents Reviewed and Basis of Estimate

- 2.01 In forming my opinion and costings, I have relied upon the following documents and information:
 - 6 Nr Layout Drawings sent by e-mail from Dr Sendra to me via an e-mail dated 27th February 2020.
 - A site visit which was carried out on 6th December 2019.
- 2.01 Appendix 1 provides further detail regarding the basis of costings and assumptions made.

3.00 Brief Description of Scheme

- 3.01 The proposed scheme, detailed in the drawings noted above, comprises the following:
 - Refurbishment of William Dunbar House and William Saville House, comprising 73 flats to William Dunbar House and 74 flats to William Saville House. The refurbishment includes a remodelled entrance and conversion of existing space within William Dunbar House into a gym and computer room.
 - Provision of 47 new flats, as detailed below:
 - a) Block adjacent to William Dunbar House, comprising 12 Nr 1 Bed Flats, 3 Nr 2 Bed Flats, 8 Nr 3 Bed Flats and 11 Nr 4 Bed Flats
 - b) Block adjacent to William Saville House comprising 2 Nr 1 Bed and 3 Nr 2 Bed Flats
 - c) Block on the corner of Carlton Road and Albert Road comprising 6Nr 1 Bed and 2 Nr 2 Bed Flats
 - Commercial new build space, including 6 Nr Shop Units (Shell and Core only) and new build community spaces, including a nursery, 2 community cafes/makerspaces, a gym (conversion of existing space) and new entrances.

3.00 Financial Viability Study

- 3.01 The detailed Financial Viability Study, which determines the viability of a scheme and the amount of affordable housing which it can support, is included in Appendix 1.
- 3.02 Key assumptions that are made within the Financial Viability Study are as follows:
- The development should be commercially viable-ie the costs of development should not exceed the gross development value.
 - The proposed scheme would be a council led scheme, with no sale value attached to the land.
 - A GLA grant of £70,000 per social housing unit to be made available for the scheme.
 - Any social housing provided shall be at council rent level.
- 3.02 There are a number of possible permutations of the amount of social housing that can be viably provided by the scheme. These are shown in the table below. The percentage of council rent level homes has been calculated according to the number of habitable rooms, the number of units and floorspace. According to the Draft New London Plan, the percentage of affordable homes must be calculated by the number of habitable rooms. Option 1 is the one that delivers more family-size homes and also the one that delivers a higher percentage (38%) of council rent level homes (measured in habitable rooms). The costings within Appendix 1 assume that Option 1 is chosen.

Nr Beds	Option 1	Option 2	Option 3
1 Bed	1	6	20
2 Bed			4
3 Bed	6	4	
4 Bed	7	6	
Total Nr of units	14	16	24
Percentage of social-rent homes, measured in habitable rooms (according to Draft New London Plan)	38%	37%	37%
Percentage of social-rent homes, measured in units	30%	34%	51%
Percentage of social-rent homes, measured in floorspace	36%	37%	41%

S.J.Morrow (Quantity Surveyor) BSc, MRICS

Director-SJ Morrow Ltd

11th June 2020

APPENDIX 1.

FINANCIAL VIABILITY STUDY

Appendix 1

Financial Viability Study for South Kilburn Estate Alternative Scheme

**Prepared by: S.J.Morrow, BSc, MRICS
Date: 11th June 2020
Revision: 02**

South Kilburn Estate-Financial Viability Study						
REVENUE						
Sales Income	Nr of Properties		Unit Price	Gross Valuation	Comments	
William Dunbar Development					Sales values based on £982/ft ²	
1 Bed	11		£ 546,000	£ 6,006,000		
2 Bed	3		£ 640,000	£ 1,920,000		
3 Bed	2		£ 782,000	£ 1,564,000		
4 Bed	4		£ 959,000	£ 3,836,000		
William Saville Development						
1 Bed Studio	2		£ 392,000	£ 784,000		
2 Bed	3		£ 640,000	£ 1,920,000		
Development to corner of Carlton Road and Albert Road						
1 Bed	6		£ 546,000	£ 3,276,000		
2 Bed	2		£ 640,000	£ 1,280,000		
Rental Income						
Property Type	Nr of Properties	Annual Rent per Property (Average)		Nett Annual Rent		
Shops to corner of Carlton Road and Albert Road	6	£ 11,167	£	67,000	£28/ft ² rent	
Rental Income-New Social Housing						
Property Type	Nr of Properties	Annual Rent per Property		Nett Annual Rent		
1 Bed	1	£ 5,044	£	5,044	Weekly rent of £100 per week less 1% allowance for void properties and 2% for bad debt	
2 Bed	0	£ 5,548	£	-	Weekly rent of £105 per week less 1% allowance for void properties and 2% for bad debt	
3 Bed	6	£ 5,801	£	34,804	Weekly rent of £115 per week less 1% allowance for void properties and 2% for bad debt	
4 Bed	7	£ 6,053	£	42,370	Weekly rent of £120 per week less 1% allowance for void properties and 2% for bad debt	
Rental income from existing buildings-William Dunbar and William Saville House	132	£ 5,611	£	740,711	Rents from 133 of the 148 flats. The balance of flats are leaseholders	
			£	822,929		
Investment Valuation						
Rental income from shop units	£ 67,000	Yield@7%	£ 14.29	£ 957,000		
Social Housing						
Social Rent	£ 822,929	Yield@4.75%	£ 21.05	£ 17,325,000		
Allowance for management costs and repairs	-£ 641,378	Yield@4.75%	£ 21.05	-£ 13,503,000	Maintenance and running costs based on average of G15 housing association annual reports for 2018/2019	
Allowance for management costs and repairs of community spaces	-£ 5,000	Yield@4.75%	£ 21.05	-£ 105,000		
GROSS DEVELOPMENT VALUE (GDV)				£ 25,260,000		
OUTLAY						
Land Acquisition					Assume no land acquisition costs	
Construction Costs:						
New Build-Housing (including conversion of space within William Saville House into 1 Nr housing unit)				£ 13,620,000		

Demolition of single storey offices adjacent to William Dunbar House				£ 49,000	
Realigned entrance to William Dunbar House				£ 158,000	
Refurbishment of existing towers				£ 2,782,000	
Community Café				£ 355,000	
Gym and meeting room				£ 390,000	
Ground Floor Shops				£ 380,000	Shell and core only
Ground Floor Nursery, Café and Maker Space				£ 600,000	
Entrance from Road (Reception and Storage)				£ 130,000	
Professional fees-10%				£ 1,846,000	
Contingency-included above					
GLA Grant-£70,000 per social housing unit				-£ 980,000	
Leaseholder contributions to refurbishment works				-£ 228,000	
Marketing and letting				£ 412,000	2% of private sales
Sales and legal fees				£ 309,000	1.5% of private sales
Planning fees & Building Control				£ 11,000	0.2 hectare development. £462 per 0.1 hectare of development
CIL				£ 1,015,000	Applied to private sales only. Brent-£298/m ² . MCIL-£35/m ²
Finance				£ 1,160,000	
Profit				£ 3,088,000	15% on Private Sales-Gross Development Value
TOTAL OUTLAY				£ 25,097,000	
Profit on Cost					14%
Profit on GDV					15%
Notes:					
1	This document is for the exclusive use of the intended recipient. No liability is accepted for use of this document by third parties. This document or its contents may not be reproduced without the express permission of S.J.Morrow Ltd.				
2	This financial viability study is based on Outline Specification and Drawings contained on separate tabs at the end of this estimate.				
3	In order to provide comparability with other developments on the South Kilburn Estate, the construction and sales figures within the viability assessment of the "NWCC" site (Planning application reference 18/4920), have been used as a starting basis for costings. These figures are for comparative purposes only. No liability is accepted for the accuracy of the figures within the viability assessment.				
4	Costs are exclusive of VAT.				
5	The pricing base date is March 2020.				
6	The costings assume that works will be competitively tendered. Works to be carried out Monday to Friday, 8:00AM - 5:00PM				
7	No sensitivity analysis has been provided on the above figures at this present time, although this can be provided in due course.				
8	The following assumptions have been made with regard to the proposed scheme:				
9	Social rent levels for new units to be between £100 and £120 per week. An allowance of 1% for bad debt and 2% for voids has been allowed.				
10	It is assumed that the tenure of the existing William Dunbar and William Saville Houses is 90% tenants and 10% leasehold.				
11	Investment yields are 4.75% for social housing and 7% for retail, based on similar regeneration and refurbishment schemes.				
12	Maintenance and running costs for social housing are based on an average of G15 housing association annual reports for 2018/2019				
13	Developers profit of 15% on cost of private sales.				
14	It is assumed that the proposed alternative scheme will be council led. There is therefore no allowance made for purchase of the land necessary for the scheme.				
15	It is assumed that the running costs of the nursery, café and makerspace will be covered by income generated from the activities taking place in the area.				
16	The scope of the new build and refurbishment is described more fully in the Outline Specification and Drawings Used Sections below.				
17	A GLA grant of £70,000 per social housing unit has been allowed.				
18	CIL costs have been allowed on private sales only				
19	The following development costs are excluded:				
	(a) Land acquisition costs.				
	(b) Client internal costs, including finance and legal costs.				
	(c) Decanting or relocation costs				
	(d) Statutory fees.				
	(e) Fittings, furnishings and equipment other than those noted within the costings.				
	(f) Removal of asbestos or Japanese Knotweed				
	(g) Statutory changes.				

South Kilburn Estate Alternative Scheme-Schedule of Accommodation	
	Nr of Units
William Dunbar Development	
1 Bed	12
2 Bed	3
3 Bed	8
4 Bed	11
William Saville Development	
1 Bed	2
2 Bed	3
Development to corner of Carlton Road and Albert Road	
1 Bed	6
2 Bed	2
Others	
Shop Units	6
Community Café	1
Nursery, Café and Makerspace	1
Refurbishment of existing spaces into meeting rooms and gym	1

South Kilburn Estate Alternative Scheme-Outline Specification

Element	Description
A	<p>New Build</p> <p>The new build elements of work are as indicated on the Ground-5th Floor plans noted in the "Drawings Used" Section of this report. The new build works comprise the following:</p> <ul style="list-style-type: none"> · 8 Nr 2 Bed Flats (NB One of the 2 Bed Flats is through conversion of concierge and storage space on the ground floor of William Saville House) · 8 Nr 3 Bed Flats · 11 Nr 4 Bed Flats · 5 Nr Shop Units (Shell and Core only) · Nursery, Café and Maker Space
B	Construction of the new build housing element to be to the same specification level as the Brent council "NWCC" site (Planning application reference 18/4920), which is adjacent to this proposed scheme.
C	<p>Refurbishment</p> <p>Refurbishment costs comprise two elements:</p> <p>1. Refurbishment of William Dunbar and William Saville House</p>
D	A detailed survey is required in order to establish the extent of refurbishment required. For the purposes of this costing exercise the following has been assumed:
E	Refurbishment has been priced to Decent Homes + level, as follows:
F	Allowance for replacement of 30% of kitchens. Strip out of kitchen and replacement of kitchen units and sink, together with replacement of ceramic wall tiles and vinyl floor tiles. NB replacement of washing machines, dishwashers, fridges and cookers are excluded.
G	Allowance for replacement of 30% of bathrooms. Replacement of bathroom fittings-bath, wash hand basin and wc together with replacement of ceramic wall tiles and vinyl floor tiles.
H	Allowance for replacement of 30% of domestic boilers and radiators. Replacement of boilers and heating system, including all necessary testing, certificates, reconnection of services and making good.

I	Allowance for replacement of 30% of Electrical systems. Replacement of electrical system; including all necessary testing, certificates, reconnection of services and making good. Provision of new smoke detectors and extract fan.
J	Replacement of windows with new double glazed UPVC windows.
K	Realignment of ground floor fire exit to ensure that head heights comply with Building Regulations.
L	An allowance of £100,000 per block has been made for repairs to communal areas.
M	No specific allowance has been made for asbestos removal.
N	External Refurbishment
O	Replace roofing with felt roofing on tapered insulation.
P	Jet blast cleaning of external surfaces.
Q	Redecoration of external balconies and panels. An allowance of £50,000 per block has been made for concrete repairs.
R	2. Other Refurbishment
S	Other items of refurbishment include: <ul style="list-style-type: none">· Realigned entrance to William Dunbar House· Conversion of existing space within William Dunbar House into a community café, gym and meeting room
T	Generally
	Refurbishment costs include 10% contingency and 10% for professional fees

South Kilburn Estate Alternative Scheme-Drawings Used for Estimate

Drawing Reference	Revision	Description
		6 Nr Layout Drawings sent by e-mail from P.Sendra to S.Morrow via an e-mail dated 27th February 2020



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