

Kedge House, Starboard Way & Winch House

Options Appraisal Document
April 2021



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Overview

Options Appraisal Foreword

London is a fast-moving, diverse and exciting city and home to people from all means and backgrounds. The Isle of Dogs epitomises this and we know there is a very strong sense of community and that people think it's a great place to live, work, and play. One Housing has been part of the Isle of Dogs for over a decade and we value our strong relationship with our residents.

The estate on Tiller Road, made up of Kedge House, Starboard Way and Winch House, is already set to change over the coming years because of the proposed redevelopment of the neighbouring former Westferry Printworks site. This coupled with the major works required to the existing buildings led us and residents to agree, something had to be done. Rather than ignore these changes around us, we think this is a chance to consider how we can change and adapt too. We commissioned this options appraisal to analyse what the options might be and to help all of us make well-informed decisions for the future.

We believe that our residents should be at the heart of any proposals for regeneration on their estate. So, understanding our residents' aspirations for their homes and the local area has been, and will continue to be, a key part of this process.

This report is the result of the extensive work we have done with the community. It shows that the option best meeting the objectives for the estates; and agreed through dialogue between One Housing and residents is full redevelopment. This option will also provide economic benefits to the local community. The report also shows that full regeneration is both financially viable and deliverable from a planning and construction point of view. Over the coming months, we want to continue to work with the community to develop this full regeneration option in more detail.

We believe that a comprehensive redevelopment proposal can provide several benefits for the local community, including:

- An opportunity to provide properties for a more diverse and specific range of needs – such as families that need more space or vulnerable people.
- Improved public open space and communal amenity spaces
- Creating more affordable homes while replacing existing homes with new properties that in most cases will be larger, more energy-efficient, and with better amenity space.

- Improved security and estate layout to help reduce anti-social behaviour.
- An estate and properties which are accessible for those with mobility issues or young children
- New jobs during construction

Many residents in the area have supported the idea of change and we want all our residents to be fully involved in the process of deciding the next steps. We will offer all residents the right to return on the same tenancy terms if they are affected and we know that this has helped many people join in the discussion by reassuring them that they can stay in the area.

There is still a lot to think about and discuss and the full redevelopment scheme details may change significantly over the coming months as we work with residents towards an application for planning permission. There will also be a role for the wider community to play including councillors and other stakeholders, but residents will be at the heart of whatever we do.



Introduction

In Spring 2019 One Housing began working with residents of Kedge House, Starboard Way and Winch House to understand the best way forward for the KSW estate. A Residents' Steering Group (RSG) was also formed to help evaluate proposals from the project team and ensure these responded to residents' needs. The process undertaken, known as an Options Appraisal, is now complete; the details and conclusions are set out within this report.

Overview

Kedge House, Starboard Way and Winch House and the surrounding open space, public realm and car parking all form part of the KSW estate. The estate is owned and managed by One Housing, who, along with residents, have explored a range of options towards an improved future for the estate.

Overall this document sets out the proposed options and details the extensive resident engagement programme that has taken place since February 2019 in relation to the future of the estate. This provides an evidence base from which to move forwards with the preferred option.

Overall the preferred option is for the full redevelopment of the estate. This option scored well against the Residents' target objectives, performed well in terms of financial viability, provided significant wider economic benefit and is a deliverable scheme. The option also gained most support from the Residents and has been shaped to respond to feedback received throughout the engagement events.

In supporting the full redevelopment option many residents wanted certainty about a range of housing issues. One Housing has confirmed that all its tenants will be guaranteed a new home which meets their needs. One Housing has also confirmed a number of other points which are set out in the Landlord Offer which is detailed later within this document.

Reaching a preferred option is an important milestone, but there is still more work to do alongside further resident engagement before any construction work can start on site. One Housing will be working up more details for the full redevelopment option in conjunction with residents, after which a planning application could be considered.

A ballot to seek residents' approval of the final details would also need to take place in line with GLA guidance. After developing a delivery plan, works could then potentially start on site in spring 2023. However, this is not yet certain and One Housing will be working with every resident to ensure they are kept informed and can discuss their preferences.

The following overview sets out the key elements of the work undertaken over the last year.

Structure of the document

Chapter 1 sets out the background of the Options Appraisal and outlines the objectives of One Housing. It also summarises the proposed options, the resident consultation programme, assessment of the options and identifies the preferred option moving forward.

Chapter 2 presents a detailed site appraisal. This initially covers the wider context before zooming into the estate and discussing the existing condition, constraints and opportunities.

Chapter 3 sets out the context in relation to town planning. It identifies strategic, local and site level policy.

Following this, Chapter 4 summarises the surveys that were carried out on site, including a structural survey and accessibility survey.

Chapter 5 outlines the extensive engagement programme that has generated the thoughts and feedback from the residents that has allowed the collaborative development of the design options. The chapter details the events themselves and summarises the main feedback and takeaways.

Chapters 6 and 7 outline the Residents' Brief and assessment process of the options. These are two of the most important components of the Options Appraisal and underpin the decision making process that led to the preferred option.

Chapter 8 presents the evolution of the design options throughout the Options Appraisal process. All information in this section has been presented to residents throughout the exhibition events.

Chapter 9 identifies the preferred option alongside the rationale for selecting it.

Chapter 10 presents a summary of the detailed assessments as undertaken by SQW.

Chapter 11 concludes the document and outlines the next steps in relation to moving forward with the preferred option.

Chapter 12 presents the appendices.

Background to the Options Appraisal

In 2017 One Housing commissioned an Independent stock condition survey of the properties on our Isle of Dogs estates which was carried out by Hunters. The findings of the survey were published in early 2018 and forecast expenditure on all the blocks over the next 30 years. In conjunction with the Independent survey One Housing also produced a forecast of expected income over the next 30 years for all the properties on the estates. These two forecasts, of expenditure and income, were then modelled independently by Quod to produce a viability assessment of each block – in other words showing whether the block would pay for its upkeep, make a loss or break even. One Housing held several exhibition events on each of the estates presenting these findings to residents and stakeholders. Hunters and Quod were present at the exhibitions to answer any questions. From this piece of work Kedge House was identified as making a loss over the 30 year model.

Additionally One Housing had been dealing with recurring leaks in properties on the upper floors of Kedge House which were proving difficult to resolve due to fundamental issues with the roof, and we were becoming aware of a wider conversation amongst London Registered Providers (RPs) about the long terms structural soundness of all blocks of the Larsen & Nielsen large panel system (LPS) building type. Since then we commissioned Arup as industry experts to carry out a survey and assessment of the building who in 2019 reported that while the block is sound it would be susceptible to collapse in the case of a

strike or explosion and recommended that demolition or substantial structural improvements should be carried out as soon as practicably possible – completing the options appraisal process to work with residents to decide on what to do was agreed as an acceptable timeframe. We have continued to be part of a group of London RPs who meet and maintain a dialogue about how we are dealing with our LPS blocks.

It is also worth noting that Winch House comprises bedsit units and so the homes are below modern minimum size standards. We had also received feedback from many residents in Kedge House and Winch House that the blocks were not popular to live in due to ongoing issues with the roof, leaks, drafts and antisocial behaviour.

Based on all these factors One Housing decided to commence a consultation programme with the residents of Kedge House, Starboard Way and Winch House to consider various options for change. This started with an opening survey of each household in early 2019 to understand what residents like and dislike about their homes, estate and local area, and what their objectives and aspirations would be for any change. This then fed into the options appraisal process through 2019 and 2020 where a range of options for change were presented to residents and their feedback obtained and the designs updated and assessed against a range of criteria including financial viability and residents' objectives, as explained elsewhere in this report.



Aerial view of existing KSW estate

Setting objectives and developing the Residents' Charter

Overview

The first step in the Options Appraisal process was to undertake research on the area and relevant policies, review One Housing's priorities and gather residents' views. This information was then used to develop a set of agreed objectives against which all options (including the business as usual option) could be assessed.

Themes arising from the review of national, Greater London Authority (GLA) and London Borough of Tower Hamlets policy documents included:

- The need to involve residents in any process and ensure their needs are met.
- The urgent need to deliver more homes, particularly affordable homes.
- That a range of options exist, including refurbishment, infill or redevelopment, which should all be considered in an open minded and transparent way.
- That loss of affordable housing must be avoided.

One Housing also has a number of priorities as a group which include:

- Offering high quality homes and housing management to its residents.
- Delivering more homes of all types.
- Offering a range of affordable housing tenures, particularly for households on low to medium incomes.

A number of consultation events were also used to gather residents' views on important issues. These issues included:

- Keeping households' rents and tenancy agreements unchanged.
- Addressing peoples' needs, for example overcrowding or adaptations for those with mobility problems.
- Ensuring a quiet, tranquil place to live.
- Addressing some of the anti-social behaviour problems which currently exist and addressing safety and security.

A general principle was also that any preferred option would need to be deliverable in terms of financial viability, buildability and relevant consents/approvals.

The Landlord Offer has been developed incorporating feedback from all exhibition events and is outlined below. The agreed Residents' Brief, also developed throughout all stages of engagement, is outlined overleaf.

One Housing's key commitments

1. A new home for every One Housing tenant and resident leaseholder if you want to return:

Where possible we will arrange for you to move directly into your new home from your existing one and we will offer you a home in the new development that meets your housing needs and budget. You will have your own private outdoor space.

However, some tenants and resident leaseholders may need to move away from the site temporarily to allow the regeneration to take place. We will work hard to keep such moves to a minimum and anyone who temporarily moves will have a right to return to the finished development. Resident leaseholders will have financial options to enable them to return if they are unable to purchase outright.

2. Help when moving and extra support for those who need it:

If you do have to move away, either temporarily or permanently, then we will work with you to find a home which suits your needs. We will also pay all reasonable removal expenses and help to arrange your move and set up your new home.

We will also provide extra help for those who need it, for example older residents or those with support needs. We will help you to understand the proposals and to move home.

Important note: if tenants do choose to move away permanently, it could be to a home let by another housing association or the council. You will be offered an assured tenancy (that may be preceded by a probationary period) but some details in your new agreement may be different from One Housing's agreement. Your rent in a new permanent home will also be set by your new landlord so may be different to the rent you pay now, but you will know what the rent will be before making your decision to move.

3. We will minimise disruption:

We will make every effort to limit disruption to you and your household.

4. Ongoing consultation and communication:

We will consult you on proposals for the new development throughout the process, using a range of methods so you can influence things in ways that best suit you.

5. Provision of parking:

Resident car owners who currently have a permit to park on the street or in the car park will be able to continue to do so after the redevelopment.

6. A commitment to quality:

All new homes will be built to the latest standards as set out in the **London Housing Supplementary Planning Guidance (SPG)** and the current Building Regulations. For existing residents, the intention is for all new homes to be at least as big as your current home and have a meaningful outdoor space. All homes will be energy efficient and water meters will be installed. Additional information on energy efficiency can be found at:

www.onehousing.co.uk/about-us/what-we-do/development-and-regeneration

7. Your rent will stay the same:

If you rent your home from One Housing then your rent will not increase because of the redevelopment once you return to your new home, unless you move to a home with more bedrooms. Rents will also stay the same during a temporary move away from the estate while the work is carried out.

If you decide to move away permanently, the rent in your new home may be different to the rent you pay now, but you will know what the rent will be before making your decision to.

8. Your tenancy will stay the same:

If you are a One Housing tenant your tenancy rights will be the same when you return to your new home as they are now. If you move away permanently with a different landlord, you will be granted an assured tenancy and some details may be different to your existing tenancy agreement.

9. A permanent move away only if you want it:

If you would prefer to move away permanently, we will support you to find a new home. For tenants this may mean moving into one of our existing properties elsewhere or moving into a property owned by another housing provider. This may be in Tower Hamlets or if you wish it could be in another borough subject to an arrangement with another landlord.

For leaseholders this means an independently assessed purchase offer from One Housing, and financial support to buy elsewhere.

10. You will receive compensation:

We will pay you (tenants and leaseholders) a home loss payment for the loss of your home, which is £6,500 for tenants and up to 10% of the value of your property for leaseholders as of March 2021. We will also pay all reasonable costs incurred as a result of moving.

Separate to this, if you are a tenant who has made improvements to your home, we will compensate you for them providing they were carried out with One Housing's permission. If leaseholders have made improvements, they will be considered when calculating the property's value for both outright sale and shared options.

11. A fair and flexible offer to leaseholders:

We are committed to ensuring that all leaseholders have the option of a financially advantageous offer available to them. We will offer both resident and non-resident leaseholders the option to sell your homes to us at an independently verified price plus a regulatory home loss payment (which is a payment of up to 10% of your property value).

Resident leaseholders will be able to buy a property in the new development and will be able to take an equity loan option if they cannot afford to purchase outright. We will cover all reasonable costs incurred because of sale/equity loan arrangements. We will discuss any additional circumstances with individual leaseholders (such as alternative mortgage arrangements) and provide all the support that we can.

Residents' Brief

The purpose of a residents' brief is to set out the resident priorities for the estate.

It contains a list of improvements or changes that residents have told us they would like to see, should the regeneration go ahead. These improvements are based on the feedback that residents have given us at previous exhibitions and one-to-one meetings. One Housing has

also included some additional objectives that we feel would benefit the community.

The diagram below represents the final Residents' Brief, however the evolution of the objectives are detailed in the Objectives chapter of this report.

Housing

- Ensure all existing residents can remain on the estate
- Ensure buildings are fit for modern living
- Provide homes that meet residents' housing needs
- Provide separate bedrooms for those currently living in bedsits
- Provide more homes including more affordable homes
- Maintain current tenancy terms unless residents choose otherwise
- Provide a policy compliant level of storage in all new homes

Environment

- Improve private and public outdoor space
- Include separate dog exercise areas
- Reduce anti-social behaviour and improve security
- Maintain a quiet and peaceful local environment
- Improve sustainability and energy efficiency
- Improve servicing i.e. maintenance
- Improve water pressure within the blocks
- Improve street and open space lighting
- Maintain children's play area
- Improve drainage

Accessibility

- Improve accessibility within and around all homes
- Provide adequate car parking that meets current requirements
- Improve availability of cycle storage
- Improve connections to surrounding communities

Well-being

- Allow communities to stay together if they wish
- Provide housing and care options for elderly and those with specialist needs
- Ensure any temporary moves are close to existing homes
- Provide more facilities for young people
- Provide the potential to improve health and well-being
- Create an environment that allows potential for the community to grow

Economy

- Ensure the local community have access to employment and training opportunities arising from regeneration
- Provide new commercial facilities (shops, cafés, business space) for convenience of residents and to enable economic growth

Resident objective One Housing objective



Developing options

A number of options were developed for the estate to offer a wide range of potential ways forward, ranging from 'business as usual' through to 'full redevelopment'. The options are briefly explained below:

Business as Usual

In this option routine repairs and maintenance to the estate and Starboard Way and Winch House would continue to be carried out. Kedge House would be refurbished to include the recommended structural reinforcement works as these are required to maintain the building.

Environmental Improvements

Responding to initial feedback, this option tests what benefits could be achieved by improving the areas between the blocks. This involves upgrades to things such as planting and paving, as well as arrangements for security and refuse.

Refurbishment

Whilst the homes on the estates are in reasonable condition, they do not meet modern standards, particularly in terms of insulation. A number of the concerns raised by residents also related to physical issues with the blocks. This option therefore identified ways to improve the buildings via refurbishment, identifying three alternative standards which could be met.

Infill

This option tested the extent to which new homes could be developed on open spaces within the estate. Revenue from the new homes could be used to pay for other improvements such as those identified within the Environmental Improvements and Refurbishment options. Alternative options were developed to look at different possibilities in different areas of the estate.

Partial Redevelopment

Options were identified to demolish parts of the estate and build new homes, whilst retaining other blocks. This option could give the opportunity to deal with some current problems and deliver more homes, whilst reducing disruption through retaining a proportion of homes.

Full Redevelopment

This option would involve demolition of all homes within the estate and provision of new homes and open space.

All options were considered for the KSW estate. In all cases sufficient homes for existing residents were included, either by retaining current homes, developing new ones, or a combination of the two.

For the full redevelopment option it was possible to reprovide all existing households with a new home that meets their housing need and where households are currently under-occupying their home they would be provided with a new home that meets their housing need plus a maximum of one additional bedroom.

The above was not possible in full for options such as partial redevelopment, which involved fewer new homes, however these were refined to address needs as far as possible.



South-western elevation of Kedge House

Consulting residents and refining options

Overview

Residents' views have been incorporated throughout the process, shaping the final options presented in this report. This has included collecting residents' thoughts on the current estate early in 2019, reviewing ideas for options and refining these, and responding to the initial and emerging options. This approach will continue now the preferred option has been identified and there will be many opportunities to shape this option to best meet residents' needs and preferences.

The main events held and feedback received are summarised briefly below and are included in full later in this document. In conjunction with the events, a number of Resident Steering Group (RSG) meetings have taken place, as well as many individual meetings with residents; all thoughts and comments have been noted and incorporated.

The RSG selected an Independent Tenant/Resident Advisor (ITRA) and Resident Advocate to offer impartial advice and support residents in reviewing options. RSG meetings were held with the ITRA and Resident Advocate to gather further views and review draft documents.

This section continues to break down the feedback received from the Residents at each stage of the Options Appraisal process and how it enabled refinement of the options.

Resident Survey

February/March 2019

The Residents' Survey offered the chance for residents to comment on their homes and the estate, in terms of what they liked and what they disliked. These responses were recorded and formed the basis of the Residents' Brief. Some of the main themes are highlighted below, along with the proportion of residents who mentioned it:

What do you like about your home?

- General size of property (66%)
- Those with a garden who liked the outdoor space (44%)
- Layout of their home (38%)
- Like it the way it is (20%)
- Sense of security (16%)

What do you dislike about your home?

- Issues with plumbing/leaks/mould and condensation (57%)
- Condition of doors and windows (36%)
- Lack of access to outdoor areas/spaces (25%)
- Condition/size of kitchens and bathrooms (23%)

- Lack of draught-proofing/soundproofing/energy efficiency (20%)

What do you like about your estate?

- General location - close to local amenities and family (43%)
- Outdoor areas such as the allotment and play space (39%)
- It is peaceful/quiet (34%)
- Transport links and parking (21%)
- Friendly neighbours (16%)

What do you dislike about your estate?

- Anti-social behaviour (43%)
- Condition of communal areas (30%)
- Drug misuse (23%)
- Lack of resident parking (23%)
- Noise/dust from Westferry printworks development (21%)

Residents' Exhibition 1: Gathering thoughts about residents' homes and the estate

October 2019

The first Residents' Exhibition offered the chance for residents to meet representatives from One Housing and PRP to discuss the future of the estate. The approach for each of the options was explained to the residents, and images of the existing estate were shown to spark conversation. A summary of the key themes emerging from the comments is provided below:

- Size and design of living space
- Importance of having a private garden or balcony
- Poor storage in existing homes
- Safety and security across the estate
- Maintaining a strong sense of community across the estate
- Access to green space across the estate
- Parking provision for existing residents
- Poor lighting and routes across the existing site
- Poor bike storage
- Importance of having communal space for sitting, playing and exercising
- Retain the existing play area
- Potential to keep dog exercise and allotment space

Consulting residents and refining options

Following review of the thoughts, concerns and comments of residents, the following actions were taken forward to the Emerging Options design stage to:

- Ensure any designs of new homes were of a good size and NDSS compliant
- Consider improved layout of building entrances where possible
- Ensure the design of any new homes included sufficient storage
- Allow for flexibility in design of new homes to offer separate kitchen/living spaces
- Consider designs to maximise daylight and sunlight where possible
- Introduce bicycle parking to designs where possible
- Ensure designs were flexible with regards to a route to Westferry Printworks
- Improve parking layout where possible
- Consider safety and security throughout designs
- Maintain and improved parking layout where possible
- Ensure walkable routes are maintained and enhanced
- Consider ways of enhancing the existing sense of community across the estate
- Maintain the provision of a play space
- Maintain trees and greenery where possible and introduced new planting
- Consider ways to activate the open space on the estate
- Introduce private outdoor space in any new homes
- Maintain a separate dog exercise area, where possible



Existing Winch House and Starboard Way frontage

Residents' Exhibition 2: Gathering views on the initial options

December 2019

The second set of resident exhibitions allowed residents to review the initial options and offer their comments and concerns on the different approaches. Below provides a summary of the key points raised in relation to each of the options:

Option 1: Business as usual

- Concerns that business as usual doesn't help with poor condition of blocks
- Concern that the entire estate needs redeveloping to bring up to modern standard.
- Public realm requires repairs so not enough to leave as it is
- Some were happy with their homes and did not want to lose their gardens

Option 2: Environmental Improvements

- Would like to see the environmental improvements as part of a bigger redevelopment
- This is not a suitable option as the buildings need improvement as well as the surrounding environment
- Lighting needs improvement
- Pot holes need filling in and new paving required
- Extra hedging is welcomed to ensure privacy within the estate and create a buffer between communal and private spaces

Option 3: Refurbishment

- Preference of the best practice scenario rather than less comprehensive approaches
- Some favoured this option as they were happy in their current homes but would want improved windows and lower bills
- Concern that any approach would not sufficiently improve the buildings, particularly in terms of structural issues
- Balcony add-ons would be nice
- Concern that some of the buildings have been refurbished several times already and this didn't significantly improve the standard of living
- This option would be very costly

Option 4: Infill

- Does not provide much improvement for existing residents

- Concern regarding overcrowding and lack of green space
- Concern about mix of old and new buildings

Option 5: Partial Redevelopment

- Concern about the mix of old and new and potential annoyance for those who do not get a new home
- Prefer a consistent approach rather than partial redevelopment
- Approach will not provide holistic improvement across the estate
- General preference for scenarios that include the redevelopment of Kedge House

Option 6: Full Redevelopment

- Option would benefit the whole community and improve the standard of living
- Makes sense to redevelop entire estate rather than have a mixture of old and new (partial)
- Preference for entrances fronting Tiller Road
- Problems with the existing blocks could be resolved with this option

Following review of the thoughts and concerns of the residents, the options continued to be developed while ensuring some of the suggestions and ideas were implemented. Other, more detailed suggestions were recorded and will be considered at a more detailed stage of design.

During this exhibition, residents were also asked to review the draft Residents' Brief, which was updated following feedback from the first event. This feedback demonstrated that residents were supportive of the updates.

Residents' Exhibition 3: Gathering views on the emerging options and working towards final options

May 2020

The third round of exhibitions offered residents the chance to review and comment on the Emerging Options. These comments formed a significant part of the decision-making process that enabled selection of the final options. Some of the key themes that emerged from the comments are summarised below.

Comments in relation to options that residents were in support of:

- Many were in favour of any option that involved the redevelopment of Kedge House
- Any redevelopment options in general would benefit the estate

- Some were in support of refurbishment to some of the blocks
- Some Starboard Way residents were in support of options that maintain the Starboard Way block

Comments in relation to options that residents did not support:

- Some were not in support of options where any of the estate is retained due to the condition of all blocks
- Some did not support redeveloping Starboard Way
- Many would not support the infill option

Further comments in relation to all options:

- Some residents mentioned that they would like a new build home
- Residents would like parking to be retained
- Some mentioned that they like the sense of community across the estate

Residents' Exhibition 4: Gathering views on the final options and working towards a preferred option

May 2020

The final exhibition focussed on the two final options: Partial Redevelopment O2 and Full Redevelopment. Residents were asked to comment on the two options, and the feedback was taken forward into the decision-making process to select the preferred option. Comments relating to the design of the options will be revisited at a more detailed stage. Some of the themes are summarised below:

- Starboard Way will not sit well if everything else is redeveloped
- Blocks could do with being brought up to a modern standard
- Some concerns in relation to daylight/sunlight across both options
- Dual aspect units are important
- Importance of green space and location of tree planting
- The estate would benefit from separate dog walking area and children's play areas
- Building works and decanting should minimise disruption to existing residents

Assessing the options

Options were appraised in a consistent way against the agreed objectives and the requirement to ensure deliverability. The various aspects of the Options Appraisal and the scoring of each option are set out below.

It is noted that some options, such as infill and partial redevelopment, have a number of variants with slightly different benefits.

Each of the options were assessed using four criteria as set out below:

1. Social Appraisal – Residents’ Brief

- Each option is assessed against the agreed objectives as set by residents
- A small handful of objectives are left out where these are assessed elsewhere – for example, objectives regarding jobs are instead assessed in the economic benefits appraisal
- Each objective is scored from 0 (fails to meet the objective) to 5 (achieves the objective entirely)
- The maximum combined score possible is 110

2. Financial Viability Appraisal

- Each option is assessed to see if it is financially viable
- Put simply, if the total cost of the works proposed is greater than the value created from the option, then it is unviable – if the reverse is true then the option is viable
- If an option is only slightly unviable, we have identified ways the option could be changed to potentially improve its viability
- At the heart of every option is the assumption that every tenant of One Housing will be entitled to a new home on exactly the same financial terms as existing – this will be developed further by One Housing as part of the Residents’ Charter

3. Economic Benefits Appraisal

- Each option could generate a number of wider benefits beyond the immediate site
- These could include local jobs and apprenticeships during construction – a target will be set by the planners
- Financial planning payments to be paid to the local authority and spent on local infrastructure improvements (roads, public realm etc)

4. Implementation Appraisal

This section looks at how deliverable an option will be:

- Phasing – how many residents will need to temporarily be relocated off-site?
- Programme – how long will it take and how much disturbance will it cause?
- Buildability – how technically difficult is it to build the option?
- Planning – is the option likely to get planning permission?
- Each aspect is rated as either red (potentially significant risk), amber (potentially moderate risk) or green (potentially low risk)

These criteria and the assessment process are explained in more detail in the Assessing the Options chapter.

Next steps

It is important to note that nothing will happen immediately; selection of a preferred option is an important milestone but there is lots more work to do before any details can be confirmed and works could start.

The Options Appraisal process is an exercise aimed at consulting residents and assessing a range of options for the future of the KSW estate, with a view to identify a preferred option(s). Once this has taken place the Options Appraisal process is complete.

However, One Housing will continue to engage with residents, capturing their views and keeping everyone informed on any future developments. Some of the next steps are as follows:

- Consulting residents on this Options Appraisal document to seek views on the details and outputs
- Engaging with residents to help develop the preferred option in more detail, which will be led by the Resident Steering Group. This is subject to a detailed programme being worked up
- Holding a resident ballot on the final preferred option, as required by the Greater London Authority
- Considering if a delivery partner is required to help deliver the scheme
- Reviewing housing options with residents in more detail

It is hoped that selection of a preferred option gives people some clarity on the way forward for the estate. However, residents shouldn’t start making plans as further consultation is needed before a firm programme is agreed. If the ballot result is not in favour of the regeneration proposals, One Housing will continue to manage and maintain the existing homes and the estate. We would consult with residents to fully understand why they voted ‘No’ against regeneration. There are maintenance and structural issues affecting Kedge House which still need to be resolved so a decision would then be taken on whether to revise the proposals and the landlord offer and go to vote again..

One Housing will work closely with residents to keep them informed, help address any concerns and ensure a smooth process. Ultimately the preferred option will be able to offer everyone a new home that meets their needs, in an environment which has been designed in conjunction with residents. The full Options Appraisal report and supporting appendices can be downloaded at the address below:

<https://www.onehousing.co.uk/about-us/what-we-do/development-and-regeneration/isle-of-dogs> *

*select ‘Kedge House, Starboard Way and Winch House’ from the drop down menu and scroll to ‘useful links’



Aerial view of existing KSW estate



02

Site appraisal

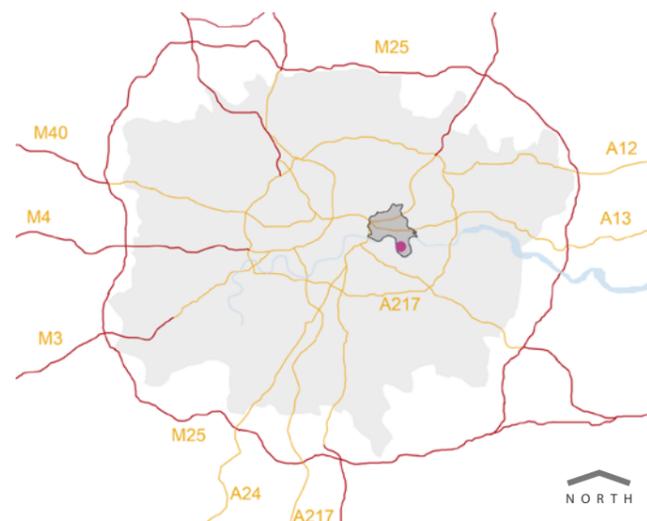
Site context

Regional scale

LB Tower Hamlets is located in inner east London. The borough is bounded by the River Thames to the south, the City of London to the west, LB Hackney to the north and LB Newham to the east.

The borough has strategic links to the city centre and wider east London via the A11 and A13 regional roads. London City Airport is located to the east of the borough in LB Newham.

The area is growing, with LB Tower Hamlets Local Plan outlining population growth of almost 100,000 by 2031.



Key

- KSW estate
- ▭ LB Tower Hamlets
- ▭ Greater London
- Strategic road
- Motorway

Strategic scale

The KSW estate is located to the south of LB Tower Hamlets on the western side of the Isle of Dogs. Canary Wharf is located less than 1km to the north and Greenwich is approximately 2km to the south.

Other destinations such as Mudchute Park and Farm and the Royal Observatory are in relatively close proximity to the estate.



Key

- KSW estate
- ▭ LB Tower Hamlets

Local scale

The KSW estate is located to the west of the Millwall Inner Dock and to the north of the Outer Dock. Westferry Road is located a short distance to the west of the estate and provides links to the wider area.

The Westferry Printworks development site is located to the immediate south of the estate and will transform the area with a new, mixed-use residential community. The latest plans are awaiting decision.



Key

- ▭ KSW estate
- ▭ Westferry Printworks development site

Site scale

The KSW estate is located along the southern side of Tiller Road and is situated in a predominately residential area. Tiller Leisure Centre is located adjacent to the western edge of the estate, as is the Barkantine Energy Centre. A small housing development and adjoining open space neighbours the estate to the east.

Residential homes are located to the north on the opposite side of Tiller Road.



Key

- ▭ KSW estate
- ▭ Westferry Printworks development site

History of Isle of Dogs

Early history

The Isle of Dogs was marshland and relatively uninhabitable until it was drained and reclaimed in the 13th Century. Following this, it generally remained quiet with a predominate population of fisherman and farmers. In the 1600s some windmills were erected along the western edge of the island and a corn grinding industry was established; this area of the island later became known as Millwall.

Elsewhere on the Isle of Dogs remained largely undeveloped until the beginning of the 19th century when London began to expand with industrialisation. This led to construction of the West India Import and Export Docks in 1802 and 1806 respectively. The Millwall Dock was later constructed in the mid-19th century but due to financial constraints was not completed to its full specification. The dock was officially opened in 1868 without the eastern arm, which explains the L-shaped structure seen today.

Following the construction of the docks the Isle of Dogs became a hub for industry and some of the country's best known industries setup there.



Millwall Dock c1944

Modern history

The Isle of Dogs was a prime target for bombings during WW2 and many buildings were left badly damaged or destroyed. Many anti-aircraft guns were placed on the island to protect the City and some have been retained and restored and can be seen on the island today.

The years following the war saw a large quantity of council housing being built across the island to replace war-damaged properties and provide much needed homes across London.

The island thrived up until the 1970s when a number of traditional businesses began to leave the area and in the 1980s West India and Millwall Docks closed down. This led to the Isle of Dogs and the wider east-London area suffering from large-scale unemployment and deprivation.

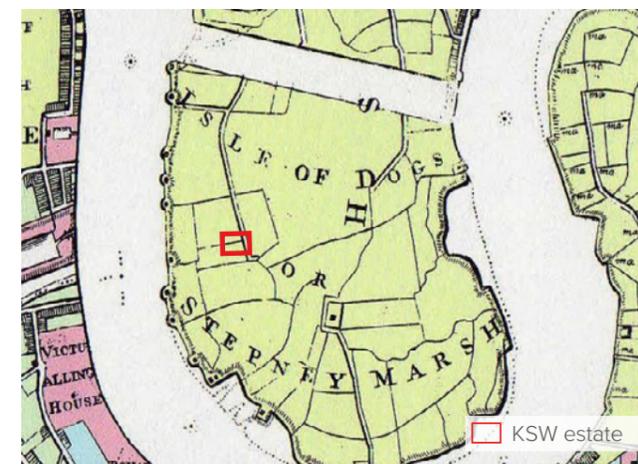
However, later in the decade, the London Docklands Development Corporation was established and regeneration began across the island, including the Canary Wharf financial centre and associated transport links. The 50-storey One Canada Square building, completed in 1991, set the precedent for the area in relation to height, with the HSBC and CitiGroup buildings following afterwards and completed by 2002.

Since this time, large-scale commercial and residential development has spread across the Isle of Dogs with many tall buildings found across the island.

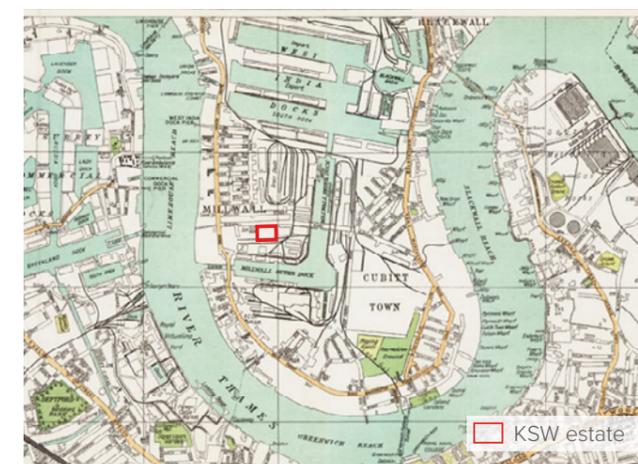


Canary Wharf and One Canada Square 1991

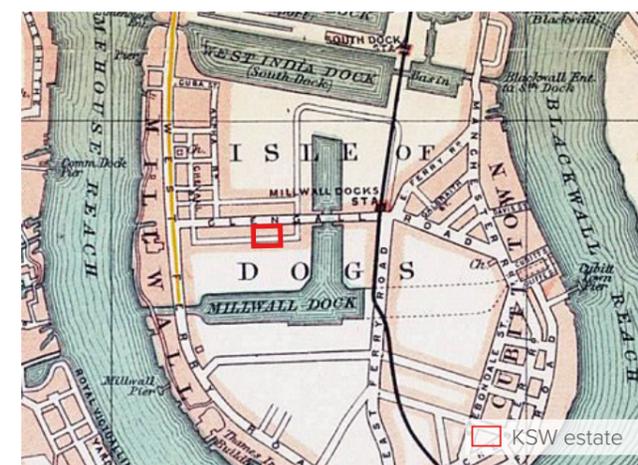
Historic maps



1800



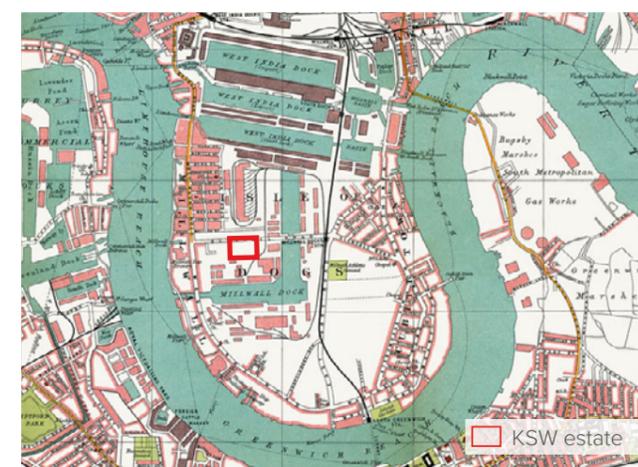
1932



1899



1945



1908



2003