

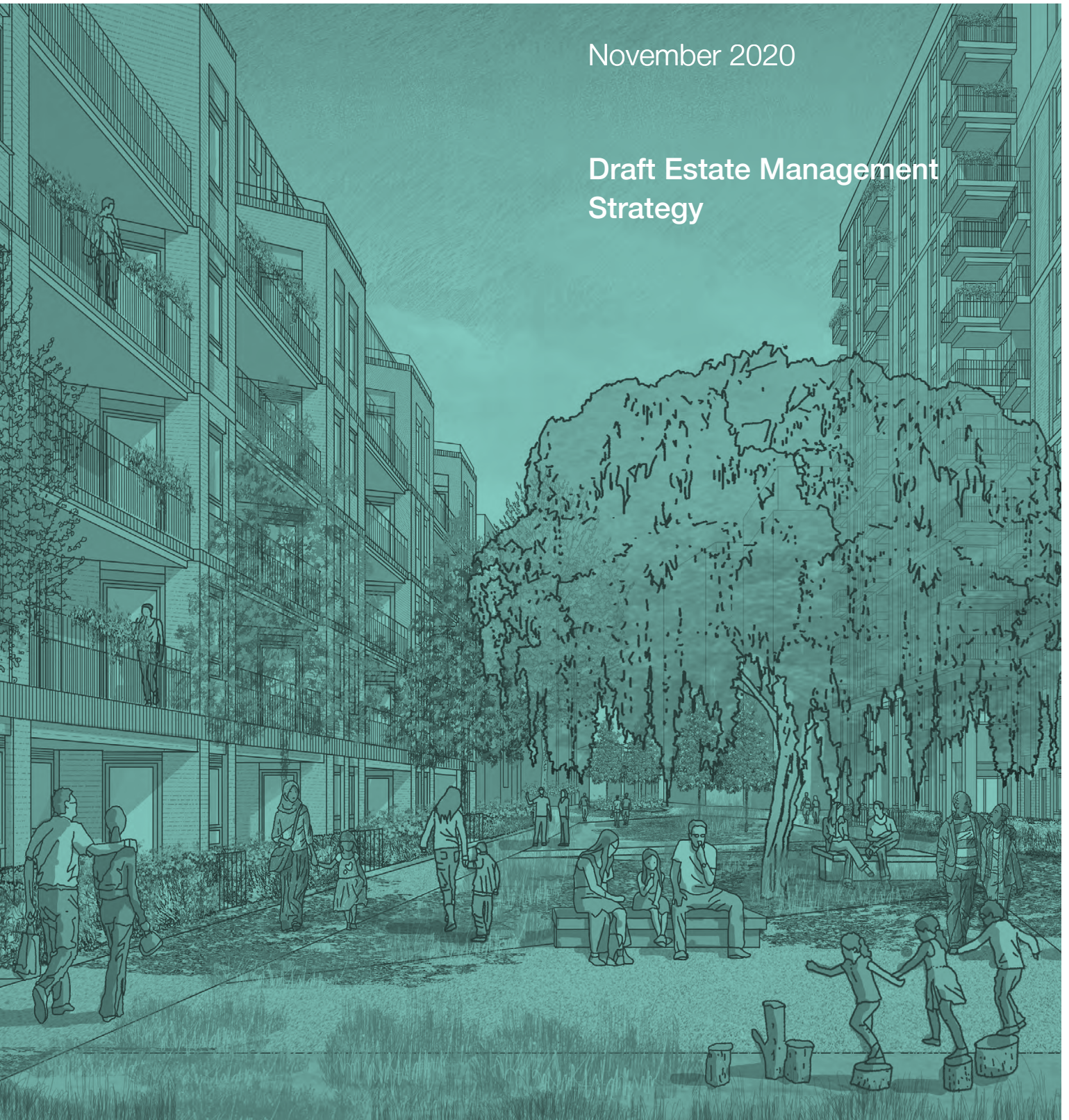
**CAMBRIDGE ROAD ESTATE – PLANNING APPLICATION 20/02942/FUL**

**DRAFT ESTATE MANAGEMENT STRATEGY**

**\*\*NO AMENDMENT TO DOCUMENT SINCE SUBMISSION OF  
APPLICATION IN NOVEMBER 2020 – ORIGINAL SUBMISSION DOCUMENT\*\***

November 2020

Draft Estate Management  
Strategy



## The Applicant

### Cambridge Road (Kingston) Ltd

c/o Countryside Properties  
Aurora House  
71-75 Uxbridge Road  
Ealing  
London W5 5SL

## The project site

### Cambridge Road Estate Project hub

2 Tadlow  
Washington Road  
Kingston Upon Thames  
Surrey  
KT1 3JL

## Application forms

Covering letter

Application Form and Notices

CIL Additional Information Form

## Design proposals

Planning Statement

Design and Access Statement

- Vol.1 - The Masterplan
- Vol.2 - The Detailed Component

The Masterplan

- Parameter Plans
- Illustrative Plans
- Design Guidelines

Phase 1 Architecture and Landscape

- GA Plans, Sections and Elevations

## Supporting information

Statement of Community Involvement

Rehousing Strategy

Financial Viability Appraisal

Draft Estate Management Strategy

Transport Assessment

Phase 1 Travel Plan

Car Parking Management Plan

Servicing and Delivery Management Plan

Construction Logistics Plan

Construction Method Statement and Construction  
Management Plan

Sustainable Design and Construction Statement  
(Including Circular Economy Statement)

Environmental Statement

- Non Technical Summary
- Vol.1 – Technical Reports
- Vol.2 – Technical Appendices
- Vol.3 - Townscape and Visual Impact  
Assessment

Energy Statement (Including Overheating

Assessment and Whole Life Cycle Assessment)

Daylight and Sunlight

Internal Assessment of the Detailed Component

External Assessment of the Illustrative Masterplan

Extraction and Ventilation Strategy

Noise Impact Assessment

Arboricultural Report and Tree Conditions Survey

Arboricultural Impact Assessment & Method  
Statement

Preliminary Ecological and Bat Survey Report

Biodiversity Net Gain Assessment

Archaeology and Heritage Assessment

Ground Conditions Assessment

Utilities Report

Flood Risk Assessment

Phase 1 Drainage Statement

Fire Strategy Report

Accessibility Audit

Health Impact Assessment

Equalities Impact Assessment

# **CAMBRIDGE ROAD (RBK) LLP**

## **HYBRID PLANNING APPLICATION**

### **ESTATE MANAGEMENT STRATEGY**

**November 2020**

#### **1) Introduction and Background**

This statement of the Estate Management Strategy has been prepared by the Royal Borough of Kingston upon Thames (RBK) on behalf of The Cambridge Road (RBK) LLP and supports the Hybrid Outline Planning application for the Cambridge Road Estate Masterplan with detailed Phase 1.

The Cambridge Road (RBK) LLP is a 50/50 joint venture between RBK and Countryside Properties UK Ltd, established as a vehicle to deliver the regeneration of the Cambridge Road Estate in the Royal Borough of Kingston upon Thames.

This statement summarises the strategy for the on-going neighbourhood management, caretaking and maintenance of the CRE development and newly developed phases as they are handed over throughout the duration of the project.

As landowner, RBK will be responsible for the long term ownership and management of the redeveloped Cambridge Road Estate, including directly managing homes for Council Rent, Shared Equity and Shared Ownership. This ensures an integrated and holistic approach to management through RBK's existing Housing Services. Countryside will provide development and project management services and are responsible for selling Market Sale homes.

RBK will also be responsible for managing the freeholds of apartment blocks and commercial units and the leaseholds of market sale homes.

RBK is committed to its role as the long term landowner and landlord at the Cambridge Road Estate and intends that this role continues in perpetuity. This gives RBK a vested interest in ensuring new homes are designed and built to be higher quality, 'greener' homes that both increase residents' standard of living and the number of council rent homes available in the borough. with new gardens, play areas, streets, improved community facilities, new jobs and local training opportunities, and an enhanced estate layout to provide a brighter, safer neighbourhood.

As the phases complete during the development of Cambridge Road Estate, RBK will be responsible for all housing, estate management, caretaking and aftercare services for all Council owned properties.

RBK as landowner will grant phase leases to the LLP and the leasehold of each completed phase

will then be disposed of by the LLP. This enables RBK to carry out the long term management of the properties on the redeveloped Cambridge Road Estate, irrespective of tenure, to ensure a holistic and integrated approach.

## 2) Governance and Resident Involvement

Cambridge Road (RBK) LLP established a Community Board in June 2020, which is a membership group made up of local residents and community groups, and the three Norbiton ward councillors.

The group will work together to represent the CRE community throughout the duration of the regeneration programme. Board members will provide ideas and give feedback, review proposals and policies, ask questions and oversee bids to a community chest for community projects. An Engagement Strategy will be developed with and approved by the Community Board prior to the start of Phase 1. The key principles for engagement are:

- **Informed** – residents are kept up to date on the regeneration programme and what it means for them
- **Accessible** – a dedicated website, online feedback options (survey and email), and weekend and evening appointments are available to enable residents to easily find information about the programme and feedback at a time that suits them.
- **Listening** – regeneration team is available to talk with residents, take their time to listen and ensure we reach groups whose voices we don't hear as often.
- **Supported** – information is provided in a supportive format for residents (e.g. translation).
- **Clear** – information and the language used across our communications are clear and easy to read.
- **Involving residents** – residents are encouraged and supported to be involved in the issues that matter to them, using a range of methods to involve residents and allow for feedback.
- **Engaging and sharing** – residents are able to explore ideas and find solutions to make the most of the regeneration programme.

## 3) Management of the estate during construction works

A primary objective of the Cambridge Road Estate Management Strategy throughout the redevelopment programme is fostering a positive working relationship between the LLP partners to minimise the disruption of heavy and intensive ongoing construction works to existing and new local residents, and maintain a high quality living environment while the regeneration of the Cambridge Road Estate is underway.

Countryside, as the construction manager appointed by the Cambridge Road (RBK) LLP, adopt the code of Considerate Constructors and closely monitor their performance on this and on health and safety. They ensure that the highest standards in construction delivery are maintained and

that the environmental impacts of the construction programme such as noise, dust and inconvenience from construction traffic are minimised. Newsletters, notices and leaflet drops will be coordinated by the Resident Liaison Officer and CRE regeneration team. The CRE regeneration website <https://cambridgeroadestate.com> will also be used as a resource to provide up to date information on construction works.

The LLP has established the resident-led Community Board, who will review the strategic delivery of the CRE regeneration and address matters including the regeneration programme, estate and housing management issues. The Community Board provides insight and advice, and receives reports from the Executive Board on key issues relating to the development programme.

#### **4) Local Regeneration and Estate Office**

The LLP is committed to providing a local office base for estate services delivered to the Cambridge Road Estate. Both LLP Partners will have key estate management, regeneration and development staff available at the Cambridge Road Estate to offer residents the opportunity to book face to face appointments to discuss estate, housing management and regeneration related queries. This provides ease of access to residents in resolving queries face to face and enables teams from RBK and Countryside to work collaboratively in delivering the regeneration.

The existing Housing Landlord Services (HLS) and CRE Regeneration Team offices will cease to be available for occupation when vacant possession of Tadlow building (Phase 1) is transferred to the LLP.

Housing Landlord Services will work in an agile way offering a mix of face to face, telephone and digital methods, with residents able to choose what suits them best.

The CRE team will work with Housing Services colleagues to develop the plan for relocation by Spring 2021. A small estate office will be provided on Cambridge Road Estate in which the CRE regen team will be based, including the Countryside team and housing landlord services staff whose work is to provide support and services to the Cambridge Road Estate e.g. caretaking, resident services officers.

Meanwhile Use – whilst redevelopment is underway

- Office accommodation will be limited to staff members specifically providing front-line services for CRE residents and the CRE regeneration team.

Permanent – on a phase by phase basis

- It is proposed that office space will be available in the new Community Centre provided within Phase 1 (Block C), at which time the meanwhile office accommodation will no longer be needed.
- Caretaking services will continue to operate from the estate

The CRE regeneration team comprises a Director of Development, Estate Management, Rehousing, Land Assembly, Resident Engagement and Communications resources.

The regeneration team will work as an interface between the Cambridge Road (RBK) LLP, other RBK teams and the residents by managing the rehousing of CRE residents. This management includes organising Phase 1 resident home moves, leaseholder and freeholder buy backs, resident and wider community and key stakeholder involvement, as well as offering support for the Community Board and community regeneration.

The Cambridge Road Estate Management team has the following staff members:

- Lead Officer, Landlord Services - responsible for overall management at CRE
- Resident Services Officer - responsible for day to day estate management at CRE
- Caretaking staff - responsible for communal cleaning and identification of communal repairs or service issues at CRE

In addition, through RBK's wider housing landlord services department and central services, the following departments support our estate management service:

- OVP Team – responsible for work to support vulnerable residents and benefit maximisation to residents over 54 years old
- Resettlement Team – support to residents (including financially) with vulnerability up to 53 years old
- Welfare Reform Team - support to householders in receipt of HB/UC
- Antisocial Behaviour (ASB) Officer - support to residents suffering antisocial behaviour
- Financial Inclusion team - support to tenants experiencing difficulty paying their rent and managing their money
- Income Recovery Team - responsible for collecting rent and service charge payments from tenants
- Leasehold services team – support to residents with any leasehold related queries

In addition to offering a full range of customer services by telephone and email via the Kingston Contact Centre, appointments can be made for face to face discussions or home visits.

## **5) High Quality Design, Management and Maintenance**

High quality design, build standards, specification and good quality housing management and estate services are essential to customer satisfaction and the LLP Partners are committed in delivering customer excellence in every aspect of the Cambridge Road Estate Redevelopment.

All new homes are being designed to meet housing standards set out in the Mayor's Housing SPG and The London Plan, as well as meeting RBK's Employer's Requirements. Furthermore, lessons learned from Phase 1 at CRE and Countryside's similar development projects will be systematically captured and used to inform and deliver the best possible design and construction of future phases.

High quality design and construction of new homes at CRE should result in a step change in resident satisfaction in the area as a place to live. Excellent design will make the estate easier to maintain whilst reducing crime and antisocial behaviour by applying Secure by Design principles and make it more attractive as a place to live.

As part of this submission, the proposal will provide:

- Clearly defined public and private spaces
- Secured by Design accreditation
- More secure homes
- Controlled access to semi-private areas (e.g. stairways and courtyard gardens)
- Attractive but robust vandal-resistant maintainable landscaping
- Use of CCTV
- Homes and external areas that are easier to maintain and harder to vandalise with reduced maintenance costs and service charges and which as a result will demonstrate value for money for residents

## **6) Public Realm**

The masterplan for Cambridge Road Estate and the detailed design for Phase 1 gives careful consideration to the design of public realm and landscaping to ensure that RBK is able to adopt public areas wherever possible and ensure effective long term maintenance.

RBK will support the coordination of the management of the unadopted public realm by providing a comprehensive estate management service delivered to all residents irrespective of tenure. Maintenance services will be driven by a desire to secure a very high standard of landscaping maintenance, cleaning and caretaking service.

RBK will ensure that as far as possible, privacy hedges and shrubs will be maintained by landscaping contractors rather than falling to individual residents so that they remain well managed. Where green areas are demised to individual residents, maintenance measures and storage solutions are factored into the design of the properties.

Quality and cost are the two key factors in managing the public realm. Our resident involvement model via the Community Board will be supported by RBK's experience of managing the public realm borough-wide to provide well maintained, attractive and safe public areas within reasonable and affordable costs. This is particularly important in managing service charges at an affordable level for tenants and homeowners.

Through the resident-led Community Board and the relationships developed within the CRE community and resident groups, we will work collaboratively with user groups who will be regular users of the public amenity space, community hub and unadopted areas. This will allow a unified approach where we can proactively tackle any management issues that arise.

The LLP are committed to working with RBK to deliver the Green Spaces Strategy through managing the adopted parks and landscaped areas and highways. There will be a link to the ecology report and plan and biodiversity statement included within the planning application. Clarity on roles, responsibilities and frequency and specification of maintenance regimes will be important to this process, together with the close working of officers to resolve any issues that arise on a day to day basis.



## 7) Caretaking Services

Caretaking staff will be based on the CRE to oversee the provision and delivery of services to residents of all tenures across current and future phases of the development.

On site Caretakers will undertake services including:

- Removing graffiti
- Removing litter and rubbish within the LLP's land ownership
- Cleaning communal areas and limited communal repair work
- Identifying any larger or more complex work in communal areas and arranging external contractors for further repair
- Offering appropriate support to residents in resolving communal repairs and defects
- Carrying out joint inspections with the housing management service to identify any areas for improvement

The RBK Caretaking Service will ensure that the estate remains a high-quality place where existing and new residents will choose to live both now and in years to come. Our caretakers will be actively involved in working to ensure that the new and existing homes on the estate are well looked after for both residents and visitors.

## 8) Housing Management

The LLP is committed to delivering new homes on the Cambridge Road Estate that are desirable to current and future residents for years to come. To achieve this, homes must be well managed and cared for, enabling residents to take pride in their homes with the high standards established and maintained from the outset.

RBK proposes to deliver services in a manner which allows residents to have the freedom to enjoy their home but also adhere to standards that would be expected of a modern high-quality residential estate. There are a number of housing management processes in place to maintain these standards and assist RBK in monitoring the condition of the properties. Examples of these include:

• **Tenancy checks** – RBK will continue to keep in contact with residents by carrying out 'tenancy audits' after occupancy to manage the condition of rented homes. This includes targeted Home Visits. A flexible approach is taken so we can target resources where they are needed.

• **Maintenance visits** – RBK's maintenance contractors receive training so that they can assess the condition of properties and resolve any problems quickly and efficiently. We have a set procedure in place that allows residents to highlight any concerns they may have about the condition of properties, meaning issues can be dealt with in a timely and coherent fashion.

• **Communal inspections** – regular estate communal inspections are carried out by housing management and maintenance staff together with resident representatives and local councillors to ensure that residents are receiving high quality estate services. Cleaning, caretaking and

grounds maintenance are inspected during the monthly inspections to identify any potential improvement works, repairs or defects, and to carry out Health & Safety checks.

• **Identifying vulnerable residents** – As well as monitoring the quality of services delivered and the condition of homes and communal areas, RBK's housing management service also seeks to identify any residents who are vulnerable and may require additional support. This is particularly the case for elderly residents and residents with health issues or disabilities. The Resident Liaison Officer assists in a variety of ways, including signposting and referring residents to other teams that can help them manage their finances, provide support with aids and adaptations requests, report maintenance issues, work with statutory agencies such as Achieving for Children and Adult Social Care and offer behavioural or lifestyle support.

## 9) Car Parking Management

Car parking for the development will be spread throughout the site in a mixture of on-street, parking courts and basement parking.

It is anticipated that a condition or S106 obligation will be required to prevent residents from purchasing parking permits for the surrounding Car Parking Zones (CPZs) or for any future CPZ that are implemented in the future other than a newly created CPZ zone covering the masterplan area.

Leases and tenancy agreements for the properties will include a provision requiring that the residents adhere to the estate car parking management rules and procedures as well as any S106 obligations regarding the purchase of permits within the existing or future CPZs.

In order for the private parking system to operate effectively, it must be monitored and enforced appropriately. Certain activities within the car park will be seen to constitute a trigger for enforcement action, not limited to but including the following:

- Vehicle not authorised to park.
- Vehicle not parked in a correct space (e.g. disabled space).
- Vehicle not parking within a demarcated space, but otherwise authorised.
- Vehicle parking inappropriately and liable to cause obstruction.

Robust management will be undertaken to ensure the enforcement of car parking at CRE.

Whilst the extent of adoption of roads within the estate will be determined at a later stage it is intended that all roads will be constructed to adoptable standards. It is proposed that RBK implement a new CPZ within the site boundary on any roads that become part of the public highway, resulting in the following benefits:

- The removal of traffic which currently uses the estate for daytime parking.
- RBK as highway authority will manage the allocation of permits as per their policies and procedures.
- An appropriate financial contribution will be made to RBK as the highway authority for them to undertake parking surveys and determine whether any new or revised CPZs are required beyond the estate to prevent any potential overspill parking.



# The Design Team

**ACD Environmental**

Arboricultural consultant

**Architecture in Perspective**

Visualisation artist

**AWA Consulting**

MEP engineer

**Base Models**

Physical modelmaker

**Barton Willmore**

Planning consultant

Environmental Impact Assessment

Townscape Impact Assessment

**Countryside Properties**

Developer

**CTP Consulting**

Structural & Civil engineer

**David Bonnett Associates**

Access and Inclusive Design consultant

**Ensafe**

Air Quality consultants

**GIA**

Daylight / Sunlight / RoL consultant

**Greengage Environmental**

Ecology and biodiversity consultant

**Hodkinson Consulting**

Sustainability / Energy consultant

**H+H Fire**

Fire consultant

**Markides**

Transport consultant

**Patel Taylor**

Architect / Landscape Architect

**Pipers**

Physical modelmaker

**Realm**

Visualisation and verified views

**Royal Borough of Kingston Upon Thames**

Project Joint Venture partner

**Soundings**

Community engagement consultant

**SRE**

Wind and microclimate consultant

**Terence O'Rourke**

Archaeology and heritage consultant

**ULL Property**

Viability consultant

**WYG**

Noise and vibration

# Cambridge Road Estate



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