

Lancaster West Estate

Multi-Disciplinary Consultancy Services

RBKC-HM/ERT058

Invitation to Tender

30th April 2020

Question 1: case Studies/Experience



Karakusevic Carson Architects

Case Study: Kings Crescent Estate

Role: Lead Architect and Masterplanner

Location: Hackney

Client: Hackney Council

Contract Value: £180m

Site Area: 19,548m²

No. of Homes: 490 new build homes, 275 refurbished homes

The regeneration of the Kings Crescent Estate in Stoke Newington, Hackney, aims to restore community pride by renovating existing estate buildings, creating new buildings where unpopular high-rise buildings were demolished in the late 1990s, and reimagining the landscape. As Lead Consultant, Karakusevic Carson led the development of a masterplan and detailed design providing a total of 490 new build homes, 275 refurbished homes and 2000sqm of non residential uses including retail, B1, a community centre, energy centre, MUGA and associated public realm.

Our estate refurbishment strategy approach reintegrates the estate with the wider surrounding neighbourhood. Robust courtyard blocks, semi-private gardens, generous playspace, a pedestrianised central street, and a community garden with beds for growing vegetables, encourage children and families to reclaim the area for shared use.

The refurbishment strategy for the existing homes respects the origins and value of the existing buildings whilst defining a contemporary direction for their use. Garages were converted into ground floor homes with gardens, designed to current space and environmental performance standards. Homes are light and bright, and benefit from highly insulated and airtight envelopes with high efficiency, low cost heating, fed from the new energy centre and district heating network. The homes are all dual aspect and benefit from a natural ventilation strategy consisting of large opening double glazed windows. Overheating is mitigated through natural ventilation, high performance glazing and passive façade shading on the southern side.

New balconies and winter gardens have been added to all existing homes on the upper levels, increasing street-facing activity, and dramatically improving the thermal performance of the existing homes. This is achieved by acting as a solar buffer space which, especially in winter in their 'closed' state, provide natural and free solar heating to the homes. The wintergardens have large opening elements to provide natural ventilation and to allow them to open up into external spaces for use in summer months and warm days.

Relevance to Lancaster West Estate:

- Multi-award winning Council-led project
- International exemplar of estate refurbishment and renewal
- Community and consultation-led design and development, including phased masterplan
- Refurbishment and infill across existing estate
- Improving environmental performance of existing buildings and adding winter gardens
- Converting garages into new homes, improving ground floor activity, increasing density
- Comprehensive landscaping and public realm refurbishment including community growing space, playspace, and pedestrianised streets, designed to increase a sense of ownership and promote healthy living
- Post occupancy surveys informing the practice's ongoing housing design strategy, including refurbishment



The Estate plan, with the refurbished and new homes creating a pedestrianised, communal public realm.



The refurbished original homes, perpendicular to the new blocks - forming carefully scaled semi-private gardens and planting spaces.



The estate prior to renewal, with car parking dominating the public realm and limited private amenity space.



The ground floor garages prior to conversion to new homes.

Other improvements included more spacious gallery access circulation space, creating generous communal areas, enhancing opportunities for interaction between neighbours; and new highly insulated biodiverse roofs and high performance double glazed windows.

The project is a benchmark for highly-sustainable retrofit and new housing in the UK. The scheme achieves Code for Sustainable Homes (CfSH) certification: Level 4+ on all new homes. A combination of enhanced building fabric U-value targets, low permeability rates achieving renewable energy generation through PVs located on roofs supplying communal areas and public realm, high ceilings, biodiversity roofs and an integrated SUDS strategy deliver a highly sustainable development.

Materials were chosen in consultation with residents that would effectively, efficiently refurbish the homes, with high quality, easily maintained finishes, helping create environmentally and socially sustainable spaces. Communal entrance lobbies are clearly marked in the streetscape and filled with natural light, with carefully considered pattern tiled floors and walls that celebrate the social and circulation spaces, regardless of tenure.

Phase 3 and 4 of the masterplan are now in progress. They will complete the estate, combining new residential buildings and refurbished housing with additional social infrastructure woven through the site. 219 new mixed tenure homes will be created across five buildings, with 174 refurbished homes, a new community centre, retail and workspace.



Refurbished homes with winter gardens overlooking the new communal courtyards.



Landscaping and playspace knits the new and old homes together, creating a busy, safe estate.



The refurbished and new ground floor homes reactivate the public realm.

Reference: Ken Rorrison, Head of Strategic Design Regeneration, Neighbourhoods & Housing Directorate, Hackney Council, 2 Hillman Street, London E8 1FB

Tel: 020 8356 3430

ken.orrison@hackney.gov.uk

Engagement & consultation

The engagement programme was designed to understand the issues that affected the estate and how these could be resolved. Events were designed to vary in topic, format, location and time, so as to make the consultation programme more accessible to different groups in the community, and receive feedback from as many people as possible. Events included:

- Public Exhibitions
- Design Workshops: Dwelling Layouts, Material Specification
- Site Visits
- Young citizens workshops
- Residents' Steering Group meetings
- Drop-in sessions and door-knocking

Outcomes

The engagement programme informed a wide variety of design developments across the estate, including playspace, access strategies, and community gardens.

One of the key issues was the lack of private amenity space in the existing homes which were to be refurbished. Residents were actively engaged to decide whether the new spaces would be balconies or wintergardens. At engagement events the sizes of the amenity spaces were marked out along with real outdoor furniture so that the proposed size was clearly conveyed. Balcony sizes were increased beyond that of new build standards to ensure they could easily hold a table and chairs to suit family living.

Since the completion of Phase 1&2, consultation has continued, post occupancy walkarounds and surveys undertaken to inform the early design stages of Kings Crescent Phases 3&4.

"The Kings Crescent Estate is a great example of how estate regeneration can preserve existing diverse communities and support them through periods of change. The project team has rejected the 'knock it all down and start again' approach in favour of meaningful local engagement, combining sensitive refurbishment together with new buildings and great design, which has created a neighbourhood local people can be proud of."

Sadiq Khan, Mayor of London
New London Architecture Awards 2018



Public exhibitions took place on the estate at key stages.



Using Virtual Reality at a public exhibition.



Post Occupancy walkaround with residents.



Post Occupancy interview with residents.



Landscaping and pedestrianised space in the estate.

Case Study: Broadwater Farm Estate

Role: Lead Architect and Masterplanner

Location: Haringey

Client: Haringey Council

Site Area: 10 hectares

No. of Homes: 1000+

Karakusevic Carson Architects were appointed by Haringey Council to lead the development of an Urban Design Framework, refurbishment strategy, and new build homes, for Broadwater Farm. Driven by active engagement with the estate residents, the project will refurbish 700+ homes, rejuvenate the urban realm and landscape, and provide 400+ new homes; all alongside improved social and environmental sustainability strategies designed to create a long-lasting, high quality neighbourhood for residents.

Landscape-led Urban Renewal & Place-making

Broadwater's distinctive post-war Modernist layout, altered in subsequent years with demolition of the deck access, has left the estate's generous courtyard gardens and public streets ill-defined and underused. Our place-making approach centres the public realm at the core of building on residents' established sense of neighbourhood, for improving their day-to-day lived experiences, creating a coherent vision based on local identity, and responding to the existing buildings.

The holistic strategy enables healthy homes, play and leisure, with greener and safer streets designed to encourage walking and cycling, as well as garden uses such as community planting. Successful streets are the focus of healthy communities: they are well overlooked, simple in design, encourage a sense of ownership and allow for a degree of appropriation by residents.

This is supported by an architectural and social strategy prioritising creating ground floor activity, replacing the former underused undercrofts. Inserting new homes, workshops, and commercial space into the existing buildings, all designed through collaboration with residents, will improve use, security, and a sense of ownership across the estate. Integrating growing into courtyards supports community activity within these spaces, passive surveillance and community stewardship.

Relevance to Lancaster West Estate:

- Community and consultation-led refurbishment of homes and wider estate
- Phased masterplan designed to minimise disruption and provide additional homes
- Infill homes and landscape interventions creating high quality spaces
- Improving environmental performance of existing buildings including by adding winter gardens
- Converting garages into new homes
- Comprehensive resident and stakeholder engagement leading the design and delivery of the project
- Improved safety & security



The existing estate, with courtyard gardens, first floor access, and medium and high rise housing.



The courtyard gardens and ground floor car parking space.

Transforming Existing Homes

The project will also refurbish the estate's existing housing. Ongoing architectural and environmental studies, as well as consultation with the client team and residents, is intended to identify what works well, and develop an architectural strategy that improves it further. Key architectural interventions include residential infill of south-facing ground floor parking space, fronting on to the newly enclosed courtyards; new access lobbies that are more open, safer and welcoming; and balconies or winter gardens added to existing homes to improve private outdoor space and environmental performance. New and refurbished homes will have natural light and generous amenity spaces, maximising energy efficiency, reducing fuel poverty and achieving zero carbon living and 2030 targets.

Sustainability Strategy

Our renewal strategy is being developed to best utilise existing estate assets - including a newly installed energy centre and heat network - and find short and long term opportunities for passive design and sustainable local energy generation.

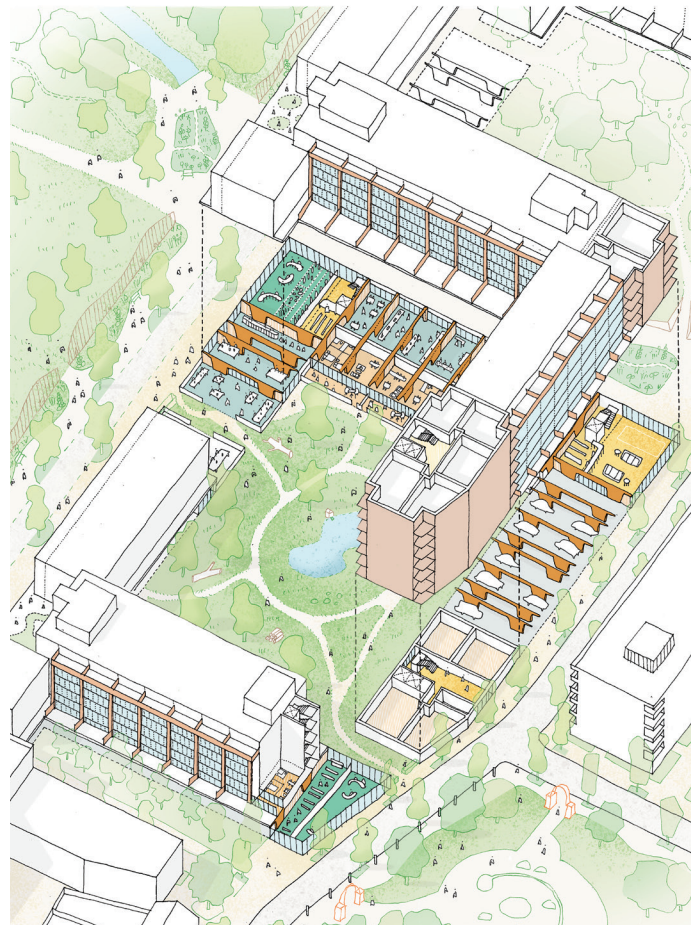
Several strategies for the future Energy Centre are being considered: including installing air source heat pumps, incorporating electric-based heating technologies, or phased replacement of the gas boilers as they reach the end of their operational life; with efficiency and sustainability across the estate prioritised. Designed to minimise disruption to residents, while creating a fabric-first, passive sustainability and energy strategy, our current design development is shown in the diagram on the following page.



New winter gardens to existing homes.



New lobbies to existing buildings.



Residential refurbishment strategy with new courtyard landscape design.



Existing ground floor parking and public realm, dominated by parking.



Some of the existing ground floor parking, to be converted into homes and workshop spaces.



Existing underused circulation space, balconies, and courtyards.



New home in refurbished ground floor garage.



New commercial space in refurbished ground floor garage.



Proposed urban realm and retrofit of ground floor space.



Proposed streets promoting healthy and active living.

Design Strategy for Podium Infill and Improvements to Existing Homes

MVHR

To be retrofitted into refurbished homes, or installed as new plant in new buildings

To facilitate good thermal comfort and reduced heating demand and heating costs

Natural Ventilation

Maximise natural ventilation potential where possible

Minimum free area 40-50% to all glazing

Cross ventilation in dual aspect homes and maisonette levels in retained blocks

Dual aspect flats to be maximised in new buildings

Orientation

Enterprise units to be north facing where possible, as energy demand for these spaces are mainly cooling-led, therefore avoiding solar ingress should be priority

Dwellings to south where possible to enable passive heating in winter

Landscaping and enhanced bio-diversity

EV charging ports

Central Services Corridor

Existing surface mounted district energy pipework at undercroft to be relocated to central corridor

Thermal Mass

External insulation allows thermal mass to be kept relatively exposed internally for passive temperature regulation

Retaining smaller openings in north facades to reduce winter heat loss. Consider windows with enhanced thermal properties to lower heat loss.

Rainwater harvesting for WC flushing in non-domestic spaces

Roof Level

Greenery at roof level

PV for on-site zero carbon energy generation

Potential heating and cooling external units to non-domestic space

Vertical greening where possible

Fabric first

External insulation with non-combustible insulants

Passivhaus U-value targets for new-build homes where possible

EnerPHit U-value targets for refurbished homes where possible

External insulation minimising thermal bridging

High efficiency glazing

Rainwater harvesting for landscape irrigation

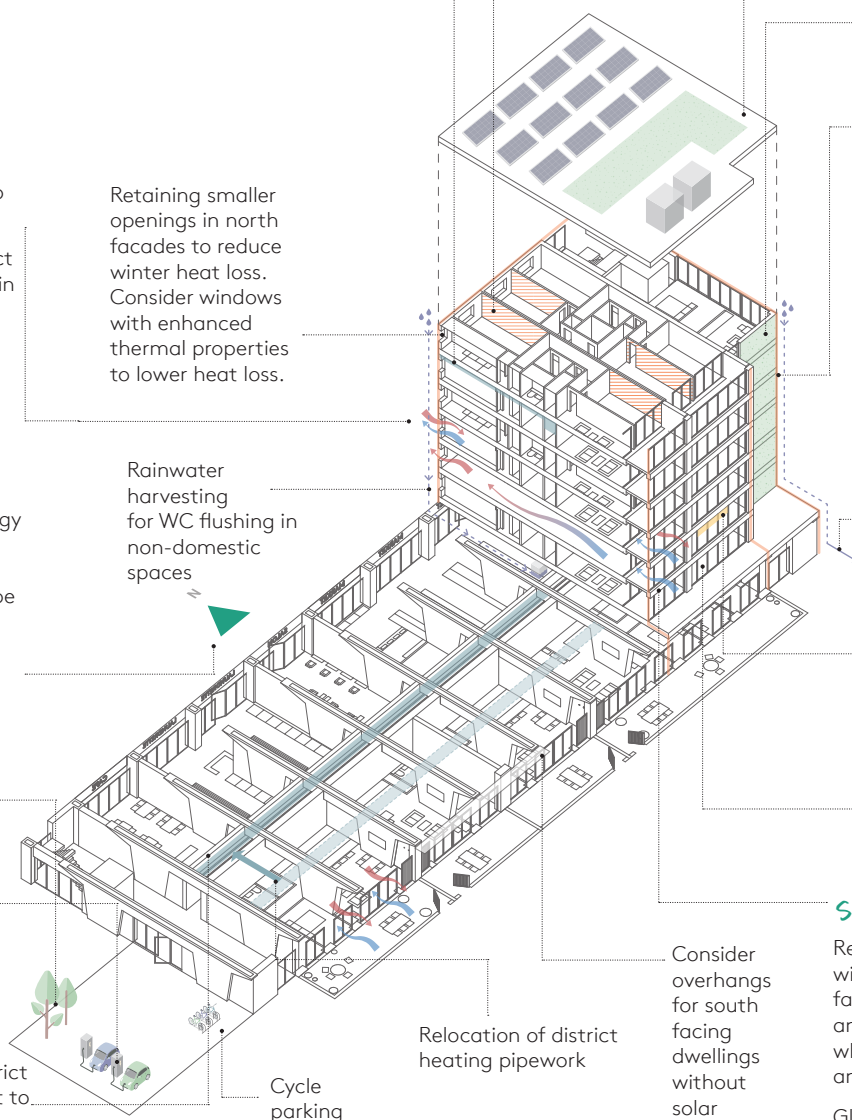
Smaller, higher level openings to the winter garden facade to enable secure night-time ventilation to all dwellings

Generous glazing to allow for good daylighting and enhanced health and wellbeing for residents

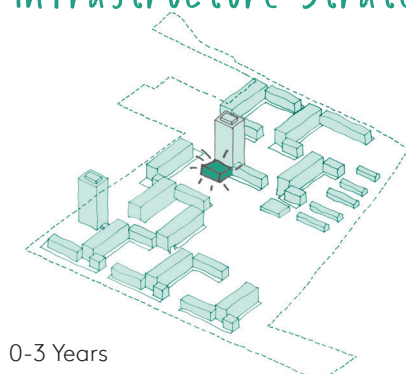
Solar shading

Retrofitted overhang balconies/ winter gardens on south/west facing facades to limit solar ingress and reduce risk of overheating, whilst providing valuable private amenity

Glazed areas to winter gardens fully openable to facilitate natural ventilation during warmer months

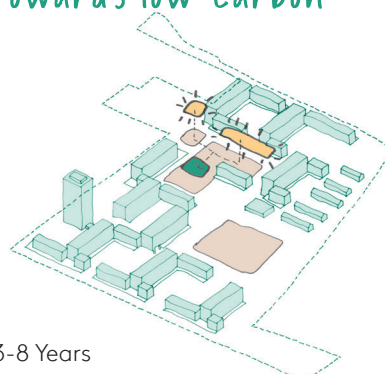


Infrastructure Strategy - Towards low-carbon



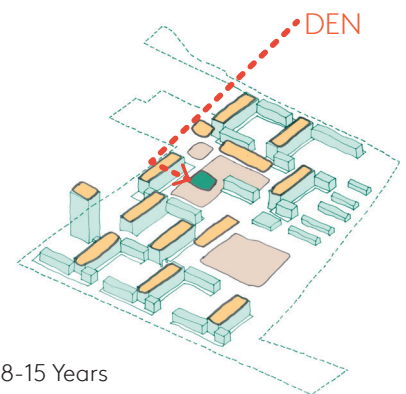
0-3 Years

New gas boilers installed in 2019 at the existing energy centre in the base of Northolt tower.



3-8 Years

Gas boilers incorporated into New Northolt block along with heat pumps on roofs to increase capacity through locally generated, green energy.



8-15 Years

As gas boilers near end of lifespan additional heat pumps installed on roofs along with potential District Energy Networks connection.

co-Design with Residents and Local People

At Broadwater we are committed to community co-design, using the design process and tools like drawings, models and virtual reality to engage residents and the wider community in making design judgements. Our strategy has been designed with Haringey Council to maximise engagement and ensure inclusion of hard-to-reach groups. Through co-design we can maximise the opportunity to deliver capacity building and training opportunities for residents through the design process. The consultation programme includes:

1. Working with the new Resident Panel
2. Stakeholder & Community Mapping
3. A permanent base and a Hub: Identification of a suitable space to create a Community Hub, which will provide a fixed base for engagement
4. Resident-led Walks: Estate tours with residents to learn about their experiences
5. A Collaborative Design Process: An ongoing series of events, workshops, 'street parties', drop-in sessions, etc. to co-design the Urban Design Framework with residents
6. Developing a Vision with the Community
7. Model Workshops: Creation of a large cardboard model of the estate with residents, to be used as the focus of workshops and events for discussions of the estate
8. Pilot Projects: Activating Undercrofts & Podiums: A series of pilots across the estate to involve community members in the development of infill and refurbishment ideas

9. Study tours for residents
10. Wayfinding, landscape & public art: Engage with residents, local artists and youth groups to focus on wayfinding and landscape refurbishment strategies
11. Ballot: Supporting the council in preparing all necessary materials for the Ballot process



Study trip with residents.



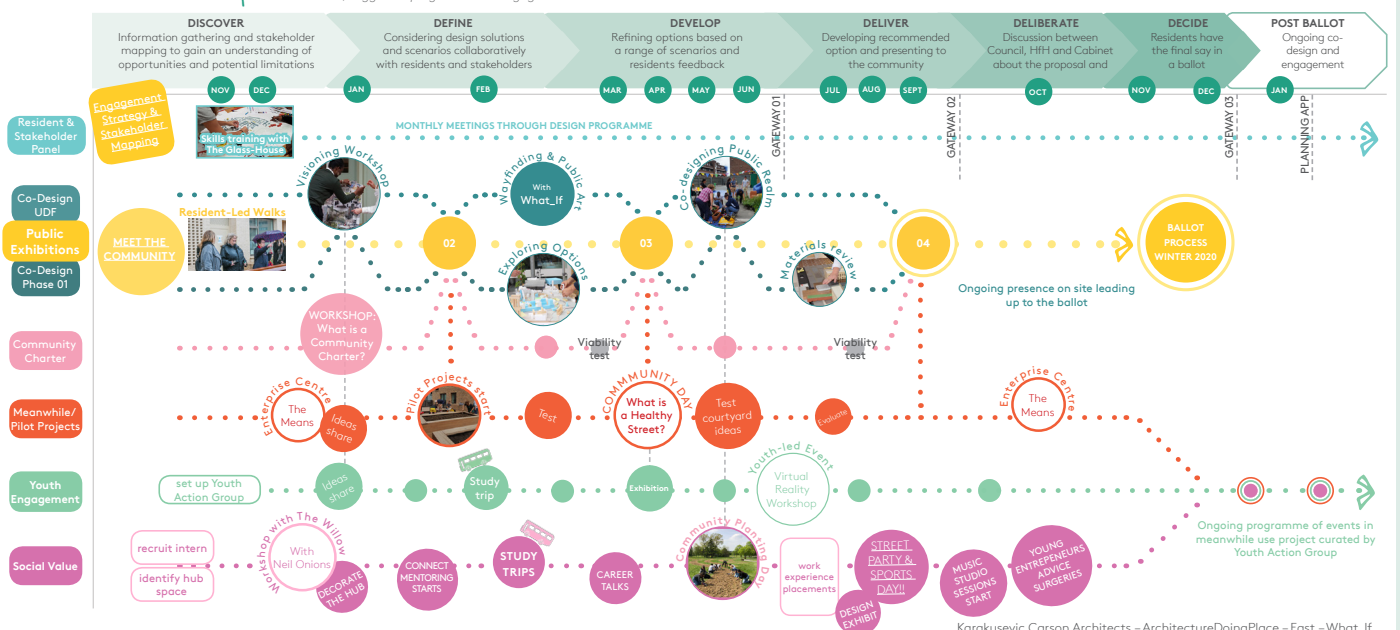
Model workshop.



Initial Massing Test Model designed for early engagement.

Consultation Process Map

An illustrative, suggested programme for engagement



Initial programme for community engagement throughout the project.

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Question 2: Method Statement / Delivery Approach



Karakusevic Carson Architects

Method Statement/Delivery Approach

Delivering a high-quality, retrofit design solution through resident engagement

The sustainable retrofit of the Lancaster West Estate homes requires a team with the right attitude and methodology to **place residents at the heart of the process**. The Karakusevic Carson team recognise the importance of the estate, and we have the technical and management skills and experience needed for the project to be designed and delivered to the highest quality. We aspire to create a legacy that has a positive impact well beyond the built environment.

There is a clear desire to take the time to get the solutions right. The heightened public profile of the Lancaster West Estate means the process needs to be demonstrably designed and delivered to the highest quality, which is why we propose to embed residents not only in the design process but also in the survey work and ultimately fabrication, quality control and construction – as far as they wish.

After appraising the available building information and dialogue with residents and the client, we will draft a programme with RBKC/LanWest to achieve the earliest resident involvement in co-design. The activity schedule below demonstrates how we could involve residents and manage the process to **meet the community and council aspirations, minimise risk, develop the technical design and specification as well as manage & control cost, and then deliver the highest quality refurbishment on site**.

Collaborative pilot projects will enable designs and techniques to be developed, tested, costed. Recycling of components and on-site fabrication

will deliver a better carbon sustainable solution and give the opportunity for local businesses and residents to be involved in construction, fabrication and quality control.

Collaborative working with the wider Design Teams will optimise the site energy solution, including assessment of running & fuel costs for residents. We will develop the brief and solutions in partnership with the residents & Council, with progress reported openly and transparently through regular reports, presentations, physical models, and online information.

Rigorous, transparent project management will drive the programme and coordinate workstreams, co-design input, project team meetings; recording issues and actions and monitoring progress on agreed deliverables. Our specialists will drive sub-programmes and bespoke workshops to develop a range of technical and design options to be costed, monitored and reported to inform choice & manage the budget.

Our approach will be customised to the project Lot appointed to, and initial analysis suggests some of the following **innovations, activities and opportunities will help develop a successful co-designed revitalisation of the estate's homes, buildings and public realm**, to honour the sense of community and meet the needs, comfort and affordability for residents, as well as a provide sustainable solutions to the built-fabric challenges within budget.



Photos from a recent visit to the Walkways and Clarendon and Camelford Walk & Court (Lots 1 & 2)

| Residents | Building (& site) |
|---|--|
| Activities (from brief) | Stage Time |
| Survey | Stage 1 Week 0-8 |
| Engage young residents to assist with resident interviews, recording: aspirations, & experience of homes and estate. | Site: Evaluate - Community priorities, Safety, Character, Energy, Movement, Amenity, Access, Refuse arrangements, Parking etc. Building: Physical surveys, Gap analysis of relevant Stats/infrastructure. Identify home prototypes / pilot schemes. |
| Presentation to RBKC-LancWest | Stage 1 Week 0-8 |
| The process should be open & transparent from the outset and involve LWRA & Residents, reported using graphics, models and text. | Test fabric & components and evaluate repair versus replacement costs through modelling. Report physical/technical surveys, gap analysis and further work. Identify co-design topics / quick wins / spatial interventions. |
| Feasibility Options | Stage 2 Week 4-12 |
| Hold co-design workshops to map, build & support capacities & skills; exploring internal & external issues and solutions. Record residents' appetite for changes to fabric, fixtures and fittings. e.g. Upgrading the Walkway atria could improve fabric efficiency while limiting changes to the 'walkway fabric'. Using vacant or volunteer homes, identify prototypes to test and develop solutions. | Co-proposing/designing/developing options with community; each to be tested for energy, fabric, fixtures & fittings as well as building/ estate interventions against existing performance. Work with M&E team to compare capital cost / running cost / value/ convenience of focusing expenditure on low/no carbon energy distribution against a hierarchy of fabric, fixture and fitting interventions. E.g. Hydrocell electric generation & private wire. |
| Engagement & Consultation | Stage 3 Week 13-16 |
| Co-develop above into options with stakeholders where long-term fuel costs, length and type of disruption inform feedback. Augment with online information, as well as door-to-door and events. | Host workshop to share cost and design information amongst all Lot teams to identify economies of scale, onsite fabrication, & common solutions. Organise a hierarchy of solutions according to quality, cost and impact. |
| Leaseholder section 20 notice of intent | Stage 3 Week 16 |
| Consultation and door-knocking to support and explain how change will affect residents; reinforcing invitations to engage in co-design process and contribute to positive change. | Input to co-design outcomes, programming and tender preparation. |
| Tender | Stage 4 Week 17-20 |
| Include public realm, access and additional uses within suite of works. | Contractors dialogue sessions with community, council and design team, to inform their approach scope/programme. |
| Procurement | Stage 4 Week 21- |
| Include contractor site events to meet residents and see buildings. | Contractors dialogue sessions to understand & inform scope/programme. |
| Tender evaluation | Stage 4 Week 32 |
| Involve residents in choice. Contractors to demonstrate ability to work with residents; minimise disruption; meaningfully employ people from the community, and flexibility for resident choice and self-build, where appropriate. | Contractors to demonstrate ability to repair and re-use components and materials, fabricate on-site and feedback from pilot schemes on cost, sourcing and technique to improve full roll out programme. |
| Section 20 notice of Estimate | Stage 4 Week 36 |
| Open book - Present in simple terms impact on residents: How much they'll pay /save. | Bill of Quants for different packages to enable co-design prioritisation, choice and budgeting. |

| Client Approval – RBKC & LancWest | Stage 4 Week 40 |
|---|---|
| Approval & decision process to be agreed in advance to ensure transparency. | Progress and information day events for the community to emphasise transparency of the process. |
| Works | Stage 5-7 +1-3yrs |
| <p>Resident feedback on prototype/pilot packages informs roll-out & wider refurbishment.</p> <p>Maximise community co-authorship for a sense of ownership. Optimise community employment and training opportunities. Enable self-build finishing of interiors as part of the Social Value training programme. Use vacant possession to minimise decant and inform works programme.</p> <p>Periodic review of co- design process, resident placements, training and involvement to reassure the community.</p> <p>Liaison with LancWest, LWRA & Residents on meanwhile and other uses of site/buildings.</p> | <p>Clerk of works inspection and CDM community feedback to transparently monitor safety, quality and technical robustness. Prototype/Pilot work first to inform cost and technical solutions. Periodic review of roll-out programme including post-occupancy, snagging & lessons learnt. Periodic budget review and update of cost planning and sourcing.</p> |



The Walkways (Lot 1): site visit looking at opportunities to upgrade building fabric and ground floor use.

Camelford Walk & Court, Clarendon Walk, and Talbot Walk (Lot 2): site visit looking at public realm and entrance spaces.

Strategies for Lots 1 & 2

Initial review of issues and opportunities Lot 1 & 2:

Lancaster West's buildings have generally been designed and built well, for their time, but do not meet modern home standards. The current need for maintenance and upgrading of fabric, insulation and energy provision is an opportunity to improve performance, and in a way that preserves the distinct character and beauty of the existing blocks. The diagram and text below summarise our initial ideas for this.

Existing Thermal Performance:

The current building performs poorly due to a number of factors. These result in large heating and, at times cooling, needs, which both lead to high fuel bills. Factors include:

- Irregular and large facade surface area.
- Poor thermal performance and airtightness of glazing, inner and outer walls.
- Poor thermal performance of roofs, floors and lower ground soffits.
- Poor thermal performance and airtightness of inner walkway and atrium areas.

MVHR & low carbon electric

Electrical based heating & cooling tied to on-site renewables & energy may be the best balance between capital cost and reducing both embodied and in-use carbon and fuel bills.

MVHR to be retrofitted into refurbished units and atria. Some reconfiguration of utilities cupboard and ceiling void may be required.

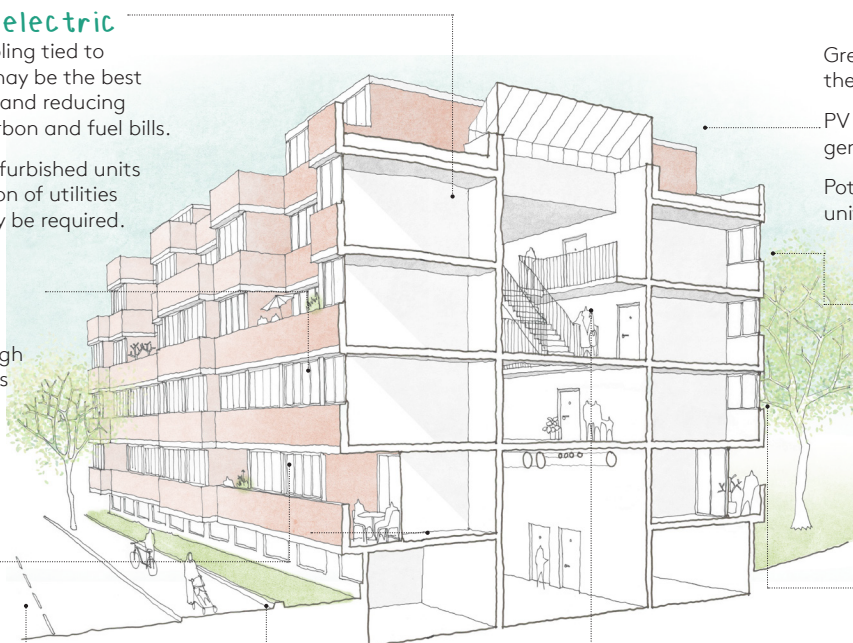
Natural Ventilation

Maximise natural ventilation potential where possible through maintaining openable windows and atria.

Consider internal or external blinds or overhangs for south facing dwellings if glazing specification insufficient for solar protection.

Landscape

Landscaping and enhanced bio-diversity to maintain and improve shading, creating a comfortable microclimate and good outlook.



Cycle parking, better access and furniture.

central corridor

Retained or new services should be integrated with refurbishment of lower ground floor and shared corridors, to distribution lengths, minimise clutter, ensure ducts are well insulated.

Upgraded Thermal Performance:

Significant improvement to the energy costs and thermal performance of the existing homes can be made, whilst retaining the character and appearance of the original building's main external appearance.

External Facades – approx. 30% of envelope: Retain original facade appearance & refurbish/upgrade the worst performing glazing and balcony doors. Additional improvements can be achieved thorough secondary glazing.

Internal Facades, roof and soffits – approx. 70% of envelope: Improve thermal performance, insulation and appearance of the current roof and inner thermal envelope through upgrading lower ground soffits, corridor walls and doors. This can be done in conjunction with residents, to improve the security of doorways and in keeping with the qualities of the existing and original building.

Lower Ground: Upgrading of windows, doors, wall, roof & floor linings should be integrated with the re-use of this floor.

Trees: Tree planting, blinds & canopies can be used as a future-proofing measure to reduce solar gain.

Roof Level

Greenery at roof level can improve thermal mass and biodiversity.

PV for on-site zero carbon energy generation.

Potential heating and cooling external units to non-domestic space.

Fabric first

Focussing upgrades on roof, soffit, glazing and internal walls and doors, will achieve big thermal and security improvements and avoid the need & complexity of over-cladding the facade. And retain the building's character!

Smaller, higher level openings to the winter garden or balcony facade to enable secure night-time ventilation to dwellings.

Orientation

Subtle differences in glazing specification, supplementary binds, tree planting & pruning may be required between units to offset solar heat gain and losses.



The existing building's character, features and materials can be preserved without having to over-clad. The existing sliding windows are a key part of the existing character - those that remain could be refurbished on site and, if necessary upgraded with secondary glazing.



case Study: Kings Crescent Estate & Colville Estate

"Some of the best council housing ever built"

Rowan Moore, Observer,
September 2018

Reference: Miranda Ferrier, Project Manager, Regeneration, Neighbourhoods & Housing Directorate, Hackney Council, 2 Hillman Street, London E8 1FB
Tel: 020 8356 3018
miranda.ferrier@hackney.gov.uk

At Kings Crescent and the Colville Estate co-design achieved solutions that enabled residents to stay in the retained homes during work and created great schemes where both existing and new residents benefited from improved or new homes and a high quality, integrated and safe public realm.



New and refurbished homes at the Kings Crescent Estate, knitted together by the co-designed landscape space.



Refurbished homes at the Kings Crescent Estate use high quality materials to improve space and environmental standards.



Phase 2 of the Colville Estate, Hackney: an ongoing masterplan delivering 925 homes, community space, and public realm. An international exemplar of estate renewal.



Homes in the Colville Estate feature large, private terraces.

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Question 3: Resource & Capacity



Karakusevic Carson Architects

Resource & capacity

Karakusevic Carson Architects have assembled an award-winning international design team for the Lancaster West Estate. Karakusevic Carson are one of the UK's leading public housing and estate masterplanners & architects, and are collaborating with Hans van der Heijden Architects, a leading Dutch housing architect with decades of experience in the refurbishment of council-built housing.

Karakusevic Carson Architects are award winning specialists at the forefront of urban renewal, masterplanning and public housing architecture across London and the UK. We are a design and strategy led practice, formed with the sole intent to raise standards in social housing design and public buildings in the UK. We are committed to working with local communities, and have unparalleled experience engaging successfully with residents and stakeholders to deliver award-winning neighbourhoods which stitch sensitively into the city. Our approach embeds engagement within our design process, building trust and a positive relationship with tenants, residents and the wider local community, in order to develop exemplary housing that can stand the test of time, and is grounded in the site's context and history.

We have assembled an experienced design team of trusted collaborators who have built a working relationship and methodology with Karakusevic Carson over many years.

Karakusevic Carson will act as project lead and main point of contact for the client team. We will facilitate project meetings, stakeholder consultations and public events with appropriate design team members in attendance.

Karakusevic Carson will lead the architectural design team alongside **Hans van der Heijden Architects** (HvdHA). HvdHA are an Amsterdam-based architecture studio specialising in the design of housing: both new build and the refurbishment of existing Local Authority housing stock. Their work champions design that develops through collaboration with residents and is adaptable and sustainable.

The architectural team will also be supported by ArchitectureDoingPlace and Gbolade Design Studio. **ArchitectureDoingPlace** specialise in housing, placemaking, and collaborative arts projects. The studio is led by David Ogunmuyiwa, whose career as a housing officer for various Local Authorities, followed by extensive experience leading social housing projects as an architect, ensures he is uniquely placed to champion resident involvement in estate design.

Gbolade Design Studio are an award-winning emerging practice specialising in residential and mixed-use developments, focusing on social, environmental, and economic sustainability. They have worked with Local Authorities across the UK



Karakusevic Carson Architects studio.

on placemaking and sustainability strategies.

Beyond the Box Consultants are a social enterprise specialising in youth engagement. They have over 15 years of experience creating innovative programmes that empower young citizens to influence the decisions that affect their lives and communities. Their approach uses creativity to amplify the youth voice, creating space for every young person to be at the centre of co-designing their own future, community spaces, projects and campaigns.

Beyond the Box will work with Karakusevic Carson, the Council and the Residents' Association on the project's consultation and engagement strategy.

Jackson Coles are an independent and comprehensive construction consultancy, working for over 35 years across the UK, providing Cost Consultancy, Project Management, CDM and Project Monitoring.

Jackson Coles will serve as Quantity Surveyor for the Lancaster West project.

"The social housing stars who really know what makes a city tick... Karakusevic Carson Architects prove that they are crafting a future for London housing of simple, robust and generous new homes... working with local authorities over the last 10 years to change the face of London's social housing, one piece at a time."

Oliver Wainwright, The Guardian, June 2014



The Colville Estate Phase 2 in Hackney by Karakusevic Carson Architects.



The Bacton Estate Phase 1, a community-led estate renewal programme led and designed by Karakusevic Carson.



Dujardin Mews delivered 38 new affordable homes in Enfield, designed by Karakusevic Carson.



Karakusevic Carson led the design of the Kings Crescent Estate, delivering new and refurbished homes.

Elliott Wood is a design-led civil and structural engineering consultancy founded in 1994. Elliott Wood provide engineering solutions across the full range of housing typologies, from small single dwellings to large multi-phased projects and green and urban and brownfield regeneration.

Elliott Wood will be responsible for Structural Engineering for the Lancaster West project.

Ridge are one of the UK's largest and most accomplished Building Surveyors. They have extensive experience working with local authorities and private sector clients on housing projects, providing a wealth of expertise and knowledge.

Ridge will serve as Building Surveyor for the project.

XC02 work on building and masterplan projects developing energy and building services strategies, environmental design guidance, and energy modelling. They are pioneers in their sector and their approach to sustainability in the built environment is one that considers environmental impacts as related components of a broader strategy, regards waste as a potential resource and tackles the social and economic implications of development.

XC02 will provide Environmental & M&E services for the project.

Trigon Fire Safety is an independent fire safety engineering consultancy founded in 2019 by three Chartered Engineers, registered with the Institution of Fire Engineers, with over 50 years of combined experience. They specialise in solving unique fire safety challenges for all building types and uses.

Trigon will provide Fire Safety engineering services.



Above and below: HvdHA's Knikflats, Rotterdam. One of the world's leading retrofit projects, the project involved the refurbishment of 1960s-designed homes and communal spaces. The refurbishment included improvements to circulation space, with new cores, lifts and stairs; thermal performance, with new cladding and glazing; and new homes at ground level, creating active, overlooked public realm.



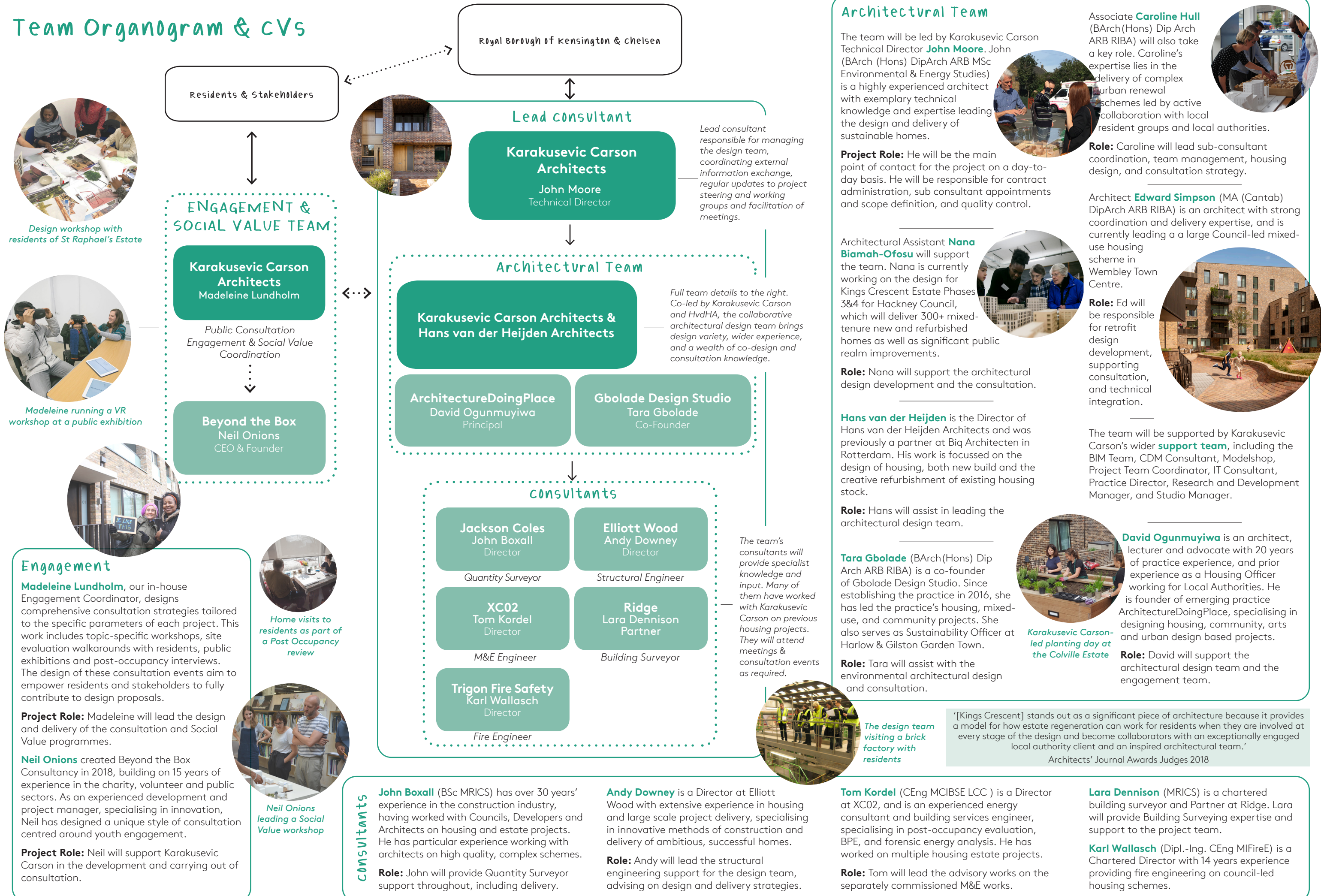
Ground floor flats with private amenity space overlook shared courtyards and gardens.



Above: HvdHA's renovation of Tuindorp Kethel, a post-war garden village of 241 low-cost single-family houses built using pre-fabricated construction systems. Rather than demolishing the deteriorated estate, a sensitive refurbishment process was carried out, improving energy efficiency and addressing the needs of individual properties. Residents were involved throughout the renovation process, from the design stage through to the final construction stage.



Team Organogram & CVs



Engagement

Madeleine Lundholm, our in-house Engagement Coordinator, designs comprehensive consultation strategies tailored to the specific parameters of each project. This work includes topic-specific workshops, site evaluation walkarounds with residents, public exhibitions and post-occupancy interviews. The design of these consultation events aim to empower residents and stakeholders to fully contribute to design proposals.

Project Role: Madeleine will lead the design and delivery of the consultation and Social Value programmes.

Neil Onions created Beyond the Box Consultancy in 2018, building on 15 years of experience in the charity, volunteer and public sectors. As an experienced development and project manager, specialising in innovation, Neil has designed a unique style of consultation centred around youth engagement.

Project Role: Neil will support Karakusevic Carson in the development and carrying out of consultation.

Home visits to residents as part of a Post Occupancy review

Neil Onions leading a Social Value workshop

consultants

John Boxall (BSc MRICS) has over 30 years' experience in the construction industry, having worked with Councils, Developers and Architects on housing and estate projects. He has particular experience working with architects on high quality, complex schemes.

Role: John will provide Quantity Surveyor support throughout, including delivery.

Andy Downey is a Director at Elliott Wood with extensive experience in housing and large scale project delivery, specialising in innovative methods of construction and delivery of ambitious, successful homes.

Role: Andy will lead the structural engineering support for the design team, advising on design and delivery strategies.

Architectural Team

The team will be led by Karakusevic Carson Technical Director **John Moore**. John (BArch (Hons) DipArch ARB MSc Environmental & Energy Studies) is a highly experienced architect with exemplary technical knowledge and expertise leading the design and delivery of sustainable homes.

Project Role: He will be the main point of contact for the project on a day-to-day basis. He will be responsible for contract administration, sub consultant appointments and scope definition, and quality control.

Architectural Assistant **Nana Biamah-Oforu** will support the team. Nana is currently working on the design for Kings Crescent Estate Phases 3&4 for Hackney Council, which will deliver 300+ mixed-tenure new and refurbished homes as well as significant public realm improvements.

Role: Nana will support the architectural design development and the consultation.

Hans van der Heijden is the Director of Hans van der Heijden Architects and was previously a partner at Biq Architecten in Rotterdam. His work is focussed on the design of housing, both new build and the creative refurbishment of existing housing stock.

Role: Hans will assist in leading the architectural design team.

Tara Gbolade (BArch(Hons) Dip Arch ARB RIBA) is a co-founder of Gbolade Design Studio. Since establishing the practice in 2016, she has led the practice's housing, mixed-use, and community projects. She also serves as Sustainability Officer at Harlow & Gilston Garden Town.

Role: Tara will assist with the environmental architectural design and consultation.

The design team visiting a brick factory with residents

Karakusevic Carson-led planting day at the Colville Estate

Associate **Caroline Hull** (BArch(Hons) Dip Arch ARB RIBA) will also take a key role. Caroline's expertise lies in the delivery of complex urban renewal schemes led by active collaboration with local resident groups and local authorities.

Role: Caroline will lead sub-consultant coordination, team management, housing design, and consultation strategy.

Architect **Edward Simpson** (MA (Cantab) DipArch ARB RIBA) is an architect with strong coordination and delivery expertise, and is currently leading a large Council-led mixed-use housing scheme in Wembley Town Centre.

Role: Ed will be responsible for retrofit design development, supporting consultation, and technical integration.

The team will be supported by Karakusevic Carson's wider **support team**, including the BIM Team, CDM Consultant, Modelshop, Project Team Coordinator, IT Consultant, Practice Director, Research and Development Manager, and Studio Manager.

David Ogunmuyiwa is an architect, lecturer and advocate with 20 years of practice experience, and prior experience as a Housing Officer working for Local Authorities. He is founder of emerging practice ArchitectureDoingPlace, specialising in designing housing, community, arts and urban design based projects.

Role: David will support the architectural design team and the engagement team.

'[Kings Crescent] stands out as a significant piece of architecture because it provides a model for how estate regeneration can work for residents when they are involved at every stage of the design and become collaborators with an exceptionally engaged local authority client and an inspired architectural team.'

Architects' Journal Awards Judges 2018

Lancaster West Estate

Multi-Disciplinary Consultancy Services

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30th April 2020

Question 4: Resident Engagement and Meeting User Requirements



Karakusevic Carson Architects

Resident Engagement and Meeting User Requirements

Experts in engagement and co-production through a collaborative design approach, our team have unparalleled experience working successfully and innovatively with communities, local stakeholders, and Council engagement teams on complex estate projects in sensitive contexts. We know that a viable and sustainable refurbishment of Lancaster West Estate which has the backing of local residents requires a dedicated, driven and talented team. The design team we have assembled for this project are not only extremely talented Architects, Engineers and designers but are experienced and well-versed in working effectively with communities to create sustainable schemes grounded in the aspirations of local residents and the local context.

Karakusevic Carson Architects are already working on other estates with similar contexts to co-design options for infill, redevelopment and refurbishment. Our approach embeds engagement and social value within our design process, building trust and a positive, honest partnership with tenants, residents and the wider local community, in order to develop a unique project grounded in the Lancaster West Estate - its people, history and cultures.

The Lancaster West Estate context

In the light of the Grenfell Tower fire and the tragic deaths of 72 residents, we appreciate the sensitivity surrounding this project, and fully understand that the team working with residents on refurbishment needs to be experienced and able to handle potentially difficult conversations delicately and with respect and compassion. We understand there are many different organisations working on the ground such as Kids on the Green, Westside Basketball club and Young Grenfell. We would look to engage with and support the work of these organisations where possible and appropriate.

We have familiarised ourselves with the Ideas Day outcomes, are aware of the LWRA website and associated refurb website, and the 2019 steering workshop. We are fully supportive of the 10 principles the Council has committed to and will work with residents every step of the way to ensure the design and decision-making is resident-led with the community and safety at the heart of the process and proposals.

Engagement challenges

Engagement challenges at Lancaster West Estate include:

- overcoming potential misinformation and scepticism within the community;
- reaching a representative portion of the community and hard to reach groups including disabled residents, older residents, non English speaking residents, young residents;
- managing residents' expectations of the process and outcomes;
- uncertainties around change, especially in the sensitive context.



Exploring ideas, likes and dislikes on a cardboard model with business owners (Selby Centre, Haringey)



Masterplanning workshop with residents (St Raphael's Estate, Brent)

Engagement Principles & Objectives

Our approach seeks to address these challenges and risks and uses our expertise and experience of comparable estate renewal and refurbishment projects in similar contexts. We believe that to build positive relationships and create a shared vision we must:

- Listen first, and be open and collaborative
- Put local people and their needs at the heart
- Ensure knowledge flows in both directions
- Be clear how and where design decisions can be influenced
- Ensure the engagement and design approach is flexible to respond to resident feedback both on the design and the process
- Use existing social structures and groups to reach local communities
- Enable meaningful and consensual decision-making based in mutual respect and trust, including providing upskilling and capacity building with participants where necessary
- Enable continuous and repeated opportunities for participation - from start to finish
- Leave a long-term positive and empowering impact in the local community

Ensuring Inclusive Participation

The design team take a non-discriminatory approach to engagement and are committed to working with all members of the community. We actively reach out to under-represented groups identified through detailed stakeholder mapping and we monitor attendees at events, adopting a 'go to them' strategy. Below are examples of actions taken to improve engagement with harder-to-reach groups in the past:

- Holding 'play' workshops at a local primary school on Parents' Day, allowing us to speak to teachers, children and parents from many backgrounds
- Holding an extra exhibition in the entrance lobbies; significantly improving engagement and particularly appreciated by residents with disabilities
- Using translators to reach known minority groups
- Identifying special needs and adapting thereafter, e.g. door-knocking to speak to elderly residents in a more comfortable environment
- Working with specialist consultants such as Beyond the Box to create bespoke and innovative strategies that address the needs of young people



Centre staff presenting their collage from a visioning workshop



Using large doll house models to show layouts of new homes (Colville Estate, Hackney)



Resident study trip to other London schemes (South Kilburn Estate, Brent)



Resident home visits and interviews (Kings Crescent Estate, Hackney)

Incorporating Feedback

Our collaborative approach to engagement ensures that feedback shapes designs effectively and meaningfully and enables consensual decision-making where feasible. This means:

- Front-loading engagement to enable key feedback themes to inform the brief and design principles from the outset - building trust in the process
- Tracking responses and summarising key themes from every event and presenting back to the community transparently
- Addressing previous feedback at every event - how it informed the designs, or if not, why?

"KCA have been a tremendous asset to this scheme, they are very tenant friendly, they work alongside tenants to actually obtain their views and opinions of what they want delivered. "

Terry- Chair of Gospel Oak District Management Committee

Our Engagement Plan at Lancaster West Estate

Our approach to engagement is closely embedded into the design process to enable projects to progress collaboratively with resident support. The overall aim is to achieve broad consensus and a shared vision that residents and the community feel ownership over and excited about.

The most vital aspect of the design process is that the local residents are in the driver's seat from the start and feel that they have a real sense of agency in the project. Our collaborative approach encapsulates youth engagement, conversations and design workshops using jargon-free language, easy-to-understand drawings and sketches, and large-scale models to ensure residents inform every stage of the design.

Our in-house Engagement Coordinator, Madeleine Lundholm, will lead on developing a tailored engagement strategy co-designed with residents, the design team and Lancaster Neighbourhood Team to ensure the process is robust, meaningful and resident-led. We want to ensure residents have the opportunity to set out how they want to be engaged in the design process, and how to spend the social value contribution of £75,000.

We think there is an opportunity to involve



Walking tour at the Kings Crescent Estate with residents



Large models to show proposals



Residents visit a brick factory



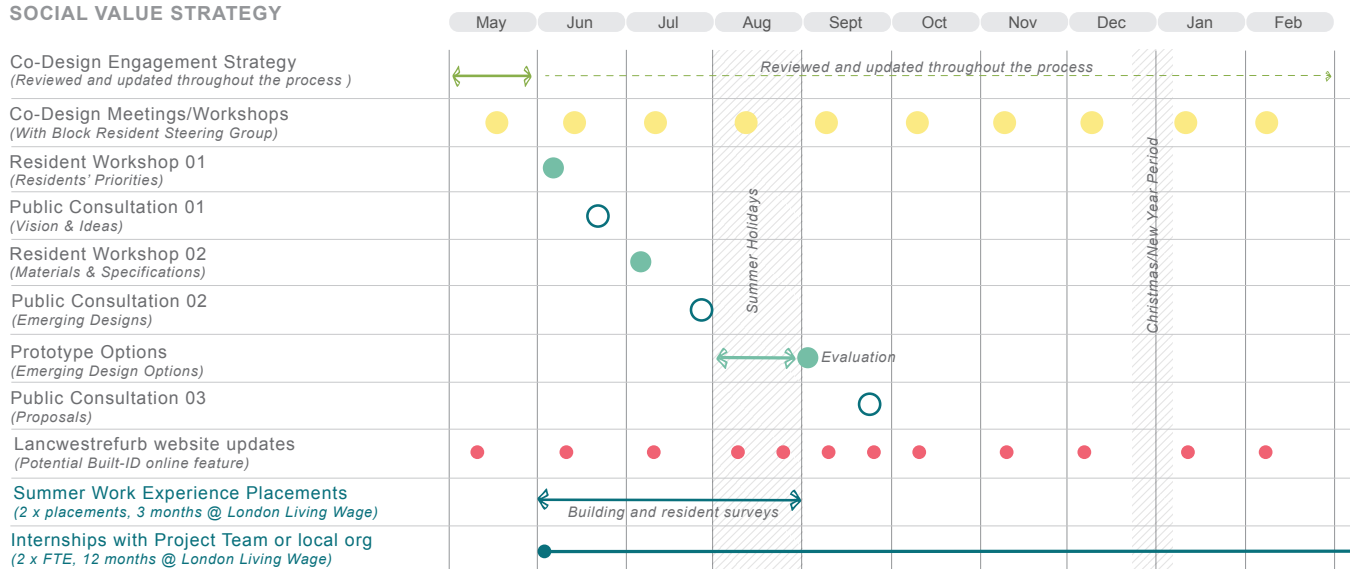
Using virtual/augmented reality to give residents a feel for what it could look like

residents beyond traditional engagement and really enable a resident-led design process which could include employing local young people to help carry out building surveys and do resident door-knocking, pay local people to help translate, involve handy residents in prototyping and set up an on-site workshop. If appointed, the first step would be to set out the strategy with residents and the Neighbourhood Team.

We have set out an *illustrative* programme showing what a resident-led approach to design development could look like. This will be developed in collaboration with the client and stakeholders.

Illustrative engagement plan (to be discussed with residents)

INDICATIVE ENGAGEMENT & SOCIAL VALUE STRATEGY



Remote Engagement Strategy Note

Although our team have already adjusted to working restrictions caused by the coronavirus we are aware that special arrangements will have to be made to ensure that our commitment to really meaningful engagement can be met. The following are some of the methods that we will develop with you to enable us to progress consultations and surveys as quickly and safely as possible:

1. Maximise the use of online, telephone and video calls especially in the early stages - to establish relationships with residents and an understanding of their needs and experience of their homes.
2. Access unoccupied typical apartments to develop detailed surveys and understanding

of the fabric, spatial and environmental conditions.

3. Organise suitable access arrangements and develop an appropriate PPE equipment for the protection and reassurance of residents and our staff.
4. Create web-based information films that can be shared with the most hard to reach residents and arrange for translations if necessary.
5. When appropriate set up on-site engagement events with a suitable protocol to enable social distancing but face-to-face contact e.g. controlled access on numbers at events, Perspex screen to protect staff and residents etc.

Lancaster West Estate

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Question 5: Social, Economic & Environmental Value



Karakusevic Carson Architects

Social, Economic & Environmental Value

Delivering real social value

Social value means maximising the positive impact Karakusevic Carson Architects has on the communities we work with. We are deeply committed to the neighbourhoods we work in, and believe our approach is aligned with RBKC's community development, economic opportunity and sustainability ambitions.

We recognise the importance of embedding community involvement, local knowledge and clear communication at the heart of the design process to facilitate equitable and inclusive city-making. **This means we always contribute to equality of opportunity** through social value activities tailored specifically to the needs of each community, based on strategies that work.

A Strategy that Works

True success can only be achieved when social, environmental and economic objectives align. Our practice was founded on the values of creating improved public housing and beautiful and safe places for residents to live, contributing to local socio-economic development and opportunity through tailored social value activities.

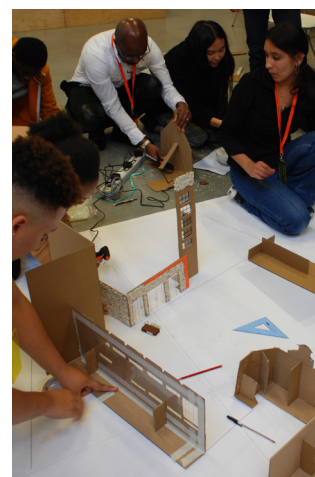
We have a strong track record of delivering paid positions, work experience placements and bursaries, using local suppliers, and working with specialist engagement consultants such as Beyond the Box to reach targeted groups. On other projects we have worked with specialist engagement and sustainability consultants including the London Wildlife Trust and Thamesmead Nature Forum to develop environmentally meaningful Social Value strategies. We will look to find similar opportunities, linked to the design development, at the Lancaster West Estate. Our pioneering Social Value programme has helped the GLA form its own Social Value and EDI policy.

We recognise that many community members invest their time into engagement activities for free, and we understand the impact this can have on those who are already facing economic challenges. This means we will provide paid roles at London Living Wage to enable residents to be fully involved while gaining meaningful work experience directly with the project team.

In most projects we would suggest a programme of activities and a tailored approach, but **in the unique context of the Lancaster West Estate we think it is important that residents are involved in deciding where and how the social value contributions are spent. We are committing £75k** which could take the form of employment, skills and training opportunities, university bursaries for students or families in hardship, paid work experience placements for local young people over summer, or other ideas the community might have. This Social Value contribution will be co-designed and developed in collaboration with residents, guaranteeing maximum benefit for the community.

We have a robust strategy for embedding and recording Social Value throughout the design process and management of the practice, with clear reporting and impact monitoring. **We are an accredited London Living Wage employer** and are working with teams at the GLA to achieve both the Good Work Standard and the London Healthy Workplace Award. Our practice Code of Conduct and sub-consultant prequalification process requires evidence of Sustainability and EDI policies and ensures that all necessary requirements for delivering the services are met and formally recorded prior to appointment.

Our in-house Community & Engagement Coordinator Madeleine Lundholm will work with Beyond the Box and the project team to manage our social value programme and **ensure that it is delivered** in alignment with the wider engagement programme.



We work with organisations such as the Stephen Lawrence Trust and 'Celebrating Architecture' as well as local schools and colleges to offer workshops, work placement opportunities, interview preparation training and mentoring for young people with the aim of improving access to the built environment professions while developing their skills and experience to succeed in their future careers.



We create paid employment opportunities for local people in all of our Local Authority projects. Left: paid photography commission for Kings Crescent in Hackney. Top left and right: Engagement Intern in South Kilburn & Intern working jointly between the project team and the Selby Trust in Haringey. Bottom right: Youth Action Team at St Raphael's Estate in Brent.



Social Value Programme

The design team would invest

£75k

into a community fund.

This could be spent on:



1. 3 x 12 months full time employment (FTE)
at LLW

2. 2 x 6 month FTE + 10 x 1 month LLW paid
summer placements + 2 x £10k university bursary
for local students with financial hardship

3. £40k for skills training for local people
+ £35k self-build budget & local construction
skills training

4. £75k community chest for local people in
need/community events

5. £25k donation to local charity +
2 x 12 month FTE to work in two
local organisations

