

# **Section 4**

## **Implementation**

### **Strategy:**

## **Land Assembly**

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## **4.1 Background**

- 4.1.1 The aim of the Project is to deliver a high quality and successful neighbourhood that will meet the needs of this and future generations.
- 4.1.2 To achieve this aim, the Council needs to assemble the land required for the Development and this involves re-housing existing residents with a view to obtaining vacant possession of the Development Area and then procuring the demolition of the existing buildings.
- 4.1.3 Although the responsibility for land assembly ultimately lies with the Council, achieving vacant possession across the Development Area within the agreed timescales set out in the Implementation Master Plan (IMP) (see Section 11) will require effective partnership working between the Council and the Developer.
- 4.1.4 The Council is proposing that the Developer will carry out the demolition works subject to this approach meeting the Council's best value requirements.
- 4.1.5 The Council will lead on obtaining vacant possession of all the Plots in the Development Area. This will include re-housing all existing Aylesbury tenants and acquiring all the leasehold and freehold non-Council owned interests in the Aylesbury Estate including residential leasehold and freehold properties. The Council will also meet the needs of Longstanding Resident Leaseholders qualifying for re-housing assistance (see paragraph 4.2.2.16).
- 4.1.6 The existing supply of suitable homes in the borough for re-housing tenants at social or Target Rents is limited. Re-housing options will be provided in the main by the Council's own stock until the Aylesbury Estate new supply is completed. The Developer will provide additional Target Rented Residential Units and Shared Equity Residential Units from their own stock to support this process.
- 4.1.7 The Council will endeavour to re-house all Aylesbury tenants and acquire all leasehold and freehold interests by agreement but will use its statutory

powers if required and if funding is available to achieve vacant possession as required by the IMP.

4.1.8 The total funding requirements for land assembly on all phases is estimated to be:

- Re-housing approximately 1,700 tenants at an approximate cost of £15m
- Purchasing of approximately 330 leasehold interests at an approximate cost of £63m
- Funding for demolition and site clearance costs at an approximate cost of £39m.

4.1.9 The Council has made a provisional allowance of £76m in its capital programme for land assembly costs in Phases 1 and 2. A more detailed breakdown of estimated land assembly costs as at March 2014 is set out in Annexure 4.1.

4.1.10 This section sets out the Parties joint approach to land assembly with the key principles, how it is proposed vacant possession and land assembly will be delivered and the Business Plan Specifications for re-housing and demolition.

## **4.2 Vacant possession - Residential re-housing**

### **4.2.1 General Approach**

- 4.2.1.1 Existing residents of the Aylesbury Estate will continue to live there until the decant / demolition of their block. Aylesbury existing residents and new residents will move into the new properties as they are completed although in the initial phases it is expected that demand will exceed supply and the majority of Aylesbury existing residents will move elsewhere.
- 4.2.1.2 The re-housing approach is designed to ensure that Aylesbury tenants and leaseholders have the best possible choice of new and existing homes and re-housing can be completed within the agreed timescales.
- 4.2.1.3 The Council will deliver its re-housing commitments through existing general and Aylesbury specific housing policies and procedures and in line with its allocations policy. It will also need to take into account existing pressures and corporate priorities such as eliminating B&B use for homeless households by making best use of void stock.
- 4.2.1.4 The Council expects the Developer to actively market the new supply on the Aylesbury Estate to tenants and leaseholders and ensure that concerns over tenancy conditions and affordability are addressed and that residents feel the re-housing process is transparent and informative. Details of the proposed marketing arrangements are set out in Sections 8 and 10.
- 4.2.1.5 The Parties have agreed a Re-housing Model as part of the Implementation Master Plan (IMP) (Section 11). The IMP also includes the timelines for CPO and the demolition of the existing buildings. The re-housing model sets out proposals for re-housing within the Council's existing stock, the Aylesbury Estate new supply and the Developer's own stock off site.

- 4.2.1.6 The effective delivery of the programme of re-housing and the construction of new homes across the Development Area is key to the successful regeneration of the area and the link between the two is critical. The IMP is structured to provide an adequate supply of new Target Rented Residential Units and Shared Equity Residential Units to facilitate decant and the release of sites for development.
- 4.2.1.7 The Council intends to start re-housing tenants from Phase 2 in Spring 2014. The Council is able to re-house the majority of Aylesbury tenants from Phase 2 within its own stock.
- 4.2.1.8 It is estimated that re-housing for the whole development will be rolled out over a 16 year period and for this to be completed in 2030.
- 4.2.1.9 The Council has to make the best use of its assets in providing Temporary Accommodation. It is a Council priority and government mandate to eliminate the use of bed and breakfast accommodation for the provision of Temporary Accommodation. To meet this priority the re-housing programme should enable use of decanted voids for Temporary Accommodation for the longest possible time span. Therefore, the Council proposes allowing Temporary Accommodation use of any suitable Units that are emptied ahead of schedule where appropriate.

#### **Supporting tenants**

- 4.2.1.10 Aylesbury tenants will be supported through the re-housing process by being given priority banding within the Council's choice based letting system and providing integrated case management.
- 4.2.1.11 It is important to the Council and existing Aylesbury residents that the commitment to offer existing Aylesbury tenants who are under occupying their property an extra bedroom above their assessed need when they are re-housed in their new homes is maintained.

## **Resident leaseholders**

- 4.2.1.12 Addressing the needs of Longstanding Resident Leaseholders (see paragraph 4.2.2.16 for definition) is important as they have particular difficulties in finding new homes, as in general the value of their property is lower than other similar sized properties in the borough.
- 4.2.1.13 The Council will support the buy back of all leasehold and freehold interests by undertaking a programme of acquisitions through negotiation. This has included, and will continue to include, opportunities for early buy-back, Council re-housing assistance for Longstanding Resident Leaseholders and dedicated case management.
- 4.2.1.14 It is important to the Council and existing Aylesbury residents that the commitment to offer existing Aylesbury leaseholders who are under occupying their property an extra bedroom above their assessed need when they are re-housed in their new homes is maintained. However existing Aylesbury leaseholders will not be entitled to a larger property (in terms of GIA) than their current Aylesbury home.

## **Demolition notices**

- 4.2.1.15 Initial Demolition Notices are currently in place for the properties in Phases 2 and 3; once served these effectively prevent tenants exercising the Right to Buy. An Initial Demolition Notice is valid for up to seven years and suspends tenant's right to buy their property. This notice can be extended with justification for a further seven years. A Final Notice is valid for up to two years and terminates any suspended applications and precludes any new applications being accepted. The Council will continue to serve such demolition notices at appropriate times in the programme and will discuss the proposed approach with the Developer as the project progresses.

## **4.2.2 Key Principles**

### **Developer support with re-housing tenants and leaseholders**

4.2.2.1 To assist the Council in achieving vacant possession, the Developer will offer re-housing assistance for tenants and Longstanding Resident Leaseholders using its existing off-site stock including its delivery pipeline, Purchase and Repair initiatives and onsite delivery programme. This will provide additional re-housing options in terms of locations, sizes and types of homes for residents. This will translate to 1,460 Target Rent Units and 115 Shared Equity Units within the Development Area and off-site.

4.2.2.2 The Developer will deliver the re-housing provision set out below and in more detail in the Business Plan Specification.

Over the first 10 years of the DPA

- 142 Target Rent Residential Units from within the Developer own stock off site (outside of the Development Area)
- 115 Shared Equity Units Residential Units of which 15 will be offered in the years 2014/2015 from the Developer's existing stock off site. The Developer will include at least 40 Shared Equity Units within the accommodation mix on the First Development Site within the total number of 115 units.

Over the life of the Project:

- 1318 Target Rent Residential Units in the Development Area.

### **Use of statutory powers**

4.2.2.3 There are a significant number of long-leasehold and some freehold interests within the Aylesbury Estate and it may be necessary for the Council to use its compulsory purchase powers to secure all of the land required for the Development.



## **Supporting tenants**

- 4.2.2.4 Aylesbury tenants in Active Phases will be registered and activated in line with Council allocation policies and case management procedures for the Aylesbury Estate. Once the necessary paperwork and documentation has been submitted, tenants will be registered on the system and may begin bidding for a new home via Homesearch, the Council's choice based letting system. Aylesbury tenants will be placed in Band 1, the highest priority band for bidding, dependent on their activation date.
- 4.2.2.5 New Target Rented Residential Units developed within the Development Area and off-site provided by the Developer over and above the Council's nomination rights, will offered to the Council and Aylesbury tenants and Longstanding Resident Leaseholders (where they have qualified to become tenants through the re-housing assessment process) and will be prioritised via the Council's choice based letting system or in exceptional circumstances through a direct offer.
- 4.2.2.6 The Developer will use all reasonable endeavours to match Development Area and off-site supply to the housing needs of Aylesbury tenants. To support this approach, the Council will carry out regular housing need surveys through the life of the project.
- 4.2.2.7 Where there are conflicts in the allocation policies of the Council and the Developer, the more favourable policy for tenants will be applied. In particular, Aylesbury tenants where they are currently under-occupying will be able to exercise their option to have an extra bed above their assessed need when being allocated the Developer's Units.
- 4.2.2.8 The Parties will work proactively together to market available Target Rent Residential Units to tenants – including using the marketing suite to display prototypes and floor plans for these new homes.
- 4.2.2.9 The Council will ensure that Band 1 activation dates will be phased to avoid large peaks in the number of households competing with each other in Band 1.

- 4.2.2.10 In addition to tenants, it is expected that approximately 30% of all leaseholders may qualify for the Council's re-housing assistance.
- 4.2.2.11 An option to return for former Aylesbury tenants who expressed an interest and who were re-housed off-site from previous sites including Sites 1a and 7, the First Development Site and part of Phase 2, will be made available when all Aylesbury residents have been re-housed. They will be offered tenancies on the same terms as single move Aylesbury residents.
- 4.2.2.12 As a further safeguard to support the delivery of vacant possession and in addition to comprehensive support package to assist tenants with re-housing, the Council intends to use the Ground 10 processes that it has implemented in Phase 1, by the service of Notices of Seeking Possession (NOSP) within 12 months of re-housing activation. This will enable the Council to make direct offers to tenants after 13 months who have not been successful in obtaining moves through Homesearch and initiate the possession process. The re-housing programme will be structured to allow sufficient time for any appeals, court hearing and possession orders that may result from this process.
- 4.2.2.13 Both the Council's and the Developer off-site Units will be used for direct offers. All direct offer units will be held during the refusal, appeal and court process. The Council will not be liable for any rent loss accrued during this process.
- 4.2.2.14 The Council will access the Developer's off-site Units through existing nominations process. The Developer will have to specify "Aylesbury Regeneration" on the nomination forms to indicate that the properties are subject to the terms of the DPA.
- 4.2.2.15 Where specialist affordable Residential Units are provided for re-housing (for example Extra Care and the units for people with learning disabilities on the First Development Site) the Council will use bespoke nomination arrangements. Examples of such arrangements are set out in annexure 10.1 to Section 10.

## Supporting leaseholders

4.2.2.16 Active Phase leasehold buybacks will be undertaken in line with Council re-housing policies and case management procedures for Aylesbury Estate. Leaseholders will be categorised as follows:

- Longstanding Resident Leaseholders – These are leaseholders for whom the property is currently and has been their primary residence for over 1 year at the time of making their application for re-housing assistance and who purchased the property before 27 September 2005.
- Incoming Resident Leaseholders – These are leaseholders for whom the property is currently and has been their primary residence for over 1 year at the time of their property becoming part of an active phase and who purchased the property on or after 27 September 2005.
- Non-resident Leaseholders – Are leaseholders for whom the property is not their primary residence or have resided in the property for less than 1 year at the time of their property becoming part of an active phase.

4.2.2.17 Longstanding Resident Leaseholders will be offered Council support in finding a new home. Where the Leaseholder has financial difficulties, officers will carry out a housing needs and financial assessment to determine an affordable option, i.e. re-housing via the Council, Shared Ownership via the Council or Shared Equity via the Council. Qualifying homeowners are given Band 1 status and are able to bid for properties via Homesearch. This degree of support will not be available to incoming and non resident leaseholders.

4.2.2.18 To assist with re-housing, the Developer will work with Council officers to market its Development Area and off-site Shared Equity Residential Units to Aylesbury leaseholders – prioritising Longstanding Resident Leaseholders. Eligibility for this product will be based on the following principles:

- Longstanding Resident Leaseholders will be prioritised

- Incoming Resident Leaseholders may be eligible in certain circumstances to be agreed by the Council
- Non-resident leaseholders are not eligible.
- Eligibility for Developer assistance purchase will be consistent with Council leaseholder assistance policies but run separately.
- The average leaseholder equity investment will be £100,000.
- Affordability thresholds will be reviewed taking into account average Aylesbury Estate Longstanding Resident Leaseholder household income and the amount of equity held in their current Aylesbury home. This is to be reviewed and adjusted, as necessary.
- Where affordability threshold adversely impact on the Council's ability to deliver vacant possession, the Council may opt to subsidise purchases for Longstanding Residents Leaseholders on the basis of the provisions set out in Section 12.
- There will be flexibility around adjusting proposed intermediate tenure mix on Plots 4 onwards so that, if necessary, Shared Ownership Units can be converted to Shared Equity Units to support the re-housing of leaseholders.
- Allocation of Units will be managed by the Council – with Aylesbury leaseholders being encouraged to express interest in marketed Shared Equity Residential Units.

4.2.2.19 The Council will also support Longstanding Resident Leaseholders in looking for other suitable Registered Providers' Shared Ownership properties to purchase.

4.2.2.20 The Developer will also prioritise the marketing of its Shared Ownership Units to:

- Incoming Resident Leaseholders;
- Split household members of Longstanding Resident Leaseholder and tenants.

## **4.2.3 Business Plan Specification**

### **Tenants**

#### **Developer stock**

4.2.3.1 The Developer has committed to:

- Converting additional off-site residential units from their new build pipeline into Target Rent
- Providing residential units from their existing stock at Target Rents.
- Purchasing properties from the open market under Purchase and Repair to offer Aylesbury residents at Target Rents.
- Prioritise residential units within future new build sites the Developer may acquire to support this commitment.

4.2.3.2 These units will be prioritised for Aylesbury tenants who are unable to or do not want to stay on the Aylesbury Estate but wish to remain living in the local area.

4.2.3.3 The additional units from the Developers new build pipeline will be from schemes where the Council does not already have 100% nomination rights. Where applicable the new affordable rented units will be offered at Target Rents with:

- 100% nominations rights for the Council
- Permanent Assured Tenancies

- No rental deposit
- No affordability testing (including under-occupation)

4.2.3.4 The Developer will make available the Units shown in the table below as Target Rents in the relevant years.

#### Developer's Off-site Own Stock

Source	Year									
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Edmund Street (AR to S/R)	10									
NHH Existing Stock	10									
P&R properties	1									
Abbey Street (AR to S/R)		4								
NHH Existing Stock		15								
P&R properties		1								
NHH Existing Stock			10							
P&R properties			1							
Manor Place Depot (AR to SR)				10						
NHH Existing Stock				10						
NHH Existing Stock					12					
NHH Existing Stock						13				
NHH Existing Stock							10			
NHH Existing Stock								10		
NHH Existing Stock									10	
NHH Existing Stock										15
<b>Total</b>	<b>21</b>	<b>20</b>	<b>11</b>	<b>20</b>	<b>12</b>	<b>13</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>15</b>

P&R=Purchase and repair

(AR to S/R) = Affordable Rent converted to Target Rent

- 4.2.3.5 As part of this specification, the Developer will convert a minimum 24 affordable rented units from three schemes; Edmund Street (10 Units), Abbey Street (4 Units) and Manor Place Depot (10 Units) into Target Rent Residential Units.
- 4.2.3.6 The units provided from the Developer's existing stock will be a minimum of 115 True Voids at Target Rent over the next 10 years. These will be over and above existing and future nomination rights.
- 4.2.3.7 If the Developer is not able to provide True Void units within their existing stock in the sizes and locations required or as an alternative to True Voids, it will purchase up to 3 properties on a Purchase and Repair basis within 3 years from the start of the Project from the open market to offer Aylesbury residents at Target Rents via direct offers.

#### **Aylesbury New build Stock**

- 4.2.3.8 The Developer will provide that:
- All of the new affordable rented homes built within the Development Area will be made available to the Council at Target Rents.
  - The supply of Units within the Development Area will take into account re-housing demand in terms of size and type of units required.
  - The Developer will deliver a total of 1318 Target Rented Units in a range of sizes for re-housing existing Aylesbury residents.
  - These homes will be allocated by the Council in accordance with its allocations policy.

## **Other Initiatives**

4.2.3.9 The Developer will offer the following options for Aylesbury residents as other initiatives:

- **Intermediate Rent**

Through the Developer's Intermediate Rent Product, residents can rent a brand new or refurbished home at less than the market rate. These intermediate rent homes will be let on an Assured Shorthold Tenancy basis with a 12 month contract period. This option could be offered to household members who do not qualify for a Target Rent Unit but wish to leave the family home upon decanting.

- **Market Rent**

The Developer has 185 market rent Units in their new build programme for delivery from 2017 within the borough. These private rent properties should be offered to Aylesbury Estate household members who do not qualify for Target Rent but wish to leave the family home upon decanting.

## **Leaseholders**

### **Developer stock**

4.2.3.10 In order to make Intermediate units affordable for leaseholders, the Developer will assist 115 resident leaseholders through the offer of a Shared Equity lease (defined as where Developer will not charge any rent on the equity share the resident does not own) on Intermediate tenure properties.

4.2.3.11 The Developer will therefore commit to:

- Converting Units from their private sale and Intermediate new build pipeline into Shared Equity product.
- Providing other Shared Equity Units from their existing stock.



- 4.2.3.12 The Developer will provide 15 Shared Equity Units as set out in the table below in 2014/5 for Aylesbury Estate leaseholders with priority being given to those leaseholders living on the First Development Site and then those within Phase 2 with Plot 4 being the priority within Phase 2.

#### **Developer's Own Stock (off site – Non-Aylesbury)**

Re-housing 15 Leaseholders remaining on First Development Site and in Phase 2

Source	Year		
	2014/15	2015/16	2016/17
Shared Equity – Longstanding Resident Leaseholders			
Edmund Street (Shared Equity)	10		
P&R properties (Shared Equity)	5		

- 4.2.3.13 In order to provide the resident leaseholders residing with more choice, the Developer will assist five residents to purchase a street property from the open market as shown in the table at 4.2.3.12. This will be through a Shared Equity arrangement.
- 4.2.3.14 The Developer will also prioritise Aylesbury leaseholders for new build Shared Ownership properties within the Borough. The Shared Ownership homes will be offered to Incoming Resident Leaseholders and Non resident Leaseholders, and to Longstanding Resident Leaseholders who do not require financial assistance.

#### **Aylesbury Estate New Build Stock**

- 4.2.3.15 The Developer will:
- Convert 100 Units to Shared Equity Residential Units from its Intermediate new build pipeline within the Development Area at the Developer's cost for leaseholders who have been assessed by the Council as requiring financial assistance.
  - Make available Shared Ownership Residential Units to leaseholders

that do not require any financial assistance.

- 4.2.3.16 The Developer will make available the 100 Shared Equity Units as shown in the following table:

**Developer's Aylesbury New Build Stock – Shared Equity (No Rent) Residential Units**

Source	Year								
	2014/ 15	2015/ 16	2016/ 17	2017/ 18	2018/ 19	2019/ 20	2020/ 21	2021/ 22	2022/ 23
<b>First Development Site</b>									
Extra Care				10					
Plot 5					9				
Plot 6						10			
Plot 4							11		
<b>Phase 2</b>									
Plot 4						15			
Plot 5							15		
Plot 6								15	
Plot 7									15
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>9</b>	<b>25</b>	<b>26</b>	<b>15</b>	<b>15</b>

- 4.2.3.17 [REDACTED]  
[REDACTED] More detailed financial provisions in respect of the Shared Equity Units are set out in Section 12.

- 4.2.3.18 As set out in the Re-housing Model 336 Shared Ownership homes will be offered to Incoming Resident Leaseholders and to Longstanding Resident Leaseholders who do not require financial assistance.

- 4.2.3.19 The Developer's re-housing commitments may also be delivered through other initiatives.

### **Purchase & Repair Properties**

- 4.2.3.20 In order to provide the resident leaseholders with more choice, the Developer may assist residents to purchase a street property from the open market. This will be through a Shared Equity arrangement.

### **Re-sales**

- 4.2.3.21 Depending on the availability of suitable units, eligibility of the applicant and allocation agreements with the local authorities some of the Developers re-sale homes could be offered to Aylesbury leaseholders on a Shared Equity basis.

## **4.3 Vacant possession - Approach to acquisition and re-provision of commercial and community properties**

### **4.3.1 Approach**

- 4.3.1.1 Details of the non-residential interests on the Aylesbury Estate are set out in Annexure 4.2.
- 4.3.1.2 The Council's approach to acquiring these interests and re-provision where appropriate is set out in the following paragraphs.

#### **Shop and other commercial property leases**

- 4.3.1.3 Discussions will take place with the leaseholders concerned with a view to agreeing terms with them for the Council's purchase of their leases. As part of this process the Council will, if they desire, work with them to assist them in relocating elsewhere within the area.
- 4.3.1.4 Where negotiations are unsuccessful, the Council will use CPO to acquire these interests if appropriate.

#### **Health centre lease in Taplow**

- 4.3.1.5 The Council will seek to facilitate continuity of access to community and health facilities. Discussions are currently ongoing with the NHS Southwark Clinical Commissioning Group regarding the relocation of the medical centre, health centre and pharmacy located in Taplow to Plot 18.

## **Tenant & Resident Association Halls and Community Spaces**

- 4.3.1.6 The Council has identified the location and timetable for vacant possession of these properties, and will be working with these groups as part of obtaining vacant possession of the buildings.
- 4.3.1.7 As set out in Section 9 the Developer will re-provide for Creation Trust and some community uses in the Hub until the new community facility is completed on the First Development Site.

## **4.4 Compulsory Purchase Order (CPO)**

### **4.4.1 Background**

- 4.4.1.1 While the Council is committed to using all reasonable endeavours to acquire the relevant property interests by agreement, it recognises that this may not be possible within the timescale of the Project. Should the purchase of existing leaseholder and freehold interests not be secured through negotiation, in order to ensure that all the properties are acquired within the required timescales to deliver the IMP, the Council will consider making, (subject to normal statutory requirements being satisfied and funding being available) a series of Compulsory Purchase Orders through the life of the Project.
- 4.4.1.2 A confirmed Compulsory Purchase Order enables the Council to make a General Vesting Declaration that will provide the Council with possession of, and title to, the land within the CPO area. In some circumstances the Council make also consider the issue a Notice to Treat to gain possession.
- 4.4.1.3 The confirmation of the CPO timescale is outside the Council's direct control but for project planning purposes a period of 15 months has been allowed.
- 4.4.1.4 The Council has already passed a resolution to make a CPO for Phase 1 of the regeneration area including the First Development Site and that decision was refreshed on 18 March 2014.
- 4.4.1.5 The Council proposes to draft and make a CPO in respect of the First Development Site. The Developer will provide support for the Council by obtaining planning consent for the development of the Order Land (the land included within the CPO) so that deliverability can be demonstrated should the matter proceed to enquiry.

- 4.4.1.6 A further resolution for the making of a CPO in respect of Phase 2 will be recommended to the Council's Cabinet in 2016 to take forward vacant possession of Plots 4, 5, 6 and 7.
- 4.4.1.7 The Council has considered the approach to compulsory purchase and it is clear that a coherent approach to obtaining planning consents and demonstrating viability is a key element within a successful CPO strategy.
- 4.4.1.8 Where an existing block covers more than one Plot, the re-housing process will start to deliver vacant possession of the Plot planned first for construction and the CPO plots will mirror this approach.
- 4.4.1.9 The CPO also extinguishes tenants' interests in their properties but the Council expects to obtain vacant possession of the tenanted Units through Ground 10 action.
- 4.4.1.10 In addition to progressing planning applications as required to support the CPO process the Developer will also provide support to the Council in preparing documents, confirming viability and demonstrating funding and appearing as witness at each inquiry should this be required.

## **4.5 Demolition**

### **4.5.1 Background**

#### **Existing buildings**

- 4.5.1.1 The condition of the existing buildings and the District Heating System (DHS) is poor, and both the buildings and the DHS are at the end of their service life.
- 4.5.1.2 A programme of Planned Preventative Maintenance (PPM) works will be carried out by the Council to the existing estate buildings located in Phases 3 and 4. Reactive maintenance will continue to be carried out to all buildings until vacant possession is achieved.
- 4.5.1.3 Management of existing buildings and structures will be the Council's responsibility and undertaken in accordance with current Aylesbury Area Housing Office management procedures.
- 4.5.1.4 With regard to the DHS, the Council has recently renewed much of the underground heating mains network, with some of the primary mains re-routed.
- 4.5.1.5 Of the buildings on the Aylesbury Estate, the largest barrier block called Wendover is in the worst condition and the Council intends to re-house residents of Wendover (starting with 241-471) as a priority. The Council expects to achieve vacant possession on the whole of Wendover within five years from the start of the Project.

#### **Layout of the estate buildings in relation to development Plots**

- 4.5.1.6 Many of the existing buildings straddle more than one development Plot; in some instances, the demolition of a large block may result in part of all of the adjoining Plot or Plots being cleared several years prior to the start of construction.



- 4.5.1.7 In addition, many of the buildings and access routes are interdependent between buildings. For example, the access for refuse collection and emergency vehicles network is routed via estate roads on adjacent sites to the block served; the demolition of one site therefore may require an alternative route to be provided and also some enabling works be carried out. Pedestrian escape routes are, in many cases, routed via adjacent buildings, linked by pedestrian bridges. Some buildings have no lift access and rely on adjacent buildings to provide alternative means of escape. Albany Road and Thurlow Street are both major traffic routes and include bus routes.
- 4.5.1.8 Services routes, including the DHS, are also interdependent between buildings and often pass through one block to other buildings. For example, in Phase 2 there are nearly 792 Units on Plots 4, 5, 6 and 7 of which 471 are in Wendover. However the majority of the services for the low rise buildings are received via Wendover.

## **4.5.2 Key principles**

### **Demolition Phasing and Sequencing**

- 4.5.2.1 The phasing of the demolition across the Development Area will be structured to release Plots for construction in line with the Implementation Master Plan (Section 11).
- 4.5.2.2 Where the Council prioritises the demolition of a block, demolition may be carried out out-of-sequence. For example, following the demolition of the southern section of Wendover to release Plot 4, demolition may be extended, where vacant possession has been obtained and where technically possible, to the northern sections of Wendover, with some the low rise buildings adjacent to Wendover on Plots 5, 6 and 7 remaining in place until the development of those Plots.

### **Continuity of services**

- 4.5.2.3 The phasing and sequencing of decommissioning and disconnection of the existing DHS and utilities, and the installation of the new, will need to

ensure continuity of provision throughout the period. Systems proposed must operate effectively and efficiently during the Development Period, addressing the phased decommissioning of existing systems and introduction of new systems and maintaining a reliable and continuous supply.

- 4.5.2.4 New School Aylesbury is connected to the existing DHS for heating and hot water and this provision of heating and hot water will be maintained throughout the decommissioning process. The Developer will make provision to link the school to a new energy system.

#### **Interim use sites**

- 4.5.2.5 Where there is a margin of time between the programmed dates for completion of Vacant Possession and the start of construction, as set out in the Project Programme (Annexure 11.2), the Council may choose to keep buildings for Temporary Accommodation use, once tenants and leaseholders have been re-housed, or to demolish ahead of the Development programme.
- 4.5.2.6 This would create large empty sites for interim use. The possible Plots and time-frames for interim use are shown in Section 11 Annexure 11.2 and Annexure 11.7.

#### **Demolition funding and delivery**

- 4.5.2.7 The Council intends to fund the cost of Above Ground Demolition works but expects to appoint the Developer to carry out all the Above Ground Demolition works if terms can be agreed that provide best value for the Council. These works will be carried by the Developer out as part of the overall demolition works.
- 4.5.2.8 The Developer will put forward demolition proposals which will present a cost effective and strategic approach to demolition, which supports the reduction of the overall costs of land assembly and delivery of the Development.

### **4.5.3 Business Plan Specification: Demolition Works**

- 4.5.3.1 For both the First Development Site and for Phase 2 onwards, it is likely that all the demolition works will be carried out under one contract that will include both Above Ground Demolition and the rest of the demolition and associated works.
- 4.5.3.2 The DPA defines Above Ground Demolition as demolition to ground level (for the avoidance of doubt to be no lower than the top of any ground floor building slab of any buildings or other structures at the Relevant Plot).
- 4.5.3.3 In respect of the First Development Site the Council will meet the costs of the Above Ground Demolition works carried out under the Demolition Contract and this sum will be accounted for in line with Schedule 4 of the DPA.
- 4.5.3.4 The Developer will be obliged to carry out the Above Ground Demolition works, the scope of which comprises:
- Surveys relevant to demolishing the buildings above slab level (asbestos, structural and above ground services)
  - Full asbestos strip-out to buildings
  - Soft strip of buildings and removal of recyclables
  - Removal of block/ building name signage for retention by the Council
  - Temporary plant to Ellison House if required (but not any other temporary boiler plants to keep existing buildings operational)
  - Isolation or disconnection of services utilities at site boundary (but not the removal of underground pipes and ducts post disconnections; nor the removal of DHS pipes and ducts underground)
  - Provision of temporary services supply and associated structures (but

not permanent new services networks, nor services and utility diversions)

- Demolition of buildings to top of ground slab (but not demolition of ground slab and below slab structures or removal of hardcore from site)
- Demolition of associated structures such as link bridges, ramps, services enclosures, i.e. on First Development Site the link bridge over Portland Street and associated making good of the public highway
- Suitable tree protection to trees within the demolition site area
- Erection of hoarding to enclose the demolition site area; maintenance of the hoarding for the duration of the Above Ground Demolition works
- Out-of-hours site security to the demolition site area
- Pest control measures associated with demolition.

### **Management fee**

4.5.3.5 The Developer will be entitled to charge a Demolition Management Fee of ■■■ % of the costs relating to the delivery of the scope of works identified above as Above Ground Demolition in respect of the First Development Site (This fee applies to the First Development Site only).

4.5.3.6 This fee will include the provision of the following services by the Developer:

- Arranging for relevant surveys referred to above in 4.5.3.4
- Preparation of the demolition specification which will include full tender documents for the whole demolition contract including Above Ground Demolition This will clearly define the requirements in terms of site establishment, preliminaries and CDM matters.
- Tendering the demolition works to at least 5 specialist sub-contractors

(in accordance with Schedule 10 of the DPA clause 4) to ensure value for money is obtained.

- Providing an estimated cost by 30 August 2014 once access is available to at least 30% of the buildings for the relevant surveys. This will include a provisional sum for asbestos removal.
- The Developer will agree a fixed price (without provision sums) with the Demolition Contractor once vacant possession of the buildings has been obtained and all necessary type 3 asbestos surveys have been completed.
- This will then be submitted to the Council for approval as set out in Schedule 10 clause 4 of the DPA and if approved will become the sum payable by the Council to the Developer in respect of the Above Ground Demolition works.
- The Developer will then enter into a contract for the demolition works including the Above Ground Demolition with the Demolition Contractor.

4.5.3.7 From Phase 2 onwards it is expected that, subject to formal Council approval and achieving best value, the Developer will carry out all demolition works including the Above Ground Demolition and provide the services set out in 4.5.3.6 above.

4.5.3.8 In this event, Above Ground Demolition will become an allowable development cost and the Council will meet the Developer's proper and reasonable costs in providing the services set out in paragraph 4.5.3.6 above. However the Above Ground Demolition costs will need to be accounted for separately from the total demolition costs within the Development Account so the Council can record the accurate costs of land assembly.

## **4.5.4 Delivery Mechanism – Decommissioning buildings**

- 4.5.4.1 The process of decommissioning and disconnection of the existing buildings will be carried out in accordance with sequence set out in the Demolition Schedule Annexure 11.3.
- 4.5.4.2 The paragraphs below set out the activities to be carried out by the Council up to handover of the buildings to the Developer for the demolition; Developer activities in relation to the DHS are also set out below.

### **Decommissioning Units:**

- 4.5.4.3 Individual Units will be decommissioned once vacant, with all services being isolated on a unit by unit basis, (to include Electricity, Gas, Cold Water, District Heating [Heating & Hot Water Supply]). Utility meters will be removed and securely stored with reference numbers recorded against individual unit details. Meters are to be returned to the appropriate utility suppliers.
- 4.5.4.4 Where occupancy levels within individual buildings allow, and continuity and quality of supply will be unaffected, further decommissioning works will be undertaken as appropriate. This may include the draining and isolation of water tanks and the isolation of service risers feeding groups of vacated Units.
- 4.5.4.5 Disconnection of services to individual units or buildings will be managed in line with vacant possession and site handover. The timeline for requesting disconnection of services will be factored into the vacant possession date to allow for minimum delay.

### **Security**

- 4.5.4.6 Decommissioned units will be grilled by the council. Where entire corridors are vacated, these will also be blocked off.

- 4.5.4.7 To avoid squatting, vandalism, theft and ASB issues in void units the following security measures will be put in place by the Council:
- Grilling doors and windows (Grilling to doors to display number of unit within block for reference purposes)
  - Grilling stairwells as floors empty
  - Removal of sanitary appliances, etc. prior to grilling
  - Clearance of all loose furniture and rubbish prior to grilling.
- 4.5.4.8 Unauthorised access to grilled units will be addressed through existing Council procedures.
- 4.5.4.9 Additional lighting to stair wells, block facades and adjacent streets will be provided to maintain safe access to remaining residents.

#### **Decommissioning Phased Reduction of Load on Existing Central Boiler**

- 4.5.4.10 Decommissioning and disconnection or isolation of the existing DHS will be carried out by the Council progressively on a building by building basis. Once all the buildings related to a demolition site are vacated, the council will disconnect or isolate the primary mains (or secondary mains, as relevant) at the boundary of each demolition site and any associated local thermal substation.
- 4.5.4.11 In some instances the Council may decide to disconnect a building from the DHS prior to full vacancy of that building; in this instance, temporary supply of heating and hot water will be provided the individual units, as required.
- 4.5.4.12 The Demolition Schedule, Annexure 11.3, sets out an approach which would allow for full decommissioning and disconnection of the DHS during the development of Phase 4 (upon the connection of the existing buildings to the new the new energy centre). The Council will at this point carry out decommissioning works in accordance with the schedule, and, when appropriate, carry out the decommissioning of the existing energy centre.

4.5.4.13 In some situations where a building is required to be disconnected from the DHS prior to Vacant Possession (in line with the Demolition Schedule), a temporary boiler plant will be provided and connected by the Developer. The Council will only disconnect the building from the DHS, once the new temporary boiler plant is operational. In situations where a building is required to be disconnected from the DHS prior to Vacant Possession, the Developer will establish whether temporary boiler plant or connection to the new energy centres) will be the most beneficial and report to the Council. This will be determined during the design development stage when timescales, occupancy levels in the buildings concerned are known, and more detailed designs on the new system have been designed. Where a building temporary boiler plant is installed The Council will be responsible for the fuel costs associated with the operation of such temporary boiler plant will rest with the Council; the Developer will be responsible for the repair and maintenance of such boiler plant will rest with the Developer.

4.5.4.14 Refer to the Decommissioning of the existing DHS drawings series, Annexure 4.3.

#### **Other**

4.5.4.15 The Council will arrange for the relocation of Telecom Masts and the Developer will work with the Council to identify and provide alternative locations to the providers within the new development.

#### **Handover**

4.5.4.16 Handover of possession from the Council to the Developer will be on a Plot by Plot basis or grouping of plots, as set out in the Demolition Schedule Annexure 11.3. Once a block becomes vacant it may, by agreement between the Parties, be handed over to the Developer to hoard and manage even if the entire Plot is not yet vacant.