Executive Summary

The Lancaster West Estate, located within the Royal Borough of Kensington & Chelsea, London, is a vibrant and diverse community. Originally designed as a thriving garden estate with a focus on biodiversity, the area has experienced urbanisation, resulting in limited access to nature in Lancaster West and the wider Notting Dale ward. To address this issue, a comprehensive feasibility study is planned, focusing on site-wide landscaping, flood mitigation, and climate adaptation. This project is closely linked to a larger Estate Refurbishment programme and the implementation of a District Heating Network (DHN), aligning with our ambitious goal of becoming London's largest eco-neighbourhood and achieving carbon neutrality by 2030. It is crucial that all aspects of the refurbishment, including the landscape, are co-designed with the residents.

The outlined scope of work aims to produce deliverables in line with RIBA Stages 0-3 for Sitewide Landscape, including:

1. Identification of project strengths, weaknesses, opportunities, and risks to assist Lancaster West Neighbourhood Team (LWNT) in defining priorities and requirements for Lots 1, 4, 5 & 6 through a comprehensive 'Project Brief'.
2. Conducting a detailed feasibility study and site analysis of Lots 1, 4, 5 & 6.
3. Identification and maximisation of landscape and Sustainable Drainage Systems (SuDS) interventions, developing these into a site-wide landscape proposal.
4. Proposal of a range of interventions that cover different levels of flood mitigation, detail, and budget.
5. Identification of opportunities to create multi-functional SUDS and landscape interventions for each Lot.
6. Inclusion of case studies or exemplar projects that can be used to illustrate a range of opportunities for reference.
7. Detailed analysis of flood risk, lighting, wayfinding and signage, ecology, and biodiversity.
8. Conducting a high-level cost analysis for each proposed intervention sitewide, informing priority areas for delivery.
9. Coordination with workstreams such as the Notting Dale Heat Network, the ongoing refurbishment of all residential homes on Lancaster West Estate and the ongoing programme of Landscape works within Lots 2&3.

Through the completion of this project, we aim to enhance the landscape of Lancaster West Estate, promote sustainability, and improve the well-being of its residents.

Location/Site Details

The landscape refurbishment project encompasses specific areas within the Lancaster West Estate, as depicted in Figure 1. Lots 2 & 3, also known as Lower, Upper, and Clarendon Walk, Talbot Walk, Camelford Court, Camelford Walk, Talbot Grove House and Morland House, have already undergone a landscape study extending to RIBA stage 3, this study can be shared with the successful bidder. The area around Grenfell Tower is excluded from this scope as its future will be decided by the Grenfell Tower Memorial Commission working with bereaved, survivors and the local community. Relationships with the Government (the current site owners) and the Memorial Commission will be maintained to ensure continuity across the estate (Figure 2).

Please refer to Figure 1 for a detailed site map illustrating the relevant Lots and their boundaries.

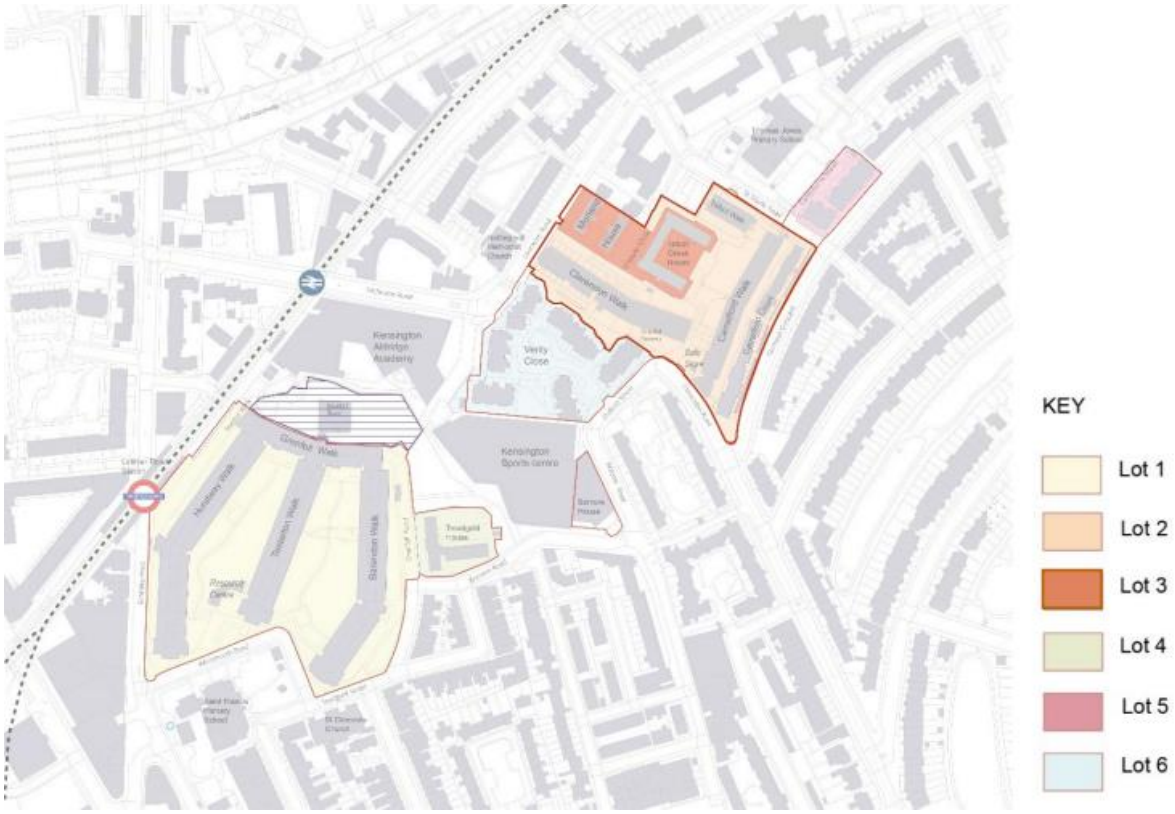


Figure 1: The six Lots within the Lancaster West Estate.

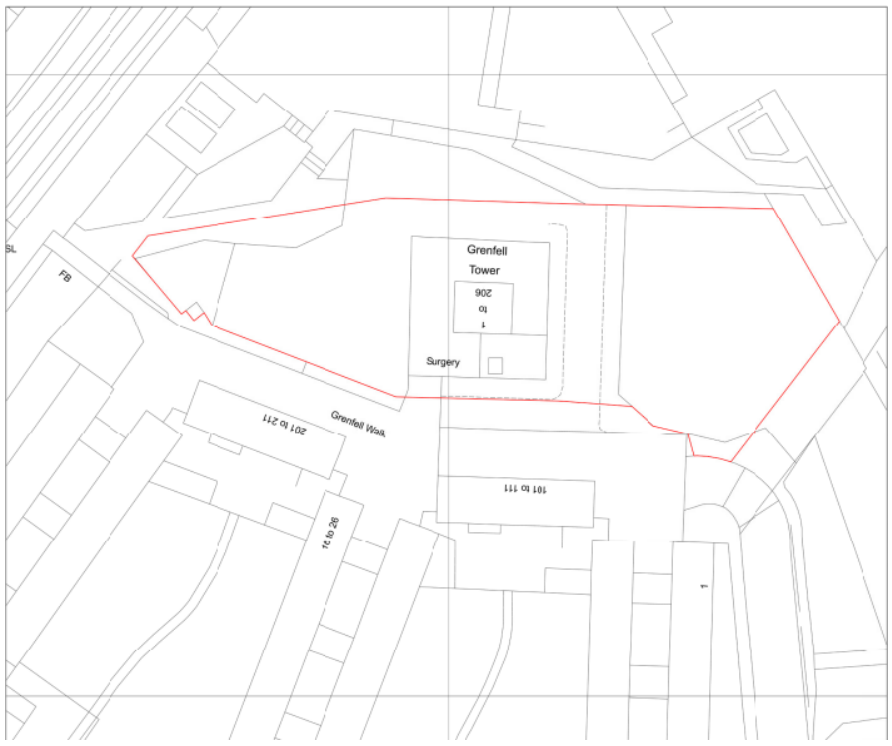


Figure 2: Detailed site boundary from the Grenfell Memorial Comission

Name	*Lancaster West Estate*
Map reference	*TQ 2389 8078*
Size	*7.7ha*
Age	*33-54 years*
Location	Lancaster West Estate is located within Notting Dale Ward in the north-west of the borough. It is immediately adjacent to Latimer Road Underground Station, extending westward to Thomas Jones Primary School, southward to the Kensington Leisure Centre and is bound to the north by Silchester Road.
Ownership & Management	The site is owned by the Royal Borough of Kensington and Chelsea [RBKC] and managed by the Lancaster West Neighbourhood Team [LWNT].
Maintenance	Landscape maintenance is a shared responsibility between LWNT and RBKC. Routine care is managed by RBKC contractors, day-to-day maintenance, ad hoc requests, and general greening is carried out in the minority by LWNT contractors and in the majority by community volunteers.
Public Realm	The landscape on Lancaster West is a combination of public realm and private gardens (gardens are in the minority, however, balconies are prevalent). The existing public realm and green space within the site is shown below (Figure 2).

Figure 3: Map showing public realm and green space across the site

Project Brief

The project aims to undertake a landscape refurbishment of specific areas within the Lancaster West Estate, the largest estate in the Royal Borough of Kensington & Chelsea. With 826 households serving over 2,000 residents, the estate has been home to a diverse community since the 1970s. The original estate design utilised "finger-blocks," providing density while preserving green spaces at the centre for residents to enjoy and engage with nature and their community.

Driven by a government commitment to a green recovery after the Grenfell tragedy, the Lancaster West Estate is striving to become carbon-neutral by 2030. As part of a major refurbishment program to enhance existing homes into model 21st Century social housing, the landscape refurbishment project will play a vital role in creating a cohesive, co-designed, and convenient spaces for residents. The project will be shaped by technical expertise, extensive resident engagement, and insights from successful co-design projects within the estate.

Lancaster West Estate is at the highest possible risk of flooding, overheating and overall climate risk. In July 2021 these risks identified came to fruition in a significant flooding event that disrupted the homes and livelihoods of social housing residents. The worst flooding occurred within St Marks Close, which comprises three residential blocks. Significant disruption to residents ensued, with 8 properties having to be moved into temporary accommodation, where some remained up to a year later. The causes and ramifications of this event have been further explored by Thames Water and in a preliminary feasibility study by landscape consultants. Exploring opportunities for SUDS both within this area, and across the estate will directly benefit these residents, whilst also providing peace of mind for hundreds more. Mitigating flood risk has therefore been identified as a key priority for both residents and the council, forming the basis for the 'Slowing the Flow in Notting Dale' programme, an ever-expanding interconnected network of Sustainable Urban Drainage Systems (SUDS) across the estate and the wider ward.

The Lancaster West Future Neighbourhood Vision project conducted in 2021 extensively consulted with residents, identifying key areas for improvement based on their aspirations for their homes and the estate. These improvements include enhancing access to green spaces, improving lighting, seating, wayfinding, and addressing issues of anti-social behaviour. The landscape refurbishment project is expected to align with these desired outcomes, as detailed in Appendix A.

Similarly, in 2021 Notting Dale ward was one of only two wards in London to be successful in receiving funding to deliver projects under the Mayor of London's Future Neighbourhoods programme. In addition to ongoing projects across three phases between 2021 and 2024, a co-designed environmental visionary strategy is being developed with local residents. This strategy will provide helpful context and a supportive framework with which to engage residents of Lancaster West Estate on greening and landscape related options.

The Sitewide Stage 0-1 Sketchbook, produced in October 2022, offers a comprehensive analysis of the Lancaster West Estate's landscape and public realm. It summarises previous engagement efforts with residents, including the Book of Ideas in 2017 (Appendix B) and the Future Neighbourhood Vision in 2021. The sketchbook emphasises the need to create accessible and high-quality green spaces, considering the historical changes in road networks, street patterns, and desire lines that have led to a complex network of paths and a reduction in green spaces. With the estate already

located in an area deficient in access to nature, this analysis highlights the importance of enhancing spaces for residents to enjoy. Additional key areas for attention were identified in the sketchbook, shaping the scope of this brief. Further details on the sketchbook can be found in Appendix C.

Project Objectives

The vision for Lancaster West is to become a 'Garden Estate'. For the wellbeing of residents and the future resilience of the site we need to work the Estate into a better connected and nature-rich network of accessible and high quality public green spaces where everyone has access to nature. Engagement carried out to date has highlighted greening as a clear priority, the successful bidder should build from this, and work with LWNT to support residents in understanding the benefits of green space, and the challenges surrounding climate change. The landscape refurbishment project within Lancaster West therefore has the following objectives:

1 Putting residents first

i. Drawing residents outside
   The green spaces of the Estate have been built on, fragmented, and privatised over time making it feel hostile, affecting residents' sense of safety, health, and well-being. We must open up and better define spaces to make resident feel frown to spending more time outdoors.
ii. Child-friendly and playful
   The landscape of the Estate should be made accessible to all user groups and residents including children. Movement though the external spaces should be simple, easy to navigate and offer opportunities to play and rest.
iii. Restoring lost connections
   The 1960s vision for the Estate replaced the open and permeable Victoria Street plan, which has resulted in a convoluted and confusing pedestrian experience. To deal with these issues, we must learn from the past and restore lost connections and routes where we can.
iv. Embracing diversity
   The landscape of the Estate should reflect the diversity of the resident and tell a story about the Estate's rich history.

2 Bringing nature back in

i. Restoring lost habitats
   The Estate site near to Counter Creek, one of London's lost rivers. We can design with topography of the site which still runs in the direction of the basin, and we can also restore lost riparian habitats and attract water-loving wildlife again.
ii. Connecting a nature-rich green network
   The Estate already has a large and accessible public green at its centre which provide connectivity to spaces and green spaces around it. There is potential to increase the ecological value of this space and other spaces across the estate to a nature-rich green network of green corridors.
iii. Making spaces come together
   Resident desire more spaces to come together, spend time outside and share skills so they can be truly connected community. We must design spaces that can work for different people at different times, and cater for needs of young, elderly or people who have disabilities.

iv. Celebrating the weather as a spectacle

Climate change is bringing more unpredictable weather; however, we can design the landscape and open spaces of the Estate to celebrate water and the weather, re-frame something negative into something joyful, playable, and beautiful.

3 Nurturing a unique neighbourhood

i. Retracing historic streets.

There is an opportunity to transform the Estates communal spaces to make them feel more like the Victorian streets that were present before the Estate was built and that characterise the surrounding area. For example, by introducing a consistent paving material, street lighting and signage this will create clear, easy to navigate routes and will stitch the Estate back in to surrounding neighbourhood.

ii. Handmade and home-grown

The residents of the Estate are its biggest asset, their tenacity and commitment to caring for parts of the Estates green space should be supported through good design, so that character of the public realm can continue to be created by residents themselves.

iii. Enhancing character and quality

The 1960s vision for the Estate was to create a neighbourhood with a single, consistent character. However, over time, development has led to the neighbourhood feeling fragmented. We must balance the need for a consistent character for the estate with the need for each Lot to have its own distinct character and unique qualities.

iv. Improving wayfinding

The Estate is laden with signage from all difference sources and timeframes, making it confusing for residents and visitors. Perhaps more important than signage is wayfinding, therefore we must open up views through the Estate and create new connections wherever we can.

By achieving these objectives, the landscape refurbishment project will contribute to the overall transformation of Lancaster West Estate into a sustainable, resilient, and vibrant community that meets the evolving needs and aspirations of its residents.

4 Creating a climate resilient neighbourhood

i. Reducing vulnerability to extreme weather events

The estate has a high risk of overheating, flooding, and other extreme weather events such as storms and droughts. There should be a focus on reducing vulnerability to these events by maximising opportunities for multifunctional SUDS and permeable surfaces within each Lot, to manage water runoff effectively.

ii. Promoting Nature-Based Solutions for Urban Cooling
Enhancing the Estate's natural green infrastructure by planting trees and creating new green spaces will significantly contribute to urban cooling. Integrating green roofs and green walls where possible will further enhance cooling and mitigate the impact of rising temperatures.

iii. Implementing drought-tolerant planting and water efficiency
By selecting and planting vegetation that can thrive in arid or water-scarce conditions we can reduce the Estate's reliance on irrigation and water resources. We can promote water-efficient practices such as rainwater harvesting, smart irrigation systems and using recycled for non-potable purposes.

iv. Facilitating community engagement in climate awareness
Improving the landscape of the estate gives residents ownership and collective responsibility for their natural environment. Building climate resilience requires active participation and collaboration among residents, business, local authorities, and community organizations. Encouraging community engagement in landscaping projects can lead to the development of shared goals and greater awareness of climate risks.

Stakeholder Requirements

The landscape refurbishment project within the Lancaster West Estate involves various key stakeholders who play crucial roles in its successful execution:

Client

The Neighbourhood Director of Lancaster West Estate will oversee the contract, providing overall guidance and direction. Day-to-day management will be facilitated by the Lots 2 & 3 Senior Project Manager and the Landscape Project Manager, ensuring effective coordination and implementation.

Key Stakeholders

Lancaster West Residents

The residents of Lancaster West Estate are the primary stakeholders as they are the end users of the landscape. Their input and preferences are essential in shaping the design and functionality of the refurbished landscape. As stakeholders residing in homes historically affected by flooding, their perspectives on flood mitigation and climate adaptation measures are of particular importance.

Lancaster West Neighbourhood Team

Acting on behalf of the residents, the Lancaster West Neighbourhood Team represents the local community and serves as the voice of the residents. They are part of the Royal Borough of Kensington and Chelsea and also hold the responsibility of site ownership and management. Close collaboration and engagement with the Neighbourhood Team will ensure that the project aligns with the community's aspirations and needs.

Royal Borough of Kensington & Chelsea Planning & Place Team

The Royal Borough of Kensington and Chelsea Planning and Place Team is responsible for overseeing planning and development matters within the borough. Their involvement is crucial in ensuring that the landscape refurbishment project aligns with the borough's planning policies and regulations, and that the necessary approvals and permits are obtained.

Funding Bodies

The landscape refurbishment project has secured funding from the Mayor of London's Green & Resilient Spaces Fund, which is partially supporting the feasibility study. The Landscape Project Manager will provide regular progress updates to the funding bodies, facilitating effective communication and managing their requirements. Additionally, Lancaster West has received investment from various central government funding bodies, which may impact the delivery of specific projects, subject to the respective funding requirements.

Engaging and incorporating the perspectives of these key stakeholders throughout the project is vital to ensure that the landscape refurbishment aligns with the desires of the residents, meets the standards set by funding bodies, and fulfils the goals of creating a sustainable and resilient environment within the Lancaster West Estate.

Scope of Works

The scope of works outlined below covers RIBA Stages 0-3, encompassing the initial project definition, feasibility studies, options appraisal, concept design, detailed design, stakeholder engagement, and cost analysis. The deliverables produced during these stages will inform the development of subsequent phases of the landscape refurbishment project.

Stage 0 - Project Definition and Site Appraisal:

a. Conduct a comprehensive analysis of Lancaster West Estate's landscape and public realm.
b. Review previous engagement efforts and documents, such as the Book of Ideas and Future Neighbourhood Vision.
c. Identify strengths, weaknesses, opportunities, and threats (SWOT analysis) related to the landscape and public realm.

<u>Outputs/Deliverables</u>

d. Clear landscape design approach to inform the feasibility study.
e. Proposed programme of works up to the end of RIBA Stage 3.

<u>Stakeholder Engagement</u>

f. Engage with Lancaster West Team throughout the process, seeking their input and feedback.

Stage 1 - Project Brief and Feasibility Studies:

a) Develop a clear project brief based on identified priorities, requirements, and aspirations.

b) Conduct feasibility studies, including technical surveys and analysis, to inform the design process.
c) Assess utilities, drainage, flood risk, soil conditions, topography, ecology, lighting, wayfinding, and signage.
d) Analyse the feasibility of incorporating sustainable urban drainage systems (SuDS) and climate-resilient design principles.
e) Develop a clear methodology for resident engagement and co-design to inform stakeholder engagement events, including ways to engage under-represented groups.

Outputs/Deliverables

g. Report outlining landscape design narrative, character, and approach.
h. Play space evaluation report.
i. Results from technical surveys, including utilities/drainage, flood risk, soil, topographical, lighting, wayfinding, and signage.
j. Preliminary Ecological Assessment as per CIEEM guidelines, including phase 2 priority species, Biodiversity Unit of existing area and corresponding UKHAB map detailing existing habitats.
k. Presentation of the report to the client and design team for discussion and agreement.
l. Resident engagement and co-design strategy for landscape design
m. Information to feed into initial cost analysis.
n. CDM Designers Risk Assessment.
o. Operations and Maintenance strategy appropriate to level of development.

Cost Analysis and Budget Considerations

a. Conduct initial cost analysis for the proposed landscape approach across the site.
b. Identify priority areas for delivery based on cost considerations and project objectives.
c. Ensure alignment with the defined budget and explore opportunities for cost optimisation.

Stakeholder Engagement

d. Engage with Lancaster West Team throughout the process, seeking their input and feedback.

Stage 2 - Options Appraisal and Concept Design:

a. Conduct an options appraisal to explore different design possibilities and approaches.
b. Prepare a concept design for the landscape refurbishment, considering the identified opportunities and objectives.
c. Develop computer-generated images (CGIs) and plans to visualise and communicate the proposed options.
d. Consider the integration of renewable technologies, such as solar power, for lighting and other landscape elements.

Outputs/Deliverables

e. Report outlining three cost options, generally in accordance with NRM1 including an area-by-area elemental breakdown, covering 'high,' 'medium,' and 'low' cost ranges.
f. Concept design for the selected option, including illustrations and CGI.
g. Projected Biodiversity Unit and completed metric for uplift of each habitat, following proposed design and corresponding UKHAB map detailing projected habitats.
h. Project and procurement strategy report.
i. Presentation of the report to the client and design team for discussion and agreement.
j. CDM Designers Risk Assessment.
k. Operations and Maintenance strategy appropriate to level of development.

Cost Analysis and Budget Considerations

e. Conduct a detailed cost analysis for each proposed intervention across the entire site.
f. Ensure alignment with the defined budget and explore opportunities for cost optimisation.

Stakeholder Engagement

l. Engage with Lancaster West Team throughout the process, seeking their input and feedback.
m. Engage with Lancaster West residents throughout the design process, seeking their input and feedback.
n. Attend engagement events, public meetings, and webinars to present and gather input from residents, including those from under-represented groups, as outlined in the resident engagement and co-design strategy.
o. Provide visualisations, graphics, CGIs, and presentations to communicate design concepts to residents.
p. Respond to resident comments and incorporate their preferences where feasible.
q. Collaborate with the Lancaster West Neighbourhood Team and other stakeholders to ensure a co-designed approach.
r. Preparation boards with visualisations to communicate concepts, including precedents and physical samples to enable resident choice.

Stage 3 - Detailed Design and Planning for Delivery:

a. Progress the chosen option from the concept design stage to detailed design.
b. Develop detailed plans, drawings, and specification package for the landscape refurbishment in accordance with the project budget.
c. Consider flood mitigation measures, including sustainable drainage systems, for vulnerable areas.
d. Address issues related to lighting, wayfinding, accessibility, and safety within the detailed design.
e. Integrate the landscape design with the district heating network requirements, collaborating with the heat network design team.

f. Attend UDL design review session and demonstrate that any recommendations have been acted on to ensure exemplary design quality
g. Prepare a planning application (if required), including all necessary documentation and visuals, to obtain relevant approvals.

Outputs/Deliverables

h. Rendered landscape masterplan to an appropriate scale.
i. General arrangement plan to an appropriate scale.
j. Indicative levels plan to an appropriate scale.
k. Site sections to an appropriate scale.
l. Illustrative sketches, including CGI.
m. Planting strategy, including a proposed list of species.
n. Materials palette for paving, street furniture, lighting, and signage.
o. Landscape Stage 3 report covering the landscape character and heritage statement, design narrative, and proposals.
p. CDM Designers Risk Assessment.
q. Operations and Maintenance strategy appropriate to level of development.

Cost Analysis and Budget Considerations

r. Continuously review and update the cost analysis and budget considerations as the feasibility studies progress.
s. Ensure alignment with the defined budget and explore opportunities for cost optimisation.

Stakeholder Engagement

t. Engage with Lancaster West Team throughout the process, seeking their input and feedback.
u. Engage with Lancaster West residents throughout the design process, seeking their input and feedback.
v. Attend engagement events, public meetings, and webinars to present and gather input from residents, including those from under-represented groups, as outlined in the resident engagement and co-design strategy.
w. Provide visualisations, graphics, CGIs, and presentations to communicate design concepts to residents.
x. Respond to resident comments and incorporate their preferences where feasible.
y. Collaborate with the Lancaster West Neighbourhood Team and other stakeholders to ensure a co-designed approach.
z. Preparation of boards with visualisations to support planning, engage on designs, and co-design elements wherever possible, including precedents and physical samples to enable resident choice.

Budget and Timeline

The budget for the landscape refurbishment project has been determined based on committed grant funding and match funding, taking into account the geographical, environmental, and political complexities of the area. The Lancaster West Neighbourhood Team is dedicated to closely collaborating with the delivery team to minimize barriers and ensure that the project can be successfully completed within the defined budget and timeline.

Milestones and expected deliverables are outlined as follows:

RIBA Stage 0 – Project Definition: 31st October 2023

a. Site Appraisal
b. Project Programme

RIBA Stage 1 – Identify Sitewide Opportunities: 31st December 2023

a. Project Brief
b. Feasibility Studies
c. Technical Surveys (including utilities/drainage, flood risk, soil, topographical, ecology, lighting, wayfinding, and signage)
d. Report outlining landscape design narrative, character, and approach.
e. Preliminary Ecological Assessment
f. Resident co-design and engagement strategy
g. Play space evaluation report.
h. Initial cost analysis report

RIBA Stage 2 – Options Appraisal and Concept Design: 31st March 2024

a. RIBA Stage 2 Report (high, medium, low)
b. Options Appraisal report
c. Computer-Generated Images (CGIs) and Plans for each option.
d. Procurement Strategy report
e. Detailed cost analysis report

RIBA Stage 3 – Detailed Design and Planning for Delivery: 30th June 2024

a. Landscape Stage 3 report
b. Detailed Design Plans
c. Illustrative sketches, including CGI.
d. CDM Designers Risk Assessment Planning Application
e. Updated cost analysis report

Design Principles and Considerations

The landscape refurbishment project for the Lancaster West Estate should adhere to the following design principles and considerations to create a cohesive, resilient, and engaging environment:

Biodiversity & Ecology:

a. Incorporate climate-resilient design principles at both the site level and in key areas.
b. Utilise adaptable and climate-change-resistant planting palettes, while diversifying existing planting schemes and green spaces.
c. Enhance habitat connectivity at ground and canopy levels, ensuring accessibility and practical movement for residents.
d. Outline ideas for achieving a minimum of 10% BNG for each lot as part of the refurbishment programme. With exploration of an ambitious target of 20% in line with the expectation for this to be an exemplar project.
e. Where BNG might not be the most suitable measure for assessing the biodiversity of a project, especially if starting from a low baseline, ensure that the Biodiversity Unit (BU) is measured both pre-works and proposed post-works.

Lighting:

f. Develop a cohesive lighting plan that addresses existing issues, such as lights shining into homes, extreme contrasts between dark and light areas, and variations in lighting tones across the estate.
g. Consider innovative renewable technologies, including solar power, for lighting solutions.

Wayfinding:

h. Improve signage and wayfinding throughout the estate to create a safe, welcoming, and accessible environment.
i. Coordinate wayfinding improvements with the heat network project and the refurbishment project, considering the uplift of roads, paved surfaces, and elements such as ramps and steps.

Flood Mitigation & Flood Modelling:

j. Prioritise flood mitigation, considering the severe flooding event that occurred on the estate in July 2021.
k. Focus on Lots 1, 4, 5, and 6, with particular emphasis on areas that were severely affected by flooding.
l. Maximize opportunities for sustainable drainage systems (SuDS) features, including nature-based and engineered solutions, considering the frequency of climate-induced flooding events.

Resident Engagement:

m. Involve all residents, including from under-represented groups, in the landscape design process, seeking their input and incorporating their preferences.
n. Conduct engagement events during RIBA Stages 2 and 3, with the expectation of attending both in-person and online events.
o. Present visualisations, CGIs, and presentations for events and meetings.

p. Respond to resident comments and collaborate with the Lancaster West Neighbourhood Team, who will manage the co-design workstream.

Engagement with Client and Stakeholders:

q. Engage with various client teams, including the lead landscape project team, refurbishment team, heat network team, co-design and engagement team, and communication team.
r. Collaborate with the Lot 1, 4, 5, and 6 Multidisciplinary Design Consultancy and Notting Dale Heat Ltd, ensuring effective coordination and integration of efforts.
s. Consult with residents as the final end-users of the estate.
t. Complete an Urban Design London review session to demonstrate that any recommendations have been acted on to ensure exemplary design quality

Integration with Heat Network

u. Collaborate with the heat network workstream, design team and architects of the Notting Dale Energy Centre to fully integrate landscape elements with the heat network project.
v. Explore opportunities for cohesive design palettes and potential integration of permeable paving or architectural expressions of the heat network.

By adhering to these design principles and considerations, the landscape refurbishment project will create a resilient, visually pleasing, and sustainable environment that meets the needs and aspirations of the Lancaster West community, while ensuring integration with other key projects within the estate.

Social Value

LWNT have co-designed a Community Development Strategy with residents, which has the following four priorities:

- Maximising financial and career opportunities
- Promoting health and wellbeing
- Living more sustainably on a garden estate, in a greener neighbourhood
- Living in a connected community, experiencing improved levels of equality

The development of the green spaces on the Lancaster West Estate is central to this strategy. Increasing the biodiversity and use of these spaces will create new spaces that can be used for community gardening, education, and respite, both from upcoming refurbishment and the ever-increasing impacts of a warming planet. Detailed guidance is included in the 'Social Value Information' document attached in Appendix E.

KPIs and Success

Success of this project will be monitored using the following methods to ensure that work is completed in line with the highest standards expected by our residents. Upon completion of the project to RIBA Stage 3 the following should be met:

1) By the project completion date, ensure sitewide biodiversity has been fully maximised, and a minimum of 10% biodiversity net gain for each Lot and the heat network within the sitewide landscaping project has been defined, contributing to the enhancement of local ecosystems and ecological resilience.

2) By the end of the fiscal year 2023/2024, achieve a minimum of 95% on-time completion of each RIBA Stage as per the established programme, and with sign-off and instruction to proceed from the Director of Lancaster West Neighbourhood Team and Grenfell Housing Services, ensuring seamless progression and timely delivery.
3) For the sitewide landscaping project, maintain a budget variance of no more than 5%, encouraging accurate costings and identifying opportunities for cost improvements throughout the project lifecycle, thereby ensuring effective cost management and financial control.

Project Constraints

The existing character of the Estate is a uniquely exciting and yet challenging asset. Outlined below are some key constraints that should be considered within the landscape refurbishment programme:

Strengths

1. The Estate has a network of green spaces and mature trees.
2. The Estate already has a large and accessible public green at its heart which provides connectivity to spaces around it.
3. Residents play a very active role in designing and caring for green spaces, including the community gardens on Lot 3 which contributes to Estate's strong community spirit and the sense of identity.
4. The Estate has an active programme of activities and events.
5. The site has evolved to become a palimpsest with varied planting and materials from different architectural eras.
6. Each Lot feels like you are entering a different and unique space.

Weaknesses

1. Poor perception of safety for residents and visitors, especially at night making residents hesitant about using green spaces.
2. Poor connectivity due to barriers to movement including ramps, steps, and changes in level. Pathways are difficult for pedestrians and cyclists to navigate.
3. Poor and inconsistent lighting, particularly on Upper and Lower Clarendon Walk.
4. Visual clutter including redundant signage, lighting, and fencing affects legibility and wayfinding across the site.
5. Inconsistent material palette and character across the Estate.
6. Poor ecology including connectivity and diversity of habitats.
7. Non active frontages and lack of passive surveillance in some areas.
8. Changes in level making parts of the estate in accessible for vulnerable road users.
9. Many public spaces and uses are segregated which does not encourage people to come together.
10. Due to the estate having had different interventions over time there is no consistent material palette and character within the Estate.
11. Flood risk, lack of SuDS and vulnerability to climate change.

Opportunities

1. Drawing residents outside by creating more places to sit, spaces to meet and spent time together in nature.
2. Restore lost connections and consider how the character of 'lost' Victorian streets could be restored through improvements to the public realm.

3. Improve legibility of the public realm and wayfinding by undertaking a comprehensive signage and wayfinding strategy
4. Improve and highlight entrances as 'gateways' into and out of the site.
5. Enhance ecology of the site with more climate resilient planting, creating more diverse and connected habitats for wildlife.
6. Enhance green spaces to make them nature-rich and better connected to establish green corridors across the estate and a green network linking to green spaces outside the Estate.
7. There is potential to align district heating network requirement with landscape and SuDS requirements, e.g., trial pits, surveys, demotion and making good, repaving or re-landscaping.

Threats

1. Co-ordination issues arising from consultant teams being procured separately and on different planning and delivery programmes.
2. Potential for proposed district heating network requirements to conflict with landscape/SIDS requirements.
3. Making buildings steep-free is not currently in consultant teams' scope.
4. No 3D information for existing trees making clash detection difficult.
5. Reluctance of residents to use outdoor spaces due to anti-social behaviour, litter, and dogs due to limited enforcement, management, and maintenance of the estate.
6. Limited capacity and funding for maintenance of the public realm, planting, and SUDS.
7. Impact of climate change and increased rainfall.
8. Lack of future investment in wider public realm and Thames Water/s sewer network
9. Pressure on local authority budgets due to financial uncertainty and economic climate.

Legal and Regulatory Considerations

The landscape refurbishment project for the Lancaster West Estate must comply with various legal and regulatory requirements. The following considerations should be considered:

- Planning and Development Regulations: Ensure adherence to local planning regulations and obtain necessary permissions and approvals for the proposed landscape interventions.
- Health and Safety Regulations: Comply with health and safety standards to ensure the safety of workers, residents, and visitors throughout the project.
- Building Codes and Accessibility Standards: Design landscape elements in accordance with applicable building codes and accessibility guidelines to provide inclusive and barrier-free access for all.
- Environmental Regulations: Comply with environmental regulations and standards regarding noise, pollution, waste management, and protection of biodiversity and natural resources.
- Conservation and Heritage Requirements: Respect any conservation areas, listed buildings, or heritage designations within or adjacent to the Lancaster West Estate and consider their impact on the landscape refurbishment.
- Contractual and Procurement Regulations: Ensure compliance with relevant contractual and procurement regulations, including transparent tendering processes and appropriate contract documentation.

Sustainability and Environmental Impact

The landscape refurbishment of the Lancaster West Estate should prioritise sustainability and minimize environmental impact. Consider the following aspects:

- Climate Resilience: Incorporate climate-resilient design principles to address the challenges of climate change, such as extreme weather events, flooding, and heatwaves.
- Biodiversity and Ecology: Enhance biodiversity through the use of diverse and native planting, creating habitats for wildlife, and promoting ecological connectivity.
- Sustainable Urban Drainage Systems (SuDS): Integrate SuDS features, such as green roofs, rain gardens, and permeable paving, to manage stormwater runoff, reduce flooding, and improve water quality.
- Energy Efficiency: Incorporate energy-efficient lighting, renewable energy sources, and sustainable materials to minimize energy consumption and carbon footprint.
- Waste Management: Implement effective waste management practices, including recycling and responsible disposal of construction waste.
- Green Infrastructure: Maximize the incorporation of green infrastructure, such as urban forests, green walls, and green roofs, to provide multiple benefits, including improved air quality, temperature regulation, and aesthetic enhancements.

Site Analysis

A thorough analysis of the Lancaster West Estate site is essential to understand its specific characteristics and constraints. Consider the following factors:

a) Topography and Geotechnical Conditions: Assess the site's topography, soil conditions, and geotechnical properties to inform design decisions and ensure stability and longevity of the landscape interventions.
b) Existing infrastructure: Identify and analyse existing infrastructure elements, including utilities, drainage systems, and underground services, to coordinate design considerations and minimise conflicts.
c) Flood Risk and Drainage: Evaluate flood risk across the estate, taking into account previous flooding events and vulnerable areas, to develop effective flood mitigation and drainage strategies.
d) Ecological Considerations: Conduct a detailed ecological analysis to identify existing habitats, species, and ecological networks within the estate, informing the protections and enhancement of biodiversity.
e) Cultural and Historical Significance: Identify and cultural or historical features, landmarks, or archaeological considerations that may impact the design and ensure their preservation or appropriate integration.

Access and Circulation

Access and circulation are crucial considerations to ensure a safe, efficient, and inclusive environment within the Lancaster West Estate. The following aspects should be addressed:

- Pedestrian and Cyclist Infrastructure: Assess the existing pedestrian and cyclist pathways and identify opportunities to improve connectivity, enhance accessibility, and promote active modes of transportation.
- Universal Design and Accessibility: Incorporate universal design principles to ensure that all residents, including those with disabilities or mobility challenges, have equal access to the landscape features and amenities.
- Wayfinding and Signage: Develop a comprehensive wayfinding strategy and signage system to guide residents and visitors, improving legibility and navigation throughout the estate.

- Parking and Vehicle Movement: Evaluate the existing parking facilities and vehicular movement patterns within the estate, ensuring appropriate provision and efficient circulation while considering sustainable transportation options.
- Public Transportation Integration: Explore opportunities to integrate public transportation facilities and infrastructure within or adjacent to the estate to enhance connectivity and promote sustainable travel options.
- Street Furniture and Amenities: Consider the placement of street furniture, seating areas, bike racks, and other amenities to create comfortable and functional public spaces that encourage social interaction and support the needs of the community.
- Construction logistics: As this project closely aligns with the Heat Network and sitewide Refurbishment programmes logistics and site welfare should be considered as the project progresses. A draft construction logistics plan that outlines the established requirements can be found in Appendix G (N.B please consider this document a draft).

Maintenance and Long-Term Management

Effective maintenance and long-term management strategies are essential for the sustainability and ongoing success of the landscape refurbishment project. Key considerations include:

- Maintenance Planning: Develop a maintenance plan specifying the required tasks, frequency, responsible parties, and associated costs for the upkeep of the landscape elements.
- Planting and Green Space Management: Establish guidelines for the selection, installation, and ongoing care of plants, trees, and green spaces to ensure their health, vitality, and long-term survival.
- Irrigation and Water Management: Incorporate water-efficient irrigation systems and consider rainwater harvesting techniques to minimize water consumption and optimize plant health.
- Waste Management and Litter Control: Implement strategies for waste management, including proper disposal and recycling facilities, and establish protocols for litter control and cleanliness within the estate.
- Asset Management: Develop a system for asset management, including the documentation, monitoring, and maintenance of landscape features, infrastructure, and amenities to ensure their functionality and longevity.
- Collaborative Approach: Foster collaboration between stakeholders, management teams, and residents to establish effective communication channels, encourage community involvement, and address maintenance issues promptly.

Building Information Modelling (BIM)

Building Information Modelling (BIM) is a key component of the design and construction process, and it involves the creation and management of a digital model of a building. LWNT has appointed BIM Manager for the execution of these duties. The role of the appointed Consultant will be required to read and adhere to LWNT's Exchange Information Requirements (EIRs) and Asset Information Requirements (AIRs) (Appendix D). The duties required for BIM are set out in these documents and the appointed Consultant will be taking on the roles and responsibilities of Lead Appointed Party.

- Online meeting at the start of RIBA Stage 2 with Architects for Lots 1, 4, 5 & 6.
- Co-ordinate list of landscape elements to be modelled.
- Discuss/ co-ordinate what existing 3D information is available.

- Incorporate EIRs (Employer's Information Requirements) and AIRs (Asset info requirements) revisions, update new team members information and process, update the MIDP (Master Information Delivery Plan). Provide BEP detailing BIM strategy.
- Update the BEP in line with the clients EIR's documenting the Level of Information Need, Level of Detail, COBie requirements and the exchange methods/formats to suit the client's needs, for Lots 1, 4, 5 & 6.
    - COBie requirements stated within the EIR & AIR are to be completed with each stage specifying which information is to be provided.
    - Submit models for Appointing party acceptance.
    - Upload models as within the BEP stating when the information will be uploaded in line with project milestones. (Format, frequency, content to be confirmed by client at kick off meeting).
- Constraints and opportunities mapping: Review of existing 3D models and 3D utilities information for high level clash detection to influences options review.
- Preferred option: 3D Modelling of proposed flood resilience and SuDs features for clash detection purposes and to provide a base of 3D visualisations.
- Online meeting at the end of RIBA Stage 2 to agree BIM scope for Stage 3.

Health and Safety

Ensuring the health and safety of residents, workers, and visitors within the Lancaster West Estate is of paramount importance. Consider the following aspects:

- Risk Assessment: Conduct a comprehensive risk assessment to identify potential hazards, such as trip and fall risks, uneven surfaces, inadequate lighting, or unsafe infrastructure, and develop strategies to mitigate these risks.
- Lighting and Security: Design an effective lighting plan that prioritises safety, visibility, and crime prevention, considering appropriate lighting levels, placement of fixtures, and surveillance measures.
- Emergency Preparedness: Incorporate emergency preparedness measures, including clear evacuation routes, emergency access points, and appropriate signage to guide occupants in case of emergencies.
- Material Selection: Select materials that comply with health and safety standards, such as non-slip surfaces, low-toxicity materials, and fire-resistant elements, to minimize risks and ensure the well-being of users.
- Construction Safety: Implement robust construction safety protocols and practices, adhering to relevant health and safety regulations, to protect workers and mitigate risks during the construction phase.
- Ongoing Monitoring: Establish mechanisms for ongoing monitoring and reporting of health and safety issues, encouraging residents to report any concerns, and facilitating timely resolution.

Consultation and Community Engagement

Community engagement and consultation are crucial to ensure that the landscape refurbishment project meets the needs, aspirations, and preferences of the Lancaster West community. Consider the following:

- Stakeholder Identification: Identify key stakeholders, including residents, community organisations, Royal Borough of Kensington and Chelsea Special Planning team, and other relevant parties who should be involved in the consultation and engagement process.
- Consultation Plan: Develop a comprehensive plan outlining the methods, timing, and frequency of engagement activities, ensuring that they are accessible and inclusive for all community members.
- Resident Surveys and Workshops (stages 2 and 3): Conduct surveys and workshops to gather input, preferences, and ideas from residents regarding the landscape refurbishment project, allowing them to actively participate in shaping the design and decision-making process.
- Collaborative Design Charrettes: Organise collaborative design charrettes or community design workshops to encourage residents and stakeholders to contribute their expertise, creativity, and local knowledge in the design development.
- Visual Communication: Utilise visual materials, such as renderings, sketches, and virtual reality simulations, to effectively communicate design concepts and solicit feedback from the community.
- Information Sharing: Establish channels for transparent and timely communication, such as newsletters, project websites, and social media platforms, to keep residents informed about the progress, milestones, and outcomes of the project.
- Feedback Analysis and Response: Analyse resident feedback and provide clear and concise responses, demonstrating how their input has been considered and integrated into the design where feasible, in collaboration with the LWNT Senior Resident Engagement Lead.
- Resident Representation: Ensure that resident voices are represented in decision-making processes by involving resident representatives or a community advisory group in project discussions and reviews, in collaboration with the LWNT Senior Resident Engagement Lead.
- Continuous Engagement: Maintain an ongoing dialogue with the community throughout the project, providing regular updates, addressing concerns, and fostering a sense of ownership and pride in the revitalised landscape, in collaboration with the LWNT Senior Resident Engagement Lead.

Tender Evaluation

The following Evaluation Procedure shall be used to evaluate the proposals submitted by consultants for the project. The procedure comprises the following steps:

- Evaluation Team: The Client shall establish an evaluation team with representatives from various departments to review the proposals. The team shall have individuals with the relevant technical expertise and experience in the subject matter.

- Evaluation Criteria: The criteria include factors such as cost-effectiveness, value for money, and overall quality of the proposed services.

- Weighted Criteria: The multidisciplinary consultants fee proposal will be assessed using an 80:20 evaluation ratio, where 80% of the evaluation is focused on the quality of the submission. This approach ensures that the consultants' expertise, experience, and approach to the project are prioritised and given significant weight in the selection process. The remaining 20% will be attributed to the financial aspect of the proposal, striking a balance between obtaining a high-quality submission and cost-effectiveness. By emphasizing the

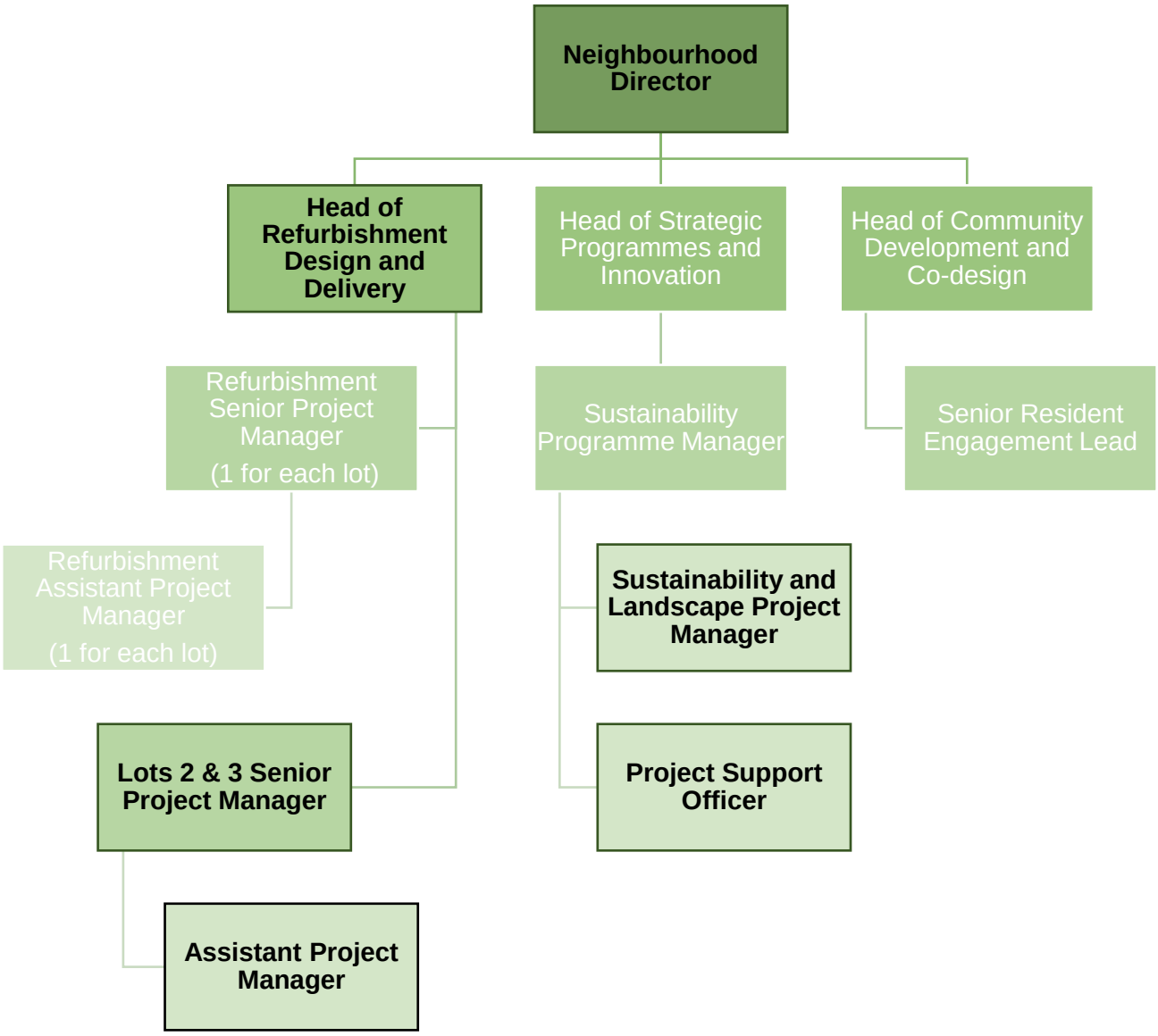
quality aspect, the aim is to secure a consultant team that can deliver exceptional results while also maintaining a competitive fee structure.

- Proposal Review: The Evaluation Team shall review each proposal in detail to ensure that they are complete, accurate, and meet the Project Objectives. The team shall also assess the quality of the proposed services, the experience and expertise of the consultant, and the overall value for money.
- Proposal Scoring: The Evaluation Team shall score each proposal based on the established evaluation criteria and the assigned weights. The scores shall be recorded and compiled for each proposal.
- Total Scores: The Evaluation Team shall calculate the total scores for each proposal by adding up the scores assigned to each evaluation criterion.
- Proposal Ranking: The Evaluation Team shall rank the submitted proposals based on their total scores. The consultant with the highest total score shall be ranked first, and so on.
- Contract Award: The Client shall award the contract to the consultant with the highest total score, provided that they meet all the requirements and conditions of the project. If the highest-scoring consultant is unable to accept the contract or meet the requirements, the Client may award the contract to the next-highest scoring consultant.
- This Evaluation Procedure shall ensure that the proposals submitted by consultants are evaluated based on transparent and objective criteria. The best consultant shall be selected based on their overall value for money, quality of service, and experience, and awarded the contract accordingly.

Project Team

Positions highlighted within Figure 3, the Lancaster West Neighbourhood Team Organisational Chart, will form part of the core project team and will be responsible for most of the decision making throughout the duration of the project.

Figure 3



Appendices

A Lancaster West Future Neighbourhood Vision
- A-1 Understanding Lancaster West Future Neighbourhood Vision
- A-2 Inspiring Lancaster West Future Neighbourhood Vision
- A-3 Exploring Lancaster West Future Neighbourhood Vision
- A-4 Final Report Lancaster West Future Neighbourhood Vision

B Books of Ideas
- B-1 Book of Ideas Cambourne Mews
- B-2 Book of Ideas Camelford Court
- B-3 Book of Ideas Lower and Upper Camelford Walk
- B-4 Book of Ideas Lower and Upper Talbot Walk
- B-5 Book of Ideas Lower, Upper and Clarendon Walk
- B-6 Book of Ideas Morland House and Talbot Grove House
- B-7 Book of Ideas Testerton, Barandon and Hurstway Walk
- B-8 Book of Ideas Treadgold House
- B-9 Book of Ideas Verity Close

C Sitewide Sketchbook

D Lancaster West Building Information Modelling (BIM), Exchange Information Requirements (EIRs) and Asset Information Requirements (AIRs)
- D-1 Lancaster West BIM, EIR & AIR
- D-2 Lancaster West Estate Spatial Naming Convention

E Social Value Information for Tenderers

F RBKC Safeguarding Documentation

G Construction Logistics Plan (Refurbishment) DRAFT