

# Estate Regeneration

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Creating and delivering successful estate regeneration



“ Countryside Properties is uniquely placed to deliver successful Estate Regeneration schemes. We are able to draw on our skills and experience in the creation of mixed tenure and mixed use developments, complimented by our expertise in the design, construction and refurbishment of affordable housing. We also have a substantial community development programme.”

Alan Cherry, Chairman, Countryside Properties PLC

# Creating and delivering successful estate regeneration

Estate regeneration is extremely challenging and requires considerable expertise and resources to ensure success. It also requires a commitment to working with local communities - helping them to create sustainable places where people want to live.

Countryside Properties has built up an unrivalled expertise in estate regeneration over the last 10 years. As a result the Group is able to bring to its partners an unparalleled range and depth of experience and skills in estate regeneration.

These include:

- The creation of socially sustainable communities in which a range of housing tenures are fully integrated.
- The provision of funding for the affordable housing through the acquisition of surplus land and buildings for residential and commercial development.
- Project and construction management skills in the delivery of large-scale, multi-phase schemes which involve working in and around residents' homes.
- New build, refurbishment with residents in occupation and traditional refurbishment.

- Long-term partnerships with housing associations, local authorities, residents and other local organisations.
- A track record of innovation in design and construction, endorsed by a wide range of awards and commendations.
- A Community Development Team.
- The Countryside Community Fund.
- A wealth of experience in the implementation of initiatives to provide jobs, work experience and training to local people.

- 1 Edward Woods Estate, Hammersmith; Notting Hill Housing Trust and the London Borough of Hammersmith and Fulham
- 2 Greenwich Millennium Village courtesy of Mark Crick/Moat Housing Group
- 3 Whitmore Estate, Hackney; Canalside Housing Partnership
- 4 Aberfeldy Estate, Tower Hamlets; East Thames Housing Group



## Housing for sale

“ The development of housing for sale is an increasingly critical factor in the funding of estate regeneration schemes. But it is also a key ingredient in the creation of more sustainable communities.”

Tony Travers, Managing Director, Copthorn Homes

Countryside Properties brings a unique blend of expertise which enables it to maximise the cross-subsidy generated by housing for sale, whilst being totally committed to the integration, not segregation, of different housing tenures and to the highest standards of planning and design.

### Generating cross subsidy

Copthorn Homes are responsible for the majority of the housing for sale undertaken in our estate regeneration programme. They have established themselves as market leaders in their ability to identify the potential of locations in which housing for sale has not hitherto been developed, and in creating new markets.

### Joint ventures

Our experience is that estate regeneration will usually result in sales values increasing at a faster rate than that in the surrounding areas.

We have developed a variety of arrangements to enable our partners to benefit from future

increases in sales values resulting both from this 'regeneration' effect and general house price inflation. These arrangements range from full 'joint ventures' through to simpler 'overage' mechanisms.

### Mixed tenure

The Group actively promotes the full integration of housing for sale with other forms of tenure, in order to promote social cohesion and to secure sustainable estate regeneration.

This philosophy also enables a range of housing options through different forms of purchase such as equity share, low cost sale and open market sale.

- 1 St Ann's, Barking: housing for sale is being developed together with new homes for rent and shared ownership; Southern Housing Group and the London Borough of Barking and Dagenham
- 2 Copthorn have developed over 300 new homes for sale for the Peckham Programme including the successful South Quarter; London Borough of Southwark
- 3 40 new homes for sale will be developed as part of the regeneration of the former Common Road Estate in Langley, Slough; Parkside Housing Group and Slough Borough Council



# Case studies

## New River Green, Islington

The inclusion of new retail units including a 'Sainsbury's Local' supermarket at New River Green in Islington has helped transform the old Marquess Estate into a viable community and regenerated the Essex Road. Copthorn Homes developed 63 innovatively designed apartments for sale and Countryside In Partnership is providing over 240 homes for rent and shared ownership for its partners, the Southern Housing Group.

## Groves Estate, Penge

Countryside Properties was initially selected by Broomleigh Housing Association (now part of the Downland Affinity Group) and Tower Housing Association in 1998 as its constructor partner to undertake schemes of new shared ownership and housing for rent on the Groves Estate in Penge, South London. Broomleigh was keen to see the development of housing for sale and invited Copthorn Homes to work up proposals for a site within the estate. Terms were agreed on a scheme of 49 new homes in 2000 and work started shortly afterwards.



- 1,4 New River Green, Islington; Southern Housing Group and the London Borough of Islington
- 2 Nathan Mulgrave, apprentice carpenter working on the New River Green Development, seen here training at Barking Technical College
- 3 Groves Estate, Penge; Downland Affinity Group and Tower Housing Association

"A vital component of the regeneration of the Groves Estate in Penge was the creation of a more mixed community. The Copthorn 'homes for sale' scheme proved a runaway success and has made a very major contribution to the regeneration of the area. It certainly reflects their knowledge and expertise in mixed tenure housing."

Keith Exford, Chief Executive, Downland Affinity Group

## Long term relationships/partnering

“ The best way in which we can help to secure the regeneration of run down housing estates is through long-term partnerships with the local authority, housing association, local organisations and local residents. ”

David Everett, Managing Director, Countryside In Partnership

Most of our estate regeneration programme is based on long-term partnerships. For example we have been a continuous partner in the Peckham Programme, formally known as Peckham Partnership, since 1994 during which time we have developed over 786 new homes for rent, shared ownership and sale. Key features of our partnership based approach include:

- Strategic partnering
- Open-book approach to costs
- Overage arrangements on housing for sale
- Long-term fixed price agreements
- Supply chain partnering
- An integrated project team and process
- Value management
- Continuous improvement
- Key performance indicators

- 1 Bridget Julier, Resident Liaison Officer, with residents at the Whitmore Estate, Hackney
- 2 Richard Reeves, Projects Director, with Adeyemi Idowe, Design and Build Co-ordinator at Greenwich Millennium Village



# Case studies

## Edward Woods, West London

At Edwards Woods Estate at White City, West London, 122 new homes are being built in partnership with Notting Hill Housing Trust and the London Borough of Hammersmith and Fulham, half of which are for sale through Copthorn Homes. An innovative design with a highly individual marketing campaign plus careful phasing has resulted in a 12% increase in selling prices over original assumptions. Through the profit-share arrangement, our partners have benefited from this increase in sales value. Edwards Woods was highly commended in the National HomeBuilder Design Awards 2003.

## Poplar HARCA and East Thames Housing Group

Our partnership with Poplar HARCA and East Thames Housing Group started in 1998 when nine estates, comprising some 4,600 homes, were transferred from the London Borough of Tower Hamlets. Our contribution already exceeds 880 homes including 535 refurbished homes with tenants in-situ. Work is underway on a multi-tenure scheme of 118 new homes at Chrisp Street which includes 44 contemporary-style apartments for sale. Our work on the Burdett Estate has been recognised in the What House? Awards where the scheme was voted 'Best Partnership Development 2001'.

## The Peckham Programme

The Peckham Programme, formally the Peckham Partnership, of which Countryside has been a member since its inception in 1994, is the longest running partnership of its kind in London. When completed, the Partnership, which includes the London Borough of Southwark, Family, Hyde and Presentation Housing Associations, and the Peckham Tenants' Forum, will have transformed the former Five Estates into an attractive new community. In addition to the 3,500 new and refurbished homes, there is a new library, a new health centre and a range of on-going initiatives to help improve the economic wealth of the area. A key factor in the successful regeneration of the local area has been the development of over 600 new homes for sale, 342 of which are being provided by Copthorn Homes.

- 1 Edward Woods, Hammersmith; Notting Hill Housing Trust and the London Borough of Hammersmith and Fulham
- 2 Chrisp Street, Tower Hamlets; East Thames Housing Group Boleyn & Forest Housing Association
- 3 Coleman Square, Peckham Programme



“ We look forward to our long-standing and successful partnership with Countryside Properties continuing for many years to come.”

Russell Profitt, Head of Peckham Programme, London Borough of Southwark.

## Project and construction management skills

“Our experience covers all types of estate regeneration work including new build, traditional refurbishment and refurbishment with residents in occupation.”

Michael Hill, Business Development Director,  
Countryside In Partnership



Estate regeneration requires specialist project and construction management skills together with the ability to plan and deliver large-scale, multi-phase projects, the commitment to work in an open and honest way with one's partners and the willingness to respect the local residents in and around whose homes works will take place.

Our experience covers all types of estate regeneration work including:

- **New build**
- **Refurbishment with residents in occupation**
- **Traditional refurbishment**
- **Demolition**
- **Strategic infrastructure**

Every scheme is carefully managed through our Quality Management System which, since its introduction in 1996, has resulted in consistently high standards of construction, performance and value for money under BS EN ISO 9001:2000.

We are at the forefront of construction innovation in the affordable housing sector. We invest heavily in research and development to address the growing problem of adequately resourcing traditional methods of building and to achieve more efficient and sustainable construction methods.

Thus off-site pre-fabrication modular construction and other innovative building methods are being used on an increasing number of estate regeneration and other schemes.

- 1 Nightingale Estate, Hackney; Southern Housing Group and the London Borough of Hackney
- 2 Phase 5b Peckham Programme  
Photographed by Robert Greshoff
- 3 Cecile Parkinson, Resident Liaison Officer,  
Burdett Estate, Tower Hamlets

# Case studies

## Nightingale Estate, Hackney

At Nightingale Estate in Hackney we are constructing 176 homes for Southern Housing Group using tunnel form construction, a construction method used extensively in Western Europe, but never used before in the UK on a residential scheme. A concrete 'tunnel' comprising party walls and floors is constructed using factory-made steel shutters. An accelerated curing process enables all of the structural elements of a house to be completed in two days. Factory-made roof panels, wall panels and door sets all add to the speed of construction and improved sound and thermal insulation. The lack of any internal load-bearing partitions and the ability to fully use the roof space gives flexibility of accommodation and maximum use of space.

- 1,2 Tunnel form construction at Nightingale Estate, Hackney; Southern Housing Group and the London Borough of Hackney
- 3,4 Off-site prefabrication using modular construction, Blairgowrie Court, Aberfeldy Estate, Tower Hamlets; East Thames Housing Group

## Blairgowrie Court, Aberfeldy Estate, Tower Hamlets

On the Aberfeldy Estate in Tower Hamlets we are using modular construction to create 30 new homes for East Thames Housing Group. Due for completion in summer 2003, the development is up to six storeys high and built as two blocks either side of a central core for the lift and stair tower. Features will include contemporary steel cross bracing to emphasise the building's modular construction, exposed steelwork to the stairwell, low maintenance rainscreen cladding, and terracotta-coloured rendering to the ground floor. Each apartment will comprise two steel-framed modules and will benefit from a recessed entrance court, and a private balcony or garden. The two-bedroom apartments have been manufactured and fitted out by Yorkon, a modular specialist and are complete with bathrooms, kitchens, tiling, heating, electrics and balconies.



# Sustainability and estate regeneration

“ Sustainability is a vital factor in successful estate regeneration; an environmentally sustainable scheme will minimise the impact on the environment of both the initial construction works and the long-term running of the new and refurbished homes. A socially sustainable scheme will ensure that people want to live in the new homes for many years to come.”

Graham Cherry, Chief Executive, Countryside Properties

Countryside Properties can bring an immense range of skills and expertise in sustainable development to estate regeneration schemes:

- **Environmental Management System, with BS EN ISO 14001:1996 certification.**
- **Development of Biodiversity Action Plans.**
- **Pedestrian/cycle friendly transport strategies.**
- **Provision of financial support to secure new bus services.**
- **Commitment to design and construct all new homes for sale to minimum of BRE Eco Homes 'Good' standard.**
- **Commitment to reducing construction waste.**
- **Use of variety of innovative construction systems.**

We are continually looking for ways to ensure that all natural resources are used efficiently and that waste is minimised. We are working with a range of partners to procure environmentally friendly materials and components. Factory made components, modular pods and other innovative construction methods all undergo a stringent value management appraisal and are being used to produce higher quality, more energy efficient homes, resulting in lower running costs for residents.

Our Environmental Management System has been audited by the British Standards Institute and certified to the BS EN ISO 14001:1996 accreditation. We are the only housebuilder on the WWF UK 'One million Sustainable Homes Task Force'.

- 1 Local children at Burdett Estate, Tower Hamlets; Poplar HARCA and East Thames Housing Group
- 2 Bespoke recycling station at Peckham
- 3 Mrs June Pugh, resident, Vange Estate, Basildon



## Achieving quality

“ Our customers are not just the local authorities and housing associations that employ us. They are also the residents of the new and refurbished homes. Our over-riding aim is therefore to ensure that all our customers are delighted by the quality of our service.”

Richard Reeves, Projects Director and Quality Manager,  
Countryside In Partnership

This is not just about the quality of the finished product, but also such matters as working with care and consideration in and around people's homes, handing over individual homes on programme and ensuring an effective after-care service. We are constantly striving to improve quality in all respects.

We survey both our partners and the residents of our estate regeneration projects in terms of the product and service we provide. Residents are interviewed personally by our Resident Liaison Officers. Our Key Performance Indicators look at a range of issues including customer and client satisfaction, respect for people, safety defects and predictability in terms of time and cost. They are updated regularly and benchmarked against previous similar schemes to ensure consistency and continuous improvements.

Greenwich Millennium Village won the prestigious 'Best Quality Improvement Strategy' award in the Building Homes Quality Awards 2002 while the Millennium Plus development in Hackney won the What House? Gold Award for the 'Best Partnership Development' 2002. This is Countryside's sixth consecutive What House? Best Partnership Development Award.

- 1 Jim McDade, Site Manager, Bridget Julier, Resident Liaison Officer with a local resident at the Whitmore Estate, Hackney
- 2 Resident Liaison Officer, Cecile Parkinson with resident Mrs Davidson at Nightingale Estate, Hackney



## Involving the community

“ We recognise that building and renovating homes is only part of our task. In order to create sustainable communities we involve local people from the start of a project, working with them towards solutions that could culminate in employment, social and environmental opportunities, as well as new and refurbished homes.”

Paul Sweeney, Community Development Director,  
Countryside In Partnership



- 1 Paul Sweeney, Community Development Director explaining the dangers of building sites to school children
- 2 Eleanore Hickey, Resident Liaison Officer with resident at Peckham
- 3 Common Road Estate Resident Open Day, Langley

# Case studies

## Common Road, Langley

Residents have played a key part in developing the scheme to regenerate the Common Road Estate, Langley. Countryside Properties provided residents with a temporary office for community use. The consultation process undertaken with residents has been recognised across the country as a model for best practice and it was awarded the 'Best Consultation' award at the IPR Excellence in Communication Award in September and was also short listed for the Best Partnership Award. Following a successful ballot and transfer of the stock from Slough Borough Council to Parkside Housing Group in 2002, refurbishment of 192 flats in two 13-storey tower blocks is underway. A show flat was completed last year to help residents see how their refurbished homes could look. Two further 13 storey tower blocks will be demolished and 152 flats and houses built for Parkside Housing Group with a further 40 flats and houses for sale through Copthorn Homes. A new changing room block for the adjacent sports pitches is also included in the scheme.

## St Ann's, Barking

On the Gascoigne Estate in Barking an innovative low-rise mixed tenure scheme of 125 new homes is to replace three tower blocks, which were demolished in 1998. Residents here played an integral part in bringing together proposals for the design of the new development, which marks the first phase of the regeneration of the entire Gascoigne Estate and will include a development of new apartments for sale by Copthorn Homes as well as homes for rent and shared ownership for Southern Housing Group. Work starts in the Summer of 2003.

## Linden Grove, Peckham

At Linden Grove in Peckham, tenant involvement from the start of the project has meant that many residents who have been re-housed around the borough while their old homes are demolished, have opted to return to the new homes once they are built. Partners in the scheme are the London Borough of Southwark, Wandle Housing Association and Habinteg Housing Association.

## Stonebridge HAT

We are sponsoring a local community radio station run by Stonebridge Housing Action Trust and Bang Entertainment which is providing residents with the opportunity for training and broadcasting. We are currently building 233 new homes for Stonebridge HAT.

"Our aspiration is to help provide the foundation for a sustainable community allowing a range of affordable housing options. We are delighted with the proposals put forward by Countryside and Southern Housing Group for the Gascoigne Estate, and we are confident that we can create a flagship development, which is an attractive gateway to Barking, on a site that was once dominated by high-rise blocks."

David Woods, Director of Housing and Health, London Borough of Barking and Dagenham.



"We are really excited about bringing the station alive as it will provide residents with the opportunity of working for a real live radio station."

Adedamola Adeniji, Communications Officer, Stonebridge HAT

1 LIFE FM trainee learning new skills

## Economic regeneration

“ We recognise that we must help to improve the economic prospects of local people who often suffer high levels of unemployment and lack of opportunity. We work with local organisations to provide job opportunities, training and work experience for local people.”

Michael Hill, Business Development Director,  
Countryside In Partnership

We are currently carrying out 15 local labour and training initiatives in the London area.

We are achieving an average of 25-35% local labour rising to 40-50% on some estates. A key factor in this achievement is the partnering arrangements we have with the majority of our sub-contractors who will be employing much of the local labour. These long-standing arrangements result in the provision of more secure and sustainable job opportunities. We also use local suppliers wherever possible, including the local supply depots of national networks.

We work with organisations such as Women's Education in Building in order to promote and provide opportunities for women and for black and ethnic minorities and to ensure our equal opportunities initiatives are as effective as possible.

The Countryside Academy provides opportunities to acquire the foundations for a successful long-term career in any business area related to the construction industry. There are three main entry points to the Academy - school/college leaver, undergraduate and graduate. The package and career support offered varies depending on the point of entry.

<sup>1</sup> Ryan Roberts, apprentice carpenter at Nightingale Estate, Hackney



# Case studies

## Denmark Road, Harringay

We are monitoring the number of local suppliers we are using on a new build and refurbishment scheme for London and Quadrant Housing Trust, against the purchasing value of the contract. Our target of using local suppliers for 11% of the purchasing value has already been exceeded. This followed a supply chain mapping exercise in conjunction with the DTI.

## London Borough of Tower Hamlets

In Tower Hamlets we are supporting the Pathway to Skilled Labour initiative, which gives prospective apprentices a 13 week starter training and the necessary tools to embark on their apprenticeship proper.



1 Linda Mchuna, trainee painter and decorator at Denmark Road, Harringay, being accessed by Jamila Ebberson, CITB assessor from the Finsbury Park Community Trust  
2 Leonard Russell, trainee bricklayer at Denmark Road, Harringay

3 Trainees with Finsbury Park Community Trust and London and Quadrant Housing Trust  
4,5 Young people aged 13-15 at the 'Construction Challenge' held by Tower Hamlets Local Labour In Construction

" We have enjoyed a very productive partnership with Countryside over the past five years. They are an important partner in the success of our apprentice scheme which now has 38 apprentices in employment and a further 18 just finishing or going through the initial training."

Dave Packman, Local Labour in Construction Manager, London Borough of Tower Hamlets.

# What House? Awards

## Countryside has received its sixth consecutive What House? Best Partnership Development Award.

2002 Gold Award -  
Nightingale Estate, Hackney

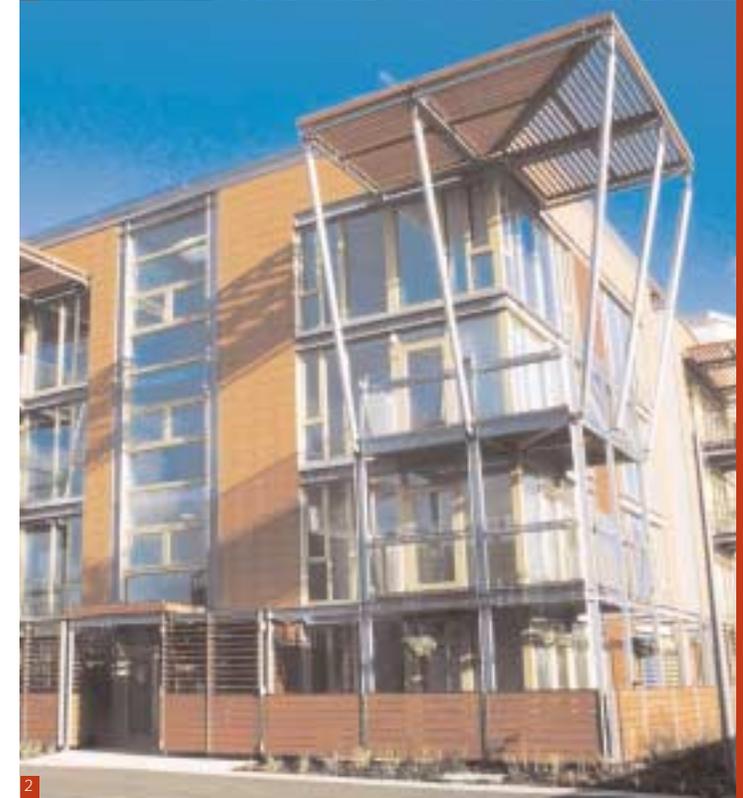
The 'What House?' 2002 judges explained, "The 'Rethinking Construction' agenda was a challenge. The Nightingale Estate has met it. Design innovation, supply chain initiatives, the dynamics of partnership and community involvement make for a striking scheme to regenerate, revitalise and rethink, building over 200 new homes for rent and sale in a five year £20 million project."

Previous winners include:

2001 Gold Award - Burdett Estate, Tower Hamlets  
2000 Bronze Award - Vange, Basildon  
1999 Silver Award - Church View, Basildon  
1998 Gold Award - New Kingshold, Hackney  
1997 Gold Award - Peckham Partnership

Other services we provide are:

- Mixed tenure solutions
- Planning agreements
- Design and build contracting
- Refurbishment with residents in occupation
- Traditional refurbishment
- Strategic and other forms of partnering
- Joint ventures
- Community development



- 1 Manor Road, Erith
- 2 Greenwich Millennium Village