

Karakusevic Carson Architects

TEAM COMPOSITION

Karakusevic Carson have assembled a bespoke team of housing specialists and technical experts to provide Portsmouth City Council with the expertise and agility to drive forward the development of Horatia House & Leamington House and engaging the community on wider area improvements.

Karakusevic Carson Architects (KCA) will manage the project, lead the team and lead the Design Work stream (Master planning, Architecture and Engagement). KCA are award-winning specialists at the forefront of urban renewal, master planning and public housing architecture across the UK. KCA are committed to working with local communities, and have unparalleled experience engaging successfully with residents and stakeholders to deliver award-winning neighbourhoods which stitch sensitively into the city.

Ridge will lead the Engineering Workstream (Mechanical & Structural Engineering/ Sustainability/Utilities). They are a multidiscipline property and construction consultancy who are experts at working with public sector and local authority clients to deliver complex residential and mixed-use schemes. They are currently working to advise Portsmouth City Council of the deconstruction of Horatia House and Leamington House, so are ideally placed to provide their expert knowledge of the site to the development.

Arcadis will lead the Finance Work stream (Cost Management & Property). They are a management, regeneration and business consultancy with international expertise in applying deep market sector insights and industry-leading strategy to successfully develop and deliver projects.

Jennifer Ross Planning (JRP) will lead the Planning Work stream. Jennifer Ross has led and worked on a rich and diverse mix of high profile projects for Local Authorities, government agencies and private sector clients. She has worked extensively on south coast projects and has widespread experience in strategic masterplan developments of housing estates.

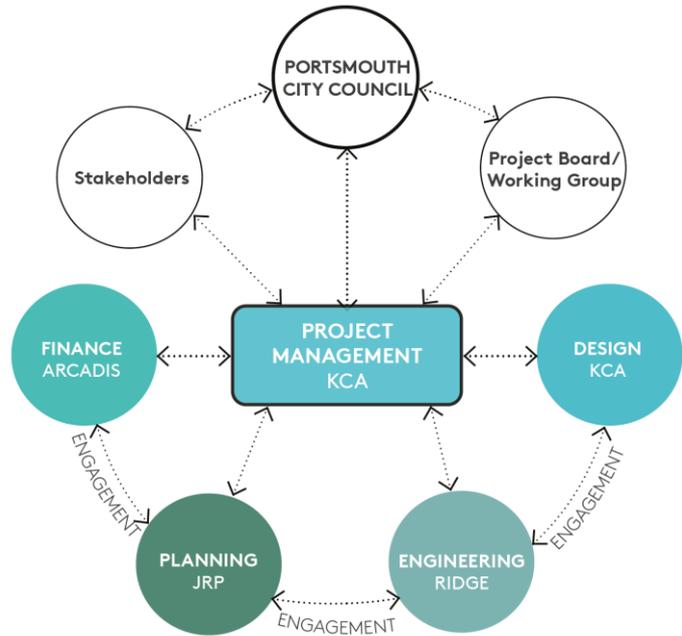
The team also includes Lewis Hubbard Engineering as Civil Infrastructure and SuD's expertise and Studio ONB who will lead the landscape design.

CONSULTATION

Over the last two decades Karakusevic Carson have made a name for ourselves through a dedication to collaborating with residents and communities to produce award-winning work.

Our approach to collaborative design is simple. We work closely with members of the community to create a shared vision that is deliverable. Our iterative process and accessible activities feed directly in to design development, making it clear how the community has influenced the design proposals.

We have a dedicated internal Community & Engagement Coordinator who supports the design team in coordinating meaningful activities and oversees the quality of the process and accessibility of materials. Working closely with the Client Team and PCC Communication Team we would develop a detailed engagement strategy that sets out our approach to engagement with various stakeholder groups, roles and responsibilities, and key activities.



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DESIGN APPROACH

Portsmouth City Council's clear project goal, defining the council's desire to create 'a high-quality, sustainable urban neighbourhood', resonates with the approach and track record of our bespoke multi-disciplinary team of housing regeneration specialists. The teams combined expertise, local knowledge, and years of experience in master planning and estate regeneration will provide huge added value and the ability to support the council in achieving its goals, with design led 'place making' solutions customised to the unique opportunities of the site, its residents and stakeholders and to overcome the delivery challenges through intelligent technical, financial and funding moves.

Our understanding of the brief sets out the council's long-term ambition for environmental, social and economic sustainability, for the project. We will use these 3 project principles as a coherent framework to guide our work and influence the design and decision process to align the aims and ambition of the team, council and stakeholders. These principles will be developed and agreed upon at the start of the project and could form the basis of a Project Manifesto, focussing on whole life value.



Environmental Value: Use 'greener' design-led thinking and intelligent optioneering, to maximise environmental benefit and quality of life whilst minimising environmental impact and infrastructure costs.



Social Value: Place making, amenity and uses that provide assets that benefit both place and people, developed through grass-roots engagement and building on this inclusive foundation to enhance the existing neighbourhood.



Financial Value: Intelligent, innovative and agile project collaboration to capitalise on the team's experience and knowledge to optimise cost/value, viability and deliverability, through a whole life cost approach and range of procurement routes.

To build on the existing feasibility study we would create a strategy emphasising delivery of high quality new homes and improved green spaces that positively contribute to neighbourhood improvements. In addition to this, responding to PCC's objectives to create long term physical, economical, and social sustainability, we would also explore the following:

- Development options to include the potential of the current site to integrate new homes whilst improving existing frontage on streets and underused landscape, as well as considering long term upgrades to adapt the existing blocks to improve living quality.
- Value of retaining trees. Existing trees are a valuable asset and can positively contribute to its green infrastructure improvements. We would promote a careful assessment of existing trees and work to try to retain the majority of the good quality trees.
- Integration of the public consultation in the design process. It's important that the consultation findings are incorporated into designs and presented back soon.

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- Identity and character should develop around the existing community, its rich history and adjacent amenities and conservation areas.
- Innovation. We would explore modern methods of construction, promote sustainable ways of travel, contribute to the changing perceptions and behaviours towards car ownership and parking needs.
- We will work with our cost and property team to provide maximum Social and Environmental benefits, within viable and deliverable proposals.

FINANCIAL VIABILITY

We will use our Agency advisor to provide advice on existing market sales rates, value recovery post COVID-19 and experience of value uplift from other schemes by 'creating place'. Our team hold an extensive database of cost data in terms of type and location of housing schemes from tendered prices to final accounts. We will use this database to support benchmarking for this project. Ridge's Director David Johnson will provide peer review and supplement Arcadis in-house cost and value projections, with the local Winchester office knowledge, adding value through reducing risk profile. Arcadis also has a cost research department which provides quarterly market indicators and inflation trends and we will use this information to support inflation impacts.

As landowner, and because a delivery mechanism is yet to be formally selected, the business case model provides the Council with the opportunity to view the financial assessment elements of the scheme from various different perspectives. These could include viewing the model from the perspective of partial developer, joint venture partner or direct developer.

A range of funding options will be explored including institutional, Private and Government sources. Post- COVID housing funding is likely to evolve quickly and we expect a strong social, affordable and sustainable approach will maximise access to these. Leveraging grant funding early is a beneficial way of keeping peak debt to manageable levels and our team are experienced at winning funding in competitive circumstances, such as the £156 million HIF funding for the Meridian Water master plan at Enfield. We will work with PCC's regeneration officers to explore opportunities for S106 and CIL funding, affordable housing grant funding and other regeneration monies and include their drawdown profile in the business case, option testing process and phasing plan.

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CASE STUDIES:

Kings Crescent Estate, Hackney

A phased estate renewal project delivering 750 homes, including the refurbishment of 200+ existing homes, the creation of 500 new homes and a new landscape and public realm strategy that reconnects the estate to its surroundings.

The scheme achieves Code for Sustainable Homes (CfSH) Certification: Level 4 on all new homes through a combination of enhanced building fabric U-value targets, PVs, high ceilings, biodiversity roofs and an integrated SUDS strategy. The refurbishment strategy for the existing homes upgrades thermal performance with new winter gardens, that also provide high quality new living space in the homes.

The engagement programme was designed to understand the issues that affected the estate and how these could be resolved. The engagement programme informed a wide variety of design developments across the estate, including playspace, access strategies, and community gardens. Since the completion of Phase 1&2, post occupancy walkarounds and surveys have informed the design stages of Kings Crescent Phases 3&4.

As Lead Consultant Karakusevic Carson managed the team's cost control, value and quality targets and KPIs, working iteratively and collaboratively to achieve the target design quality on a constrained budget. We worked with the Council and their viability consultants to demonstrate at each Gateway that the project delivered added value and met the project budget.

"The Kings Crescent Estate is a great example of how estate regeneration can preserve existing diverse communities and support them through periods of change."

- Sadiq Khan, Mayor of London, New London Architecture Awards 2018



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St Raphael's Estate, Brent

Brent Council appointed Karakusevic Carson Architects to lead a design team to run a community-led co-design process, developing a masterplan for the future of St Raphael's Estate.

The project will create two masterplan options, for infill or redevelopment of the estate, and to create new links to the surrounding urban context. The design and engagement process is closely linked to afford the 1147 households of mixed tenure on the estate a chance to be involved in shaping the proposals.

Designed to reach and include as many residents as possible, the engagement strategy has included: 'meet the team' days with resident-led estate walks, a community fun day with family activities, a study trip to two similar schemes with the opportunity to speak to residents who have been through a similar process, two sets of co-design workshops: 1. to shape the brief and vision of the estate and; 2. to explore options, public exhibitions to collate information and gain formal feedback.

We have taken the recent lockdown as an opportunity to review and innovate our standard practices, and sought to broaden our engagement opportunities. We have learned that Resident Steering Group meetings can be held successfully on platforms such as Microsoft Teams. Whatsapp and email groups, as well as traditional post and phones have also been successful, and enabled conversations to continue meaningfully for everyone, not just the digitally savvy or those able to come to socially distanced events.

The engagement process has been supplemented with a pioneering Social Value programme, including a paid videography and photography commission, and a London Living Wage internship, and a Youth Action Group, both helping run engagement.

By inviting local people to be as involved as they wish in the project, providing paid opportunities where possible, embedding long term social value and making a long term commitment to the community, we believe that physical, social and economic benefits can come together to create a successful, safe and integrated neighbourhood with a thriving community at its heart.

