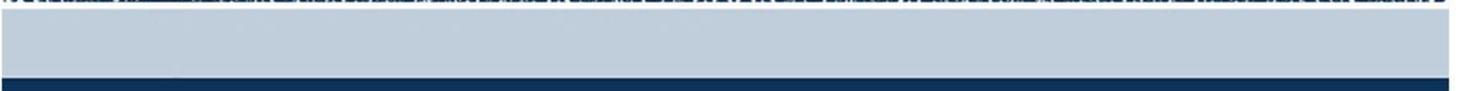
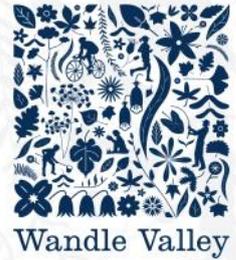


# Culvers Lodge Restoration Feasibility Study

A report prepared by Third Strand Consultants for the Wandle Valley Regional Park Trust and Friends of Culvers Lodge.

Funded by Heritage Lottery Fund





# CULVERS LODGE

RESTORATION PROJECT PROPOSAL

Third Strand Consulting Ltd  
15th August 2016

## Executive summary

Culvers Lodge is a locally listed single storey 85 m2 Victorian residential property with garden in the Hackbridge area of Sutton. The Lodge is a Victorian property dating from c1841, with an unusual shape and terracotta finials.

Having been vacant for a number of years the property is in an advanced state of dilapidation. Due to its local historical value, being the last remaining property of the Culvers Estate, 'there is significant local interest to see it retained.

Friends of Culvers Lodge secured local listing status for the building and approached Wandle Valley Regional Park Trust (WVRPT) to secure funding and oversee a feasibility study of the site, to establish the viability and sustainability of retaining the site for community benefit.

Heritage Lottery Funding was secured to explore the proposal further and a project steering group made up of four local residents, London Borough of Sutton officers and WVRPT was created to oversee the project.

Local statistics reveal the area is predominately middle income young families. In the immediate area the Lodge neighbours a primary school and is in close proximity to the Wandle River and two community spaces that have rooms for hire. Local shops and train station are 0.3 mile away.

Relevant local plans include 'Sustainable Hackbridge' with the area identified as Sutton's flagship for One Planet Living, expansion of Hackbridge Primary School, Hackbridge becoming a district centre with increased housing and employment space, including the redevelopment of the Felnax industrial site. The Hackbridge and Beddington Corner draft Neighbourhood Plan identifies need for more interaction spaces, social enterprises and bike hire.

Two public consultations were held to gauge local interest and desires for the retention of Culvers Lodge, alongside knocking on the doors and speaking with immediate neighbours. Sixty five people participated in the two events and from this input five options were identified for further exploration.

In reviewing the five options the steering group decided that the best use for the lodge would be a social enterprise bike hub, hot desking/office space and a community space/meeting room. In addition, there was also the suggestion to use part of the gardens on site for a small scale residential development to generate an income for ongoing sustainability of the Lodge and to address housing needs in the borough.

Capital refurbishment of Culvers Lodge is estimated at £250k of which £215k in grant funding has already been identified. Residential build would be financed via a mix of grant and loan. When assuming a 100% loan for the build financial estimates indicate a revenue surplus being generated from year 5.

Headline figures for the project are below

Key figures	
Revenue Culvers lodge feasibility	27,100
Capital redevelopment Culvers Lodge	250,000
Revenue for residential feasibility	35,213
Capital for residential development	315,000
<b>Total</b>	<b>627,313</b>

£27k of the £35,313 for revenue spend in the next phase has already been identified.

Given the significant historical and community value in retaining the building for community use that meets a variety of needs the steering group request an in principle agreement from LB Sutton to support this initiative with a long term lease for the site.

## Contents

Executive summary .....	2
Contents .....	5
Introduction .....	6
About Culvers Lodge .....	6
Situational analysis.....	8
Relevant local policies and plans .....	10
Stakeholder needs and aspirations.....	11
Community consultation and market testing .....	12
Options appraisal .....	16
Decision on potential use and rationale .....	16
Bike Hub .....	16
Small scale residential.....	19
Revenue finance estimates .....	25
Revenue grants .....	22
Crowdfunding .....	23
Capital refurbishment of Lodge .....	23
In principle request .....	34
Next steps .....	30
Funding next steps .....	32
Conclusion.....	34

## Appendices

1. Residential Options Explored
2. Nursery Option
3. Options Appraisal
4. Estimated Profit & Loss options
5. Community Land Trust briefing note

## Introduction

Culvers Lodge is a locally listed single storey 85 m2 Victorian residential property with garden in the Hackbridge area of Sutton

Having been vacant for a number of years the property is in an advanced state of dilapidation. LBSutton, who own the site, have proposed disposal of the asset through selling the property on the open market or demolition of the building and sale of land, resulting in the loss of heritage to the residents in Hackbridge. However due to its local historical value, being the last remaining property of the Culvers Estate, has garnered significant local interest to be retained.

Friends of Culvers Lodge secured local listing status for the building and approached Wandle Valley Regional Park Trust (WVRPT) to secure funding and oversee a feasibility study of the site to establish the viability and sustainability of retaining the site for community benefit.

Heritage Lottery Funding was secured and Third Strand Consulting, specialist in asset transfers and community enterprise were commissioned to deliver the work under the guidance of a steering group made up of Friends of Culvers Lodge, local residents and London Borough of Sutton council officers.

This report outlines work under taken through the project and information to inform decision making on feasibility and viability of the project.

## About Culvers Lodge

Culvers Lodge is a Victorian property, the last remaining building of the Culvers Estate'. Sale particulars from 1841 show the sale of Culvers Estate and it features on the 1895 O/S map below



In the 18th century, the Estate was owned by Foster Reynolds from a Quaker family, and used as a bleaching ground. The Estate consisted of large houses and the Corn Mill. The wheel-pit and

millstones of the Culvers Mill remain and are situated at the end of Medland Close, close to the river Wandle.

In 1875 Anne Lamb, after becoming Lady Macdonell, spent several years in Hackbridge with her family. In her book she describes;

*“we found a pretty modern cottage designed by the artist Hon. Henry Graves a charming spot with a trout stream running through the garden and overlooked a lovely park, owned originally by Mr. Samuel Gurney, MP for Falmouth, and bought, after his memorable failure, by Mr. John Peter Gassiot”*

The Lodge has an unusual shape with brick built with terracotta finials on the roof and entrance windows with a decorative shield and mantling.



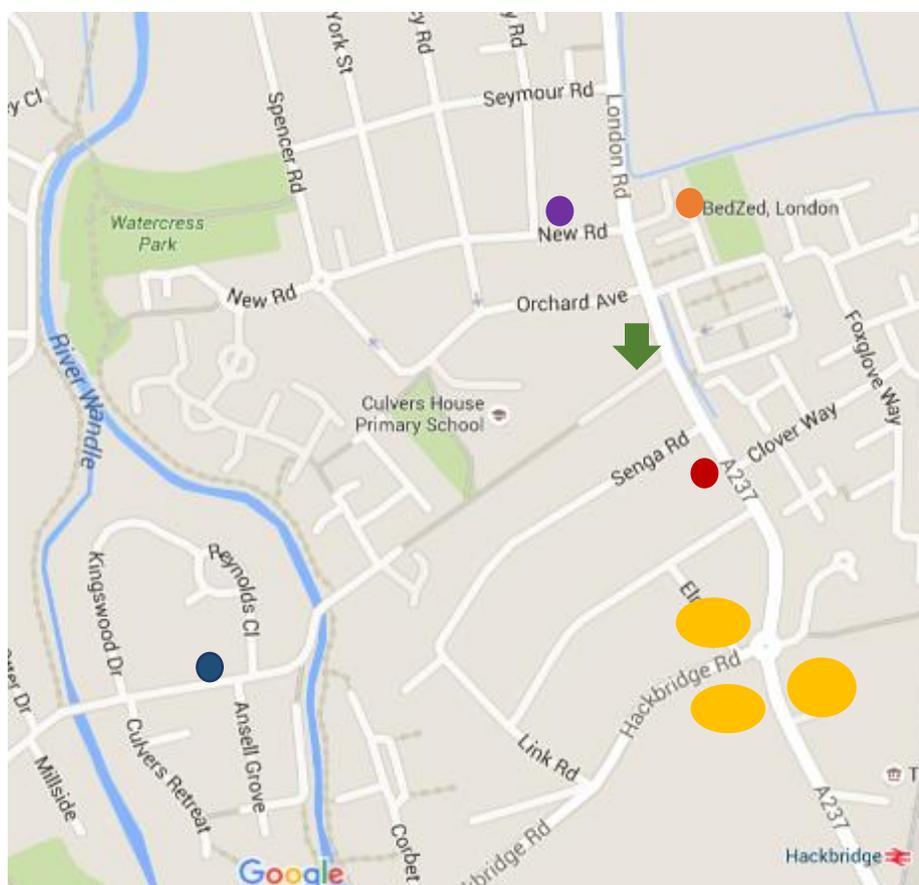
A conditions survey carried out in 2013 found the Lodge to be ‘in a dilapidated state of disrepair. The existing electrics, gas and water installations do not meet current standards and are in very poor condition’. Images on file show the entrance hall being held up by ceiling supports, damaged ceilings in various rooms and outdated and broken sanitary ware and kitchen.

## Situational analysis

Culvers Lodge is located on the corner of London Road and Medland Close in Hackbridge, London Borough of Sutton. Medland Close has six residential properties and the road then becomes a no vehicular access path, shown in grey, which passes Culvers House Primary School and leads to the River Wandle and access to the Wandle Trail.

The immediate area is mainly residential houses with 2-3 bedrooms and gardens, a mix private ownership 37.8% and socially rented 24%<sup>1</sup>, opposite is the zero carbon BedZED development. Existing facilities locally include; medical centre, spaces for community use/hire including All Saints Community Centre, BedZED Pavillion, Wandle Valley Community Centre and Riverside Community Association café, crèche and activities for young people.

London Road is a busy 'A' road running between the larger conurbations of Carshalton and Wallington, served by frequent buses. The Lodge is 0.3 mile from Hackbridge train station and a small retail area which includes a Sainsbury Local, other convenience stores, café, hairdressers and food outlets.



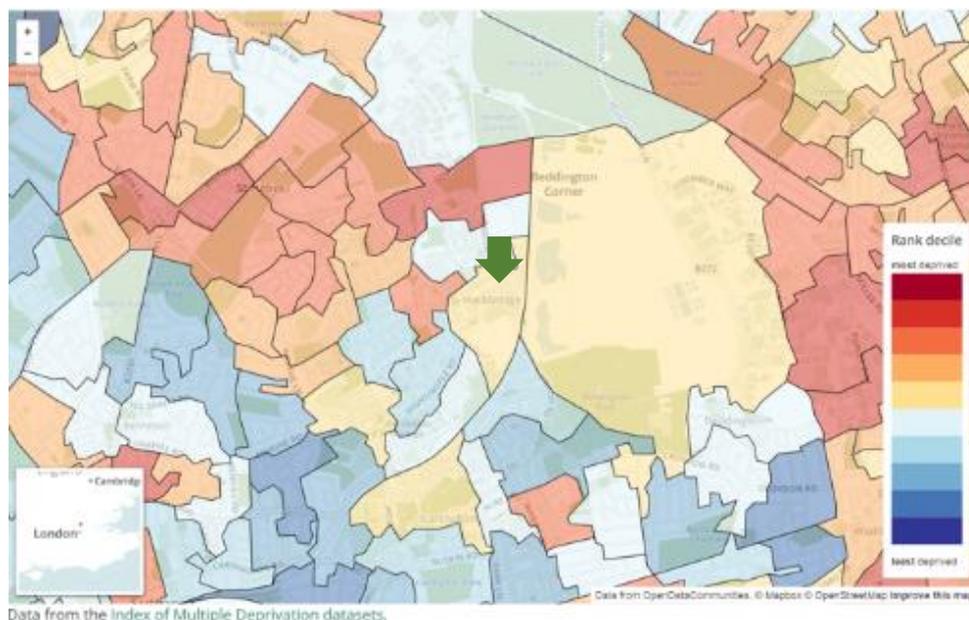
### Key

	Riverside Centre
	All Saints Community Centre
	BedZED Pavillion
	Retail area, supermarket, food outlets
	Medical centre

<sup>1</sup> 2014 Needs Profile for St Helier, The Wrythe and Wandle Valley wards

↓ Culvers Lodge

The population of Hackbridge in 2011 was 5,335. This is a middle income area and borders economically diverse communities from the 2<sup>nd</sup> to 8<sup>th</sup> decile in the Indices of Multiple Deprivation, the lower the number the more deprived the area is, see below.



The 2014 Needs Profile for St Helier, The Wrythe and Wandle Valley wards, within which Culvers Lodge falls, indicates the area is mainly populated by young families with middle incomes.

- Higher number of under 44 year olds than the rest of the borough
- People are more likely to be fitter and active than other parts of the borough
- Largest household group are married couples with dependent children (17%) and single parent household with dependent children (11%)
- 43% of residents are in full time employment, 13% in part time employment, 10% self-employed and 5.2% unemployed.
- The majority ,14.2%, of residents are employed in administrative and secretarial roles, 13.65 in professional occupations and 13.45% in skilled trades

ONS estimates the median household disposable income for 2014/15 of this group to be £25,600<sup>2</sup>

2

<http://www.ons.gov.uk/peoplepopulationandcommunity/personalandhouseholdfinances/incomeandwealth/bulletins/nowcastinghouseholdincomeintheuk/2015-10-28>

## Relevant local policies and plans

### Sustainable Hackbridge

Hackbridge has been identified as London Borough of Sutton's flagship One Planet Living community 'a centre for sustainable regeneration and growth' within the borough and identified as a Centre for Regeneration and Growth in the Local Development Framework. Significant levels of regeneration are planned in Hackbridge to create the UK's first truly sustainable suburb, aims include delivery of over 1,000 new homes, more shops, leisure and community facilities, employment opportunities, sustainable transport links and open space improvements.

Hackbridge Primary School has planning application approval to build an extension to become a 5 form entry school with a capacity of 1,050 places and to establish part of the School's provision on an additional site adjacent to the BedZED development with accommodation for up to 420 pupils.

### District Centre

Hackbridge is being promoted as one of seven District Centre in Sutton through Core Policy PMP7 and currently has vacant retail space under Saxon House.. The Felnax Trading Estate, close to Hackbridge station, has outline planning permission, granted in March 2012, for redevelopment for up to 725 residential units, a new supermarket, over 6,000m<sup>2</sup> of employment floor space, 80 assisted living apartments, shops and a doctor's surgery<sup>3</sup>

### Community development

Sutton's Health and Wellbeing strategy 2013-2016 identifies communities and the Hackbridge neighbourhood plan as being key to delivering increased community connectedness to reduce isolation and improve ill health prevention and early intervention.

### Draft neighbourhood plan

The Hackbridge and Beddington Corner draft neighbourhood plan recommends more public places for people to interact, community run shops, social enterprises and local supply chains. Integration of the neighbourhood with its green environment, more community infrastructure and bike hire

### Wandle Valley Regional Park Trust and Suttons Cycling Strategy

The Wandle Valley Regional Park Trust was set up in 2012 by the 4 riparian local authorities and key community stakeholders to provide the leadership and coordination to deliver the new regional park for the Wandle Valley.

The Trust is supported in this ambition through the London Plan and the All London Green Grid, which designates the Wandle Valley as a planning designation which in turn is supported through Local Plans.

The Regional Park vision document and the emerging Trust strategy support the development of better access to the river and the Wandle Trail and to support and encourage physical activity and wellbeing. To this end the Trust are working towards securing long term capital investment into the Trail and environs to enhance cycling and walking for Wandle Valley residents and visitors.

The Trust is working towards this vision through the development of our Get Active Wandle Valley programme which has attracted three years funding from Sport England, which will deliver a number of programs to get Wandle Valley people active and to encourage and facilitate cycling strategically through the Wandle Valley. This will consist of the development of a series of bike hubs along the Wandle Trail. This is supported through the Sutton Cycling Strategy.

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<sup>3</sup> LB Sutton AMR 2013

### Stakeholder needs and aspirations

The project steering group made up of key stakeholders; four local residents and members of 'Friends of Culvers Lodge' group, two council officers and WVRPT CEO, was established and met to discuss the project and agree the process for the HLF funded aspect of the project and agreed the start of the stakeholder engagement with a heritage walk.

A site visit and heritage walk was held on 6<sup>th</sup> February 2016 publicised through Facebook, Sutton Voice and email. The event was attended by 20 local people mainly those whom had been involved in the save Culvers Lodge campaign, interested local residents and councillors, and was led by local historians Bob Steel and John Phillips who explained a number of sites of historical interest. During the walk and the short workshop that followed the group discussed possible uses for the lodge, everyone present was keen to have the building restored, and discussed next steps for consultation activities including time, date and location for wider consultation.



After the session the consultant went to the houses in the immediate area of Culvers Lodge on Medland Close and London Road and was able to speak to three households about the project, all commented on the Lodge being an 'eyesore' and that something needed to be done but had no strong feelings about what it would be used for as long as it didn't require parking as 'they already

had parking problems'. Letters were given to all residents in Medland Close and first five houses on London Road about the project including contacts details if they wanted to comment.

The next stakeholder steering group meeting reviewed the points raised at the heritage walk and agreed that the main aspiration is to restore Culvers Lodge so that the heritage of the site can be retained and enjoyed. In recognition of wider context within which the building falls the following parameters were defined by the steering group for the site;

- Secure use as a community resource that can be accessed and used by all
- Be financially viable and self-sustainable
- Be considerate to neighbours
- Not require on-street parking
- Complement existing community facilities i.e BedZed, All Saints and Riverside
- Fall within planning requirements
- Provide some value/income to the council from the site
- Include and be compatible with office space for WVRPT

The group also developed a long list of potential options for use to be included in the community consultation event on 17<sup>th</sup> March 2016.

## Community consultation and market testing

### Consultation methodology

Invitations to the consultation held 5-8p.m on Thursday 17<sup>th</sup> March 2016 were circulated via email, twitter, websites, local networks including Sutton Voice an online community news forum with 45,000 users, by letter to immediate neighbours of Culvers Lodge and via posters in the local area shops, notices boards and lamp posts.



Hoardings around the site were also used to raise the profile of the project



At the event participants were asked to follow a presentation about the site and possible options for use displayed on the walls and then invited to present new ideas, comment and vote on ideas for potential use of the site.

Demographics of participants

At least 45 people attended the consultation evening. Of the 45 that completed feedback forms, 32 live less than a mile away and 5 live 1-2 miles away, 25 females and 19 males quite closely matched the demographic profile of the area, except that no under 25s attended the session.

Attendees by age as below

26-35	36-45	46-55	56-65	66-75	75+
5	8	12	11	5	3





### Consultation votes

Sub dividing site	8
Pop up restaurant, supper club or brewery	6
Accommodation returned to residential for ex-services family	4
Bike Hub	4
Nursery/Forest school for SEN & ESL	2
Growing space	2
Workshop space	2
Community Food	2
Hot desking/office	1

### Collated consultation comments

#### Subdivide site

- Best idea - combine with ex-servicemen residence. Capital £ + Income £ + stays with true owners (people of Sutton)
- Best idea! Residence plus new build. Community use Culvers Lodge.
- Good idea - generate income
- Housing on plot best way to take economic pressure off lodge-use projects
- Return to residential Building Preservation Trust? Property would almost pay for itself & add property on site ensure surplus to support other community activities.
- Think the idea of financing through building on part of the land seems credible but would need to be long term with continued returns on investment to pay for it for the long term.
- Construct temporary structure on vacant plots. For commercial options - fund redevelopment of lodge ahead of potential residential redevelopment.
- Meanwhile Space? Versus containers.
- Subdividing site would mean potential over development. Interest in building is external & open character of garden.
- Suggest you investigate community Land Trust (CLT) options and potential to allocate affordable housing in perpetuity (Google CLTs & Stephen Hill)
- Residential house restored perhaps part funded by developing part of the site.

- Options for funding refurb: 1. Donations, 2. Fund load from income. 3. Gross subsidy from housing on site.
- Need to confirm what LBS works from the site (i.e. Regent, Income, housing! A letter they would dispose for a peppercorn rent on to a community land must meet with agreed objects
- Sub divide, bike hub, internet access, garden use, lever access KTS. Peter Lloyd.

### Pop Up space

- Good idea! Will help encourage local produce.
- Hope to start up a local supper club. This would be an ideal location.
- Like the idea of eating space for new or pop up - but is it cost effective?
- Tea shop. With local history and community growing space

### Bike hub

- Good idea if linked to local FE college/apprenticeship
- Very good idea but needs to be closer to Hackbridge Station
- Link in with Village Bike at Wrythe Green too and Dr Bike
- Eco Local? They have bike servicing vans
- Perhaps just as weekend hire. I.e. family day outs - bikes can be tricky & kids on trains therefore good if know can hire from here

### Nursery/Forest school for SEN & ESL

- Link with Orchard Hill?
- Is there a SEN pre-school around here?
- What about a crèche?

### Growing space

- A space for communal use and relaxation. I do not have a garden so any clean and quiet space is welcome
- Community growing space would be welcomed and tea shop!
- Could work if local brand established to raise profile

### Workshop space

- Light needs to be good and commercial quality power supply

### Community Food

- Potential but would need to ensure property not affected by H&S or waste
- Work with Waitrose who have a training kitchen

### Hot desking/office

- Education centre for Regional Park?
- I think it would need to retain a cultural use for Hackbridge etc.

### Interim/meanwhile use

- Short lease to plant nursery & landscaping business & café

## Options appraisal

Embracing feedback from the consultation and additional options raised these were appraised against fit with criteria where High = score of 3 Medium = 2 and Low = 1, as can be found in the appendices.

This indicated preferred uses for the site to be;

1. Subdivide for housing
2. Residential for ex-services personnel/ family
3. Nursery/Forest school for SEN & ESL 9-3p.m
4. Hot desking/office space for WVRPT
5. Bike Hub

## Decision on potential use and rationale

Having reviewed the likely costs, incomes and viability of each option the stakeholder steering group considered it would be difficult to have a shared nursery alongside other community use and office space.

Given future growth/ living trends in Hackbridge, the new school and the intended investment on London Road and the Wandle Trail, a social enterprise bike hub is the preferred option for the lodge building, with some desk/office space for WVRPT/other community organisations.

A community use space/meeting room will also be incorporated for use by a range of local groups and organisations for meetings, training sessions and to accommodate some of the pop up use options highlighted during the consultation. This space will ensure open access to the building and increase community benefit and grant funding opportunities.

A further option to be explored is to split the site for a small residential development used to generate a rental income that would subsidise running costs at the Lodge and address housing needs in the borough.

These options are worked up in more detail as below.

## Bike Hub

### Context

The current climate for recreational cycling in the area is relatively low, according to Sport England cycling rate in Sutton are relatively low with 6% of the population participating in cycling with c6% growth year on year.

	2012	2013	2014
Recreational Cycling	3.75%	4.02%	4.04%
Active Cycling	2.54%	2.61%	2.55%
All Cycling	6.00%	6.35%	6.32%

Strava (cycling app) shows that 5,905 different people have raced the segment between London Road and Hackbridge train station indicating regular passing bicycle use which could be for leisure or commuting.

Get Sutton into Cycling state just 1% of all journeys are made by bicycle in Sutton, the Wandle Valley Needs Profile 2014, based on 2011 census data indicates that 12% of journeys to work are made by bicycle.

#### Sustainable transport strategy

Highlights that 50% of car journeys in Sutton are less than 5km (3 miles) and a significant proportion are able to be replaced by walking or cycling which would reduce congestion, alleviate parking issues and improve health and well-being. This document includes a commitment to implement measures to create a culture of cycling by improving safety and access to cycle networks, encourage more people to cycle and sets a target of 4% of journeys being taken by bike by 2025.

#### Sutton Cycling Strategy

London Borough of Sutton Cycling Strategy November 2015 identified short and medium term targets for delivery 2016-19 relevant to Culvers Lodge are;

- cycle to school travel plans,
- support to increase cycling to stations,
- increase in segregated routes for heavy traffic areas such as London Road,
- Bike maintenance funding for young people,
- cycling events, Get Active Wandle Active Valley (a WVRPT initiative) , improved working with external partners and identification of longer term opportunity to enhance the Wandle Trail and promotion to encourage wider use.

#### Implications

Given the profile of the area Hackbridge is younger and fitter than the rest of the borough and the close proximity of the Lodge to the soon to be expanded Hackbridge Primary School, provision and clear mandate to schools to increase cycling rates, improvements to the Wandle Trail and an aim to at least quadruple the cycling rate in Sutton by 2025, we estimated that cycling in the area will grow significantly in coming years.

#### Resources required

Minimum space for a repair/maintenance bay including equipment is 10-15m<sup>2</sup> plus stock storage, some of this could be accommodated externally to provide a community room within the main lodge building.

Equipment initial start-up £8,000 plus additional £5,000 for each additional mechanic or bay. Stock of spare parts, tyres, and brakes, inner tubes etc. c£5,000

Staff would need to be highly qualified and experienced; salary costs for a lead mechanic/workshop manager are c£24k, other mechanic paid at minimum wage or Living wage which is £9.40 p/hr. All bike hubs spoken to were using apprentices, this is reliant on having a good lead mechanic who can supervise and deliver training, funding to cover accreditation of training or gaining external training. Apprenticeship grants of up to £1,500 per apprentice for up to five apprentices are available.

#### Competitors

**Village Bike**, 1 mile away from Culvers Lodge and 0.4 mile from Carshalton station the shop is an owner managed business with a good reputation for quality low cost repairs, starting at £25 for a basic service no need to book. They also offer maintenance classes and run the mobile 'Dr Bike' service that goes to workplaces, schools etc. under contract or a grant funding agreement from LB Sutton.

**Wallington Cycles**, 2 miles away, and 0.3 mile from Wallington Station, mainly budget and commuter bike sales and maintenance workshop. Workshop appears busy with 2 days' notice required for a service which starts at £35.

**Pearsons Cycles** on Sutton High Street, family business with another outlet in Sheen. Mainly high end bike sales, also have a cycling club and sportive (race) they organise. Expect that most 'serious/club' cyclist will use this shop. Workshop also busy 3 days' notice required for same day service which start at £45.

Eco-local offer classes, courses and introduction to riding sessions and are of the opinion that the current bike shops meet all their needs and a further shop would put others out of business. Eco local have looked at other income streams around cycling but haven't found there is enough market locally to sustain it.

### Potential Income(s)

Bike social enterprises offer a range of products and services, having spoken to four organisations<sup>4</sup> a summary of likely resources and incomes required for each are summarised below.

#### Re-cycling of second hand bikes

Requires additional resources of

- Skilled, qualified and highly experienced lead mechanic
- High levels of volunteering
- Lots of storage space

Total space c150m<sup>2</sup> plus additional storage or garage c40m<sup>2</sup>, due to space requirements and labour costs of stripping down bikes for spare parts even organisations that are only using volunteers to recondition bikes find it difficult to generate a surplus from this. Also requires high levels of safety checks and quality control to meet public liability insurance requirements. No local competitors.

#### Repairs

Profit margins are said to be low on repairs due to costs???, levels of competition locally and larger chains such as Halford and time consuming nature of repairs, however some income is generated when parts are bought.

#### Self-repair

Central London and Oxford bike hubs rent workshop space for self-repair, at £5-10 per session, additional income is generated from new and second hand parts purchase.

#### Work experience and into employment programmes

This is always delivered under contract either to JCP/DWP or accessed via a contract holder such as CRISIS or other organisations funded to support vulnerable individuals into employment. London Bike Works do a lot of this and would work with us if the contract had been secured.

#### Maintenance, repair and bike or wheel building courses

These classes generate a high c80% profit margin, in London and Oxford these are well attended however Eco-local found that numbers were only 4-6 per class and demand tailed off quickly. Village Bike also offers this service.

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<sup>4</sup> Broken Spoke - Oxford, Bike Works - London, Watford Cycle Hub, Eco-local.

### Learn to ride courses

Locally Eco-local hold introduction to cycling and inclusive cycling courses for all ages and particularly for vulnerable people, they receive a grant of c£20k from LB Sutton for this.

Bikeability is the accrediting body for cycle training, one bike hub delivers these courses for local independent private schools. There are 14 such schools in Sutton and 11 registered Bikeability providers.

### Fleet management/in house repairs

Contracts with usually large employers to repair staff bikes and have in house maintenance classes meets their cycle to work and sustainable travel targets, these are good sources of reliable income, locally Village Bike/Dr Bike and Eco-local have cornered this market.

### Bike Hire

There is no one offering bike hire locally, in central London bike hire is available upwards from c£10/day. Ecolocal have considered doing this but estimated the costs including the required insurance to be £15 per hour and considered that incomes locally were not sufficient to generate enough demand. Expect this would be mainly weekend trade.

### Potential partners

Three cycling organisations have expressed interest in a partnership if a suitable income stream i.e. contract, grant or passive income has been secured to cover running costs and working capital to reduce risks of viability;

- London Bike Works are expanding locations, their model is largely based on provision of back to work contracts and would consider coming to Culvers if employment contracts has been secured.
- Village Bike is being sold as a going concern, due to the owner, Tom, having a career change although he is interested in supporting community cycling, possibly training mechanics as long as it doesn't conflict with Village Bike operation

However, with grants and sponsorship available the WVRPT may not need to develop the Bike Hub initiative with delivery partners and become a standalone project, albeit working with partners for sponsorship, contracts and training opportunities.

### Likely incomes/breakeven

Incomes are difficult to predict as the margins are low and difficult to gain sensitive company information however a basic breakeven analysis considering salary, start-up costs over 3 years and insurances indicates;

- Lead mechanic would need to carryout 22 basic £25 repairs per week
- Apprentice would need to carry out 17 basic £25 repairs per week

### Office space/hot desking

#### Context

According to ONS estimates 13.9% of workers, those employed and self-employed, work from home<sup>5</sup> 65% of the Hackbridge population are working, therefore it is reasonable to estimate that 482 people are working from home.

<sup>5</sup> [www.theguardian.com/news/datablog/2014/jun/04/proportion-of-employed-working-from-home-reaches-record-high](http://www.theguardian.com/news/datablog/2014/jun/04/proportion-of-employed-working-from-home-reaches-record-high)

Options for informal hot desking or small office space in Hackbridge are limited and therefore there is a potential market for flexible shared working space and small offices for start-ups or small organisations and charities.

### Competitors

Sutton Business Centre, Restmor Way, Hackbridge, desks from £300/month

Mid-town hub, Sutton centre. Hot desks only, no dedicated desks or small offices, £15/day or £125/month. Use of meeting room £15/hour <http://midtownhub.co.uk>.

Third Door work hub, Wandsworth. Hot desking if £300/month with access to onsite facilities including nursery (extra charge). [www.third-door.com](http://www.third-door.com)

St Nicholas Way, Sutton, SM1 hot desking and small office space £300-£350 per month

WVRPT current office space in Morden Hall Park for two desk is c£350/month

### Marketing

The architect will provide drawings and visuals so that the desks and small office spaces can be sold off plan so tenancies can commence as soon as the building is handed over.

Usual promotion techniques include via VCS networks, Sutton Voice, Gumtree, social media and open events and tours.

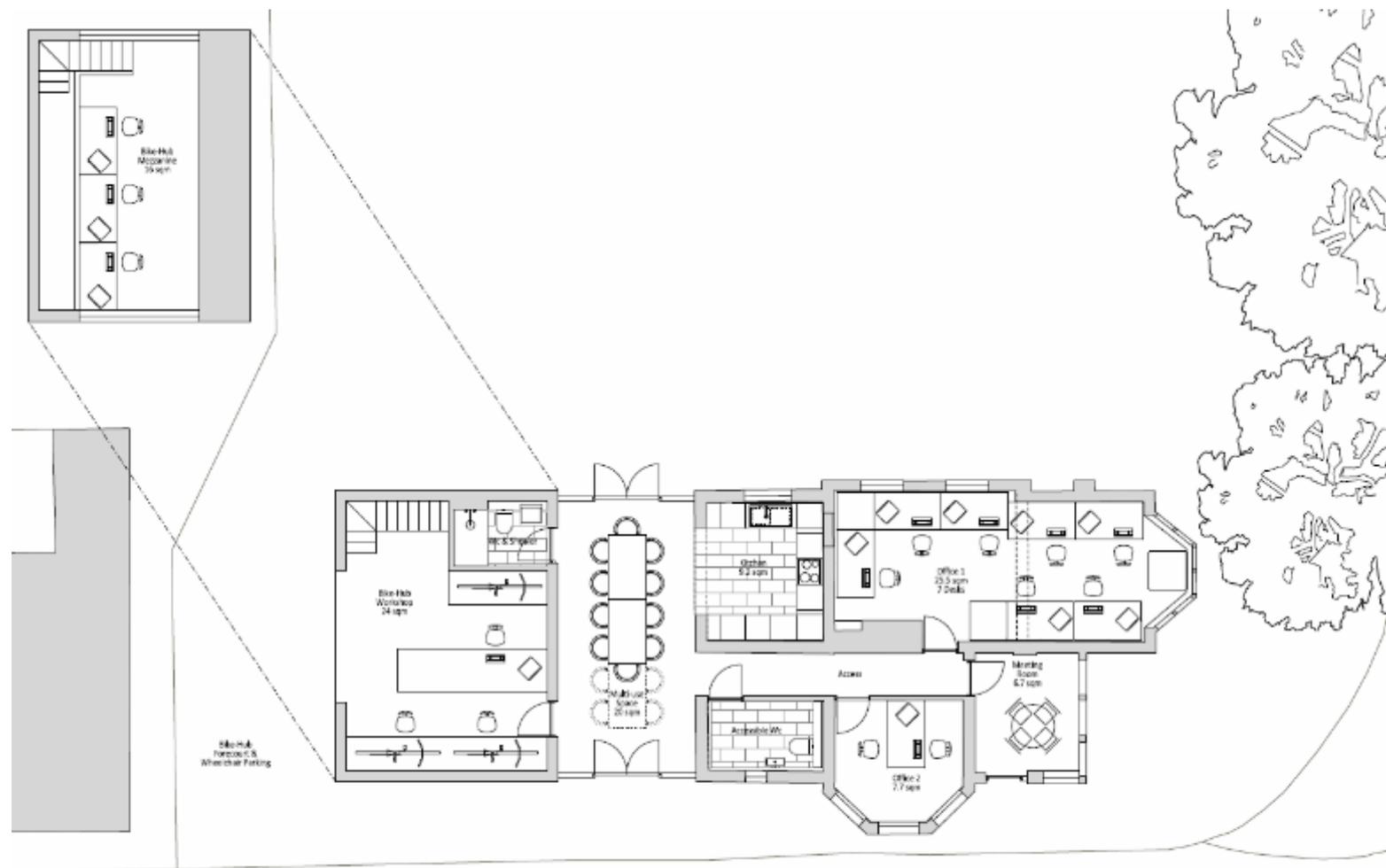
### Likely income and costs

Given the pricing above it would be reasonable to charge £175/month per desk and potentially more per desk for the two private office spaces indicated in the plan.

Within the current plans the Lodge could accommodate desks for 12 people, WVRPT have already indicated that they would like to make use at least two desks.

Given there will be plenty of lead in time for the spaces to be sold we have estimated an 80% occupancy to allow for some turnover of tenants. Set up costs include workstations, chairs and promotional activity plus ongoing costs of contracting as indicated in the profit and loss below.

Architect drawing Culvers Lodge with bike hub, hot desks, offices and community meeting space



Ground Floor Plan 65sqm (existing) + 20sqm multi-use + 40 sqm Bike-Hub

## Revenue finance estimates of bike hub, hot desks, offices and community meeting space

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Rationale
<b>Income</b>							
Anchor tenant/office rental	20,160	21,168	22,226	23,338	24,505	25,730	80% occupancy with 5% annual increase
Bike repairs	15,000	22,500	33,750	50,625	75,938	113,906	12% population cycling 1 bicycle with one service per year @ £25 50% growth/year as per 4 fold growth target by 2025
Apprenticeship grant			1,500	1,500	1,500	1,501	Government scheme
Social enterprise start up grant	10,000						i.e Awards for All, Santander
Support into employment grant			10,000				foundation, London Community
<b>Total income</b>	<b>45,160</b>	<b>43,668</b>	<b>67,476</b>	<b>75,463</b>	<b>101,942</b>	<b>141,137</b>	
<b>Costs</b>							
Set up costs office	900	900	900	900	900	900	£1,200 depreciated over 4 years
Promotion of desk/office spaces	1,500	700	500	500	500	500	
Desk/office management and contracts	1,000	1,050	1,103	1,158	1,216	1,276	
Set up costs bike hub	3,600	3,600	3,600	3,600	3,600	3,600	£18,000 depreciated over 5 years
Bike hub manager/lead mechanic	22,000	28,325	32,092	36,360	41,196	46,676	£25k/pa 4 days a week year 1, full time year 2 onwards with 3% annual increase and 10% on costs pension etc
Apprentice/into work placement			20,020	22,683	25,699	29,117	Full time at LLW plus 10% on costs and 3% annual increase
Part time staff/volunteers		3,640	3,749	3,862	3,978	4,097	Saturday staff at LLW
Utilities	2,500	2,575	2,652	2,732	2,814	2,898	Based on similar project
Refuse	1,000	1,030	1,061	1,093	1,126	1,159	Based on similar project
Alarm	600	618	637	656	675	696	Based on similar project
Telephone and internet	300	309	318	328	338	348	Based on similar project
Insurances	600	618	637	656	675	696	Based on similar project
Accountancy	400	412	424	437	450	464	Based on similar project
Repairs, maintenance, sinking fund	500	515	530	546	563	580	Based on similar project
Fire equipment/testing	150	155	159	164	169	174	Based on similar project
Marketing and social media	1,000	1,030	1,061	1,093	1,126	1,159	
<b>Total costs</b>	<b>36,050</b>	<b>45,477</b>	<b>69,443</b>	<b>76,766</b>	<b>85,024</b>	<b>94,339</b>	<b>Net over 6 years</b>
<b>Net profit/loss</b>	<b>9,110</b>	<b>-1,809</b>	<b>-1,967</b>	<b>-1,303</b>	<b>16,918</b>	<b>46,798</b>	<b>67,748</b>

### Revenue grants

Potential revenue grants identified include;

- Awards for All up to £10k for a wide range of community benefit activities and sustainable organisational development.
- Santander Discovery up to £5,000 to fund small, local organisations with projects helping disadvantaged people –Comic Relief Local Communities fund, up to £10k to improve people's life skills, education, employability and enterprise, strengthen community cohesion and build social capacity
- Power to Change ongoing programme for community businesses grants between £50k and £300k
- Cycling Grants London, up to £10k over three years for projects that encourage safe cycling
- Sutton Community Fund up to £10k for healthy communities and economic growth/job creation.

## Capital refurbishment

Outline cost estimate by the architect for refurbished and new build areas of the Lodge is £200k, the conditions survey carried by Pellings LLP in 2013 made a similar estimate at £230k. Plus fees at c10% and fit out we estimate real cost to be £250k.

So far we have identified £215k towards refurbishment works at the Lodge and feel confident that further funds will be identified once an agreement in principle with the council is in place.

- The Tudor Trust, usually less than £10k - Promotes social connections and relationships which contribute ion to the well-being and quality of life
- The Bernard Sunley Charitable Foundation (BSCF) c£30k Unlimited, usually 10% of total cost. New build, refurbishment and improvements of village halls, scout huts, youth clubs, community centres and similar.
- Landfill, Biffa, Veolia etc. c £100k
- Trust for London average grant c £75,000 priority areas are; Employment, Advice, Social Justice and Violence

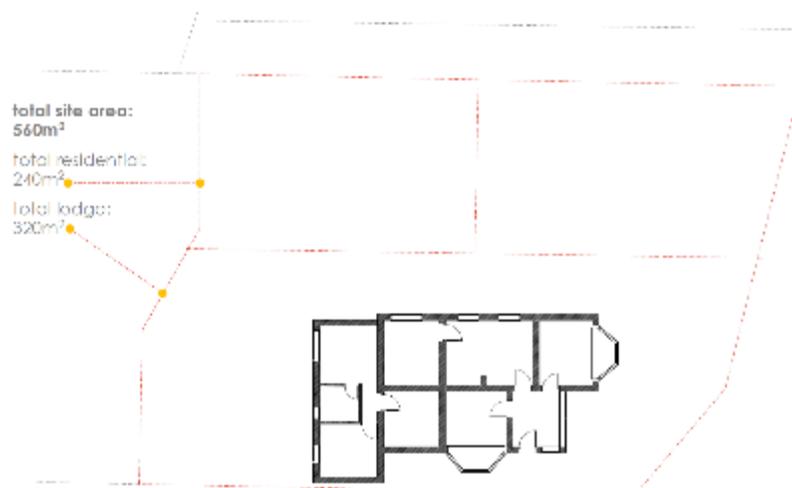
## Crowdfunding

Crowdfunding could also be used, London Bike Kitchen recently secured £15k for expansion through crowdfunding,

## Small scale residential

As indicated above the gardens of the site allow for a small scale residential development that could provide a secure ongoing revenue income to the main lodge building and make a small contribution towards housing demands in the borough.

Outline indications are that up to four traditional dwellings could be located on the 240m<sup>2</sup>, as indicated below.



Any residential would be developed in partnership with a private developer or a Community Land Trust (CLT), which would ensure affordable property in perpetuity.

Estimated costs and incomes are indicated by London CLT below;

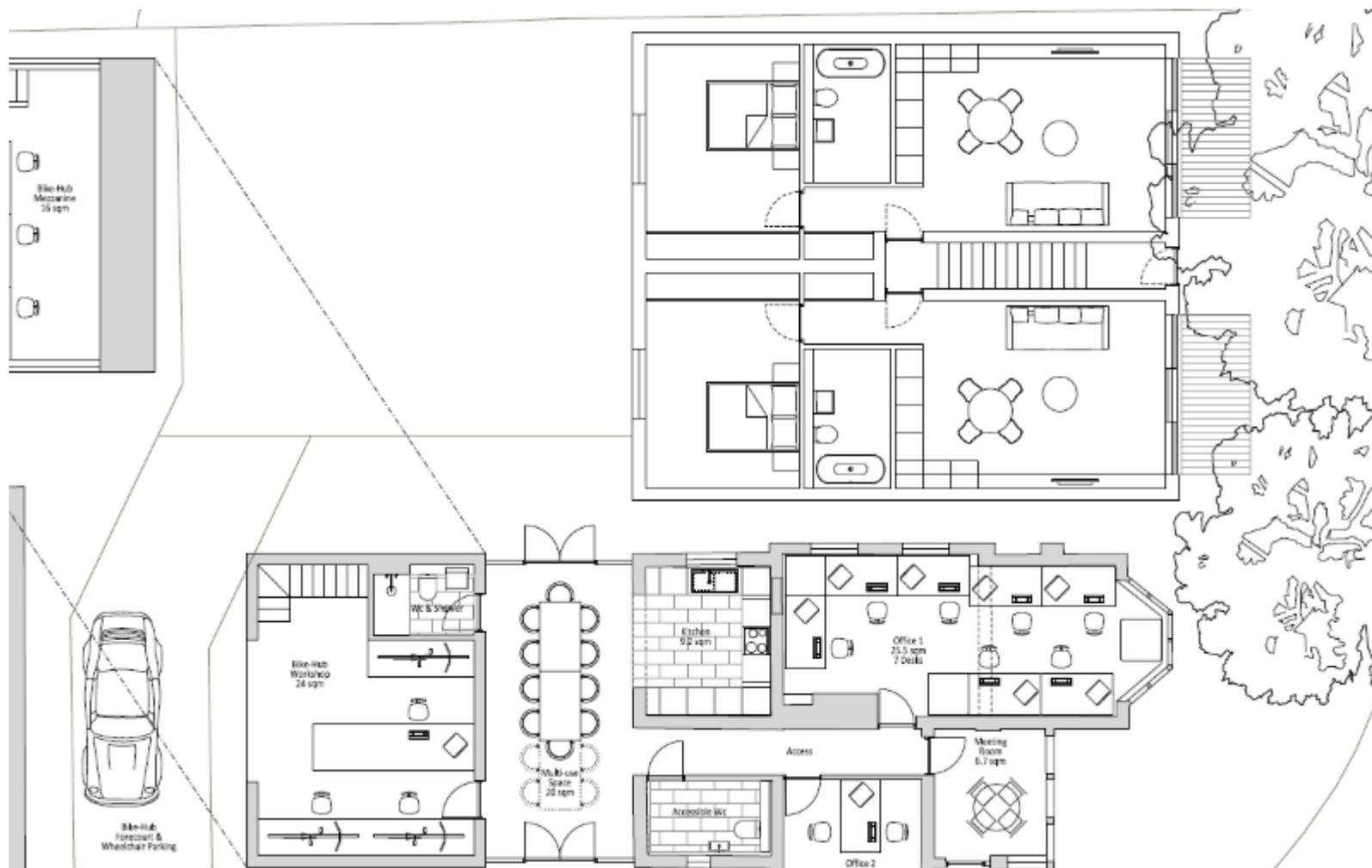
<i>Estimates</i>	<b>1 Bed</b>	<b>2 Bed</b>	<b>3 Bed</b>
Build cost	98-104k	138-147k	178-189k
Affordable rent p.a	7,696	11,544	12,852

A mix of grant and loan finance would be used, London CLT can provide access to finance, other sources of grant/loan finance include [www.trustforlondon.org.uk](http://www.trustforlondon.org.uk) and Third sector loan fund.

Charity Bank offers loans over 25 years at 5% and using this figure we have found that 3 x 1 bedroom flats to provide the greatest return and most effective use of space, as indicated below.

## Revenue finance estimates including residential 3 x 1 bed flats

Architect drawing of 3 x 1 bedroom over 2 storeys



Altham Lewis Architects

August 2016

[www.thirdstrand.co.uk](http://www.thirdstrand.co.uk)

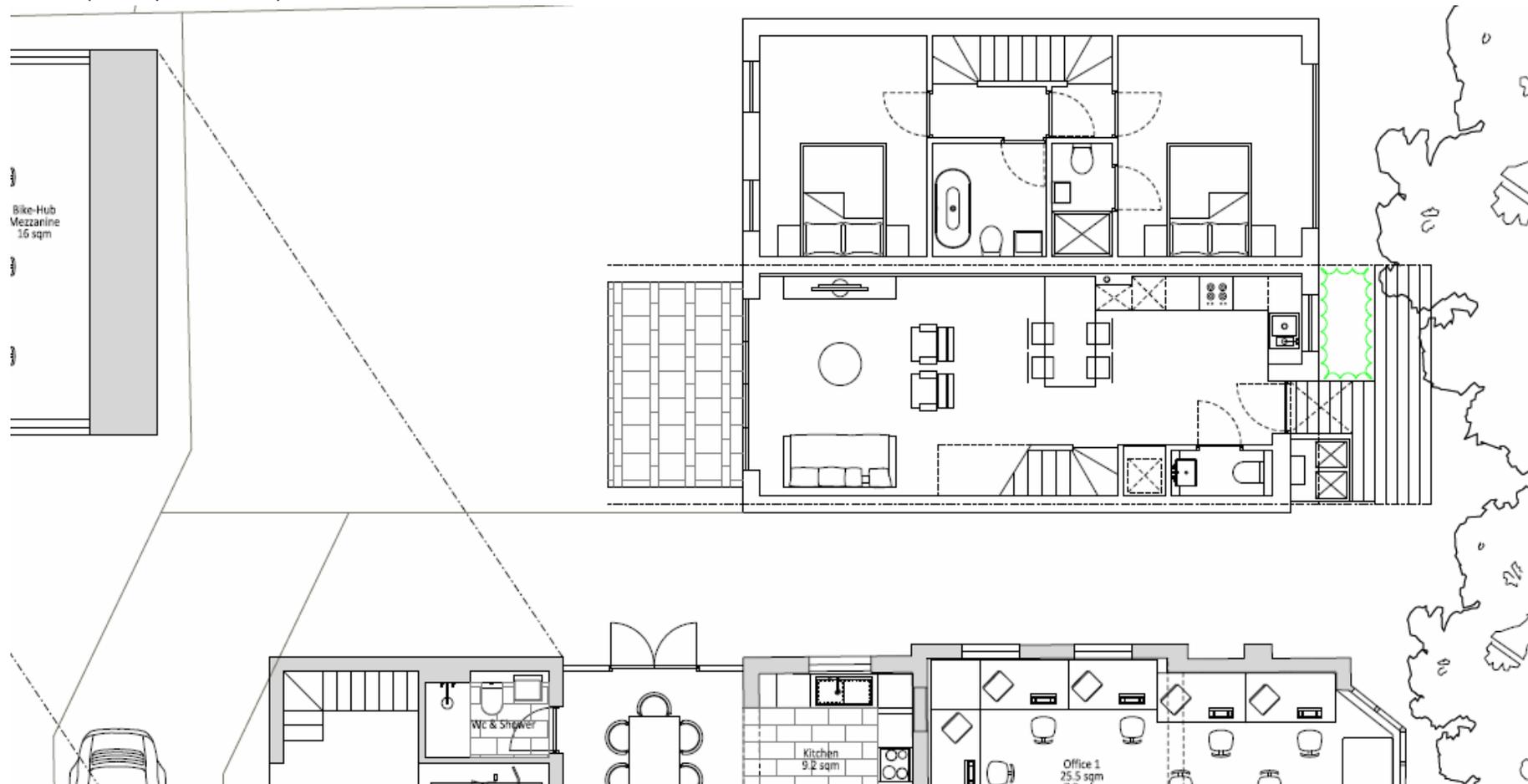
## Architect impression of 3 x 1 bedroom over 3 storeys

First Base, private property development company interested in collaborating on the project drew this option which allows for more outside space to be retained for community use.



### Other residential options

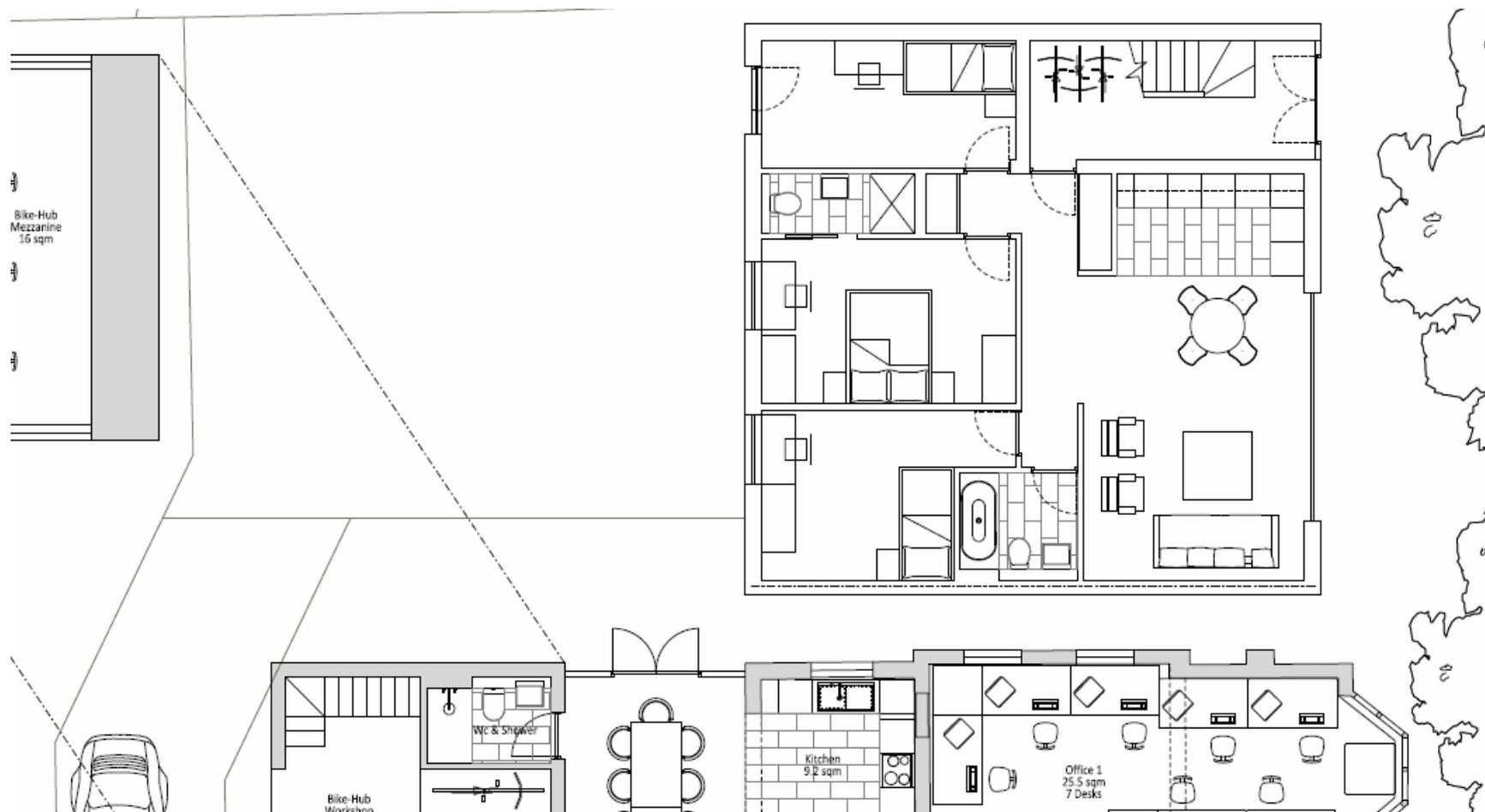
Other options presented by Altham Lewis Architects are a 3 bedroom house –



And a three bedroom flat

August 2016

[www.thirdstrand.co.uk](http://www.thirdstrand.co.uk)



## Revenue finance estimates including residential 1 x 3 bedroom flat or house

In combining the office/community space, bike hub with rental income from residential we estimate the following;

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Rationale
<b>Income</b>							
Anchor tenant/office rental	20,160	21,168	22,226	23,338	24,505	25,730	80% occupancy, 5% annual increase
Bike repairs	15,000	22,500	33,750	50,625	75,938	113,906	12% population cycling 1 bicycle with one service per year @ £25 50% growth/year as per 4 fold growth target by 2025
Residential rental income <b>AFFORDABLE</b> rent	10,924	11,470	12,044	12,646	13,278	13,942	1 x 3 bed @£12,852 less 15% insurance/overheads etc with 5% increase per annum.
Apprenticeship grant			1,500	1,500	1,500	1,501	Government scheme
Social enterprise start up grant	10,000						i.e Awards for All, Santander
Support into employment grant			10,000				foundation, London Community
<b>Total income</b>	<b>56,084</b>	<b>55,138</b>	<b>79,520</b>	<b>88,109</b>	<b>115,221</b>	<b>155,079</b>	
<b>Costs</b>							
Set up costs office	900	900	900	900	900	900	£1,200 depreciated over 4 years
Promotion of desk/office spaces	1,500	700	500	500	500	500	
Desk/office management and contracts	1,000	1,050	1,103	1,158	1,216	1,276	
Set up costs bike hub	3,600	3,600	3,600	3,600	3,600	3,600	£18,000 depreciated over 5 years
Loan repayments residential build	12,972	12,972	12,972	12,972	12,972	12,972	Build cost £185k. Loan over 25 years @5%
Bike hub manager/lead mechanic	22,000	28,325	32,092	36,360	41,196	46,676	£25k/pa 4 days a week year 1, full time year 2 onwards with 3% annual increase and 10% on costs pension etc
Apprentice/into work placement			20,020	22,683	25,699	29,117	Full time at LLW plus 10% on costs and 3% annual increase
Part time staff/volunteers		3,640	3,749	3,862	3,978	4,097	Saturday staff at LLW
Utilities	2,500	2,575	2,652	2,732	2,814	2,898	Based on similar project
Refuse	1,000	1,030	1,061	1,093	1,126	1,159	Based on similar project
Alarm	600	618	637	656	675	696	Based on similar project
Telephone and internet	300	309	318	328	338	348	Based on similar project
Insurances	600	618	637	656	675	696	Based on similar project
Accountancy	400	412	424	437	450	464	Based on similar project
Repairs, maintenance, sinking fund	500	515	530	546	563	580	Based on similar project
Fire equipment/testing	150	155	159	164	169	174	Based on similar project
Marketing and social media	1,000	1,030	1,061	1,093	1,126	1,159	
<b>Total costs</b>	<b>49,022</b>	<b>58,449</b>	<b>82,415</b>	<b>89,738</b>	<b>97,996</b>	<b>107,311</b>	
<b>Net profit/loss</b>	<b>7,062</b>	<b>-3,310</b>	<b>-2,895</b>	<b>-1,629</b>	<b>17,225</b>	<b>47,768</b>	<b>Net over 6 years 64,221</b>

### Next steps

Next steps for the project are to;

- Agreement in principle

Secure agreement in principle from LB Sutton for long term use of the site

- WVRPT governance

Once agreement in principle is received WVRPT will need to review and decide upon most appropriate governance arrangement for receiving the asset. Possible options include within existing WVRPT structure, separate CIO, CIC or Community Land Trust. WVRPT may want to bring in a specialist in the area to provide advice, guidance and best practice.

- 
- Secure funding for next phase

Feasibility funding will need to be secured for the project to continue to be developed.

For the development of Culvers Lodge this would include legal fees, capital and revenue grant applications, detailed business planning for Lodge social enterprise including bike hub and desk/office spaces, ongoing communications/consultation with local people, architect and consultant fees.

The residential development will require resources for partnership development, project management and securing capital funds 1.5 days for 26 weeks, architect and consultant fees, planning permission, legal fees, public consultation

- Identify delivery partners

Residential development will require a delivery partner such as London CLT or First Base both of whom the project has had preliminary discussions. The Bike Hub enterprise would also benefit from the expertise of a specialist who can contribute to business planning and interior layout.

- Agree Heads of Terms

Heads of Terms agreement will be required for grant funding and loan applications, this agreement will require independent legal support.

- Business planning

Detailed business planning/business case will be required for grant funding and loan applications, evidencing community benefit, income generation and sustainability.

- Drawings, surveys and planning application

Drawings and planning application fees for Culvers Lodge have been covered in this phase of the project, the architect expects a design and access statement would also be required. A joint application that includes the residential aspect will incur additional costs reflected in the revenue budget below.

- Grant and loan applications

As discussed above a number of sources of capital grant funding have been identified for the refurbishment of Culvers Lodge and grant/loan funders for the residential development. Funders will require evidence of all costs incurred during the build phase and appropriate project management and financial controls to be in place.

- Lease and legal agreements

Once in principle funding is agreed the project will need to agree a lease with London Borough of Sutton to drawdown funds and commence works on site. Both the lease and legal agreements with funders will require independent legal support.

## Estimated timeline and costs

### Culvers Lodge refurbishment timeline

<b>Culvers Lodge</b>	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Secure agreement in principle from LB Sutton								
Secure feasibility funding								
Formalise WVRPT governance arrangement for receiving asset								
Explore and secure delivery partners as applicable								
Agree Heads of Terms								
Full business and implementation plan								
Capital grant applications								
Architectural surveys								
Lease agreed								
Legal agreements with funders								
Start works on site								
Project management and oversight								

### Estimated revenue costs

<b>Culvers Lodge</b>	<b>Est. cost</b>
Legal fees	2,500
Bid writer to secure capital	5,000
Full business plan and implementation plan	5,000
Design access statement	750
25% of architect and structural engineer fees	5,750
Project management/oversight 0.5 day/week for 8 months @£450	8,100
<b>Total</b>	<b>27,100</b>

### Residential feasibility timeline

<b>Residential</b>	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Secure partnership with residential delivery partner							
Pre -planning application							
Develop business case							
Architect and consultancy works							
Community consultation and engagement							
Planning application							
Capital grant and loan applications							
Legal agreements							
Start works on site							
Project management and oversight							

### Estimated revenue costs

<b>Residential</b>	<b>Est. cost</b>
Business case development 10 days @£450/day	4,500
25% of architect and structural engineer fees	2,425
Design access statement and party wall	6,000
Arbocultural report	1,200
Planning application	4,500
Consultation and engagement	1,500
Grant and loan applications	5,000
Legal fees	3,000
Project management/oversight 0.5 day/week for 7 months @£450	7,088
<b>Total</b>	<b>35,213</b>

### Headline figures

<b>Key figures</b>	
Revenue Culvers lodge feasibility	27,100
Capital redevelopment Culvers Lodge	250,000
Revenue for residential feasibility	35,213
Capital for residential development 3 x 1 bed flat	315,000
<b>Total</b>	<b>627,313</b>

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### Funding next steps

Capital and revenue funders indicated above can be approached for feasibility activities, some aspects of residential pre-build costs can be worked into the capital costs/loan aspects.

Identified thus far are;

Funder	Amount
Architectural Heritage Fund	25,000
Nationwide community housing grant fund	2,000
	27,000

### Conclusion

This proposal highlights the historical value of Culvers Lodge, strong community support for retaining the building and a viable use for the site that meets multiple social needs and priorities shared by the London Borough of Sutton and request that the site be secured for long term community use.

### In principle request

Given there is significant public support to restore Culvers Lodge for community use and a viable use has been found that delivers against multiple local objectives including sustainable transport, cycling strategy, provision of residential and creation of employment and apprenticeship/into employment opportunities, we request that London Borough of Sutton support this initiative with a long term lease for the site, of at least 99 years, and a rent free period of 6 years to ensure the projects long term sustainability. After which time nomination rights will be given to the council on one of the residential properties in lieu of rent for the site.

## Appendices

### 1. Residential options explored

#### Y-CUBE

Modular off-site manufacture and build one bedroom units of 26m<sup>2</sup> net c 33m<sup>2</sup> gross with 60 year design life. Estimated build cost per cube £50k, with a post planning construction time of 5 months.

Units are designed for rent only, not purchase. In Mitcham the affordable rent is set at 65% of market value which is £148 per week, the 36 unit site estimates loan repayments within 10-15 years.

Assuming rent at £148 p/w

- 2 units, gross annual income £15,392
- 4 units, gross annual income £30,784

Using the full possible 240m<sup>2</sup> identified for residential at Culvers Lodge there is potential to site

- Up to 7 single storey units , gross annual income £53,872
- Up to 14 double storey, gross annual income £107,744

#### London CLT model

CLTs are democratic membership organisations open to people living and working in an area, and organisations based in or operating in an area.

Housing prices are determined by local incomes. 'Local incomes' are taken as the average of median incomes using ASHE data published in November each year.

CLT principles require total housing costs i.e. mortgage repayments, service charges and ground rents to be no more than 1/3 gross median incomes. For different home sizes, the median income will be multiplied by an assumed number of full time incomes per house type e.g. 1.0 incomes for a 1 Bed, 1.33 incomes for a 2 Bed, 1.67 incomes for a 3 Bed and 2.0 incomes for a 4 Bed+.

The same pricing formula will apply to resales. CLT purchasers will not get any uplift from house and land price inflation, between buying and selling. Each year, the CLT will advise occupiers what they can sell their home for in the coming year, based on the latest ASHE income figures. London CLT has decided to put a floor on the resale price if median incomes ever go down, so occupiers will never get less than they initially paid.

#### For profit developer partnership

	<b>1 Bed</b>	<b>2 Bed</b>
Affordable sale		
Est. build cost	£98-104k	£138-147k
Affordable sale	£123k	£173k
Profit	22k	29k
Affordable rent 33% of ASHE	<b>1 Bed</b>	<b>2 Bed</b>
Per week	£182 p/w	£242.06
Per annum	£9,464	£12,587.12

LOOK UP ASHE for area LB Sutton £554 p/w @ £182.82

Market value sale	1 Bed	2 Bed
Est. build cost	£98-104k	£138-147k
Market value sale	£220k	£260k
Profit	£119k	£116k
M.V Rent per annum	8,100	12,600

It could be possible to structure the loan over a longer term to provide immediate revenue income

## 2. Potential income - Nursery/SEN nursery

### Context

Birth rate in Sutton is c2,700 per annum with 5% year on year growth, by ward highest growth is anticipated in the Wandle Valley ward at 6.7%. There are currently c14,000 0-4 year olds living in the borough<sup>6</sup>.

Government funds free pre-school of up to 15 hours/week over 38 weeks (term time) or 3 and 4 year olds, this extends to 2 years olds that have special educational needs or a disability. In 2017 the funded provision will be extended to 30 hours, which will significantly increase demand on nursery places. Demand will also be stimulated locally by the new primary school being built close to BedZed.

Given the parameter of securing as much space and use of the Lodge as possible for community use this option explores a mid-week daytime nursery c 8a.m to 4 p.m. Monday to Friday.

### Resources required

OFSTED regulations require

Minimum indoor space per child of;

- Children under two years: 3.5 m<sup>2</sup> per child.
- Two year olds: 2.5 m<sup>2</sup> per child.
- Children aged three to five years: 2.3 m<sup>2</sup> per child.

These calculations are based on the net or useable areas of the rooms used by the children, not including storage areas, thoroughfares, dedicated staff areas, cloakrooms, utility rooms, kitchens and toilets.

Access to an outdoor play area or, if that is not possible, ensure that outdoor activities are planned and taken on a daily basis

Adequate number of toilets and hand basins available and separate toilet facilities for adults.

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<sup>6</sup> Borough Profile 2013

Hygienic changing facilities for changing any children who are in nappies and providers should ensure that an adequate supply of clean bedding, towels, spare clothes and any other necessary items is always available.

Provide an area where staff may talk to parents and/or carers confidentially, as well as an area in group settings for staff to take breaks away from areas being used by children.

Suitable kitchen if meals/snacks are being provided.

#### Architect space estimates

- Adult toilet with baby change c3.5m<sup>2</sup>
  - 2 children's toilets with basins 5m<sup>2</sup>
  - Kitchenette 3m<sup>2</sup>
  - 2 x 2 person office/meeting room 7 m<sup>2</sup> – 1 x nursery 1 x WVRPT
- Total 25.5m<sup>2</sup>

#### Potential income

Remaining space for child care c 94.5 (60 actual m<sup>2</sup> + 60 m<sup>2</sup> extension -25.5m<sup>2</sup>). At an average of 3m<sup>2</sup> per child the space could provide up to 31 child care places.

Occupancy rates for local nurseries are high and 100% for those offering 8 a.m. – 6 p.m. care. See competitor analysis below.

Estimated staff costs 7 staff @ £16k plus £2k on costs and pension = £126k <sup>7</sup>other likely costs as seen in similar charitable nursery accounts c£14k, indicating potential surplus of up to £170k.

No children	Day rate	Day	Per week	Over 50 weeks	At 80% occupancy	Estimated surplus
31	30	930	4650	232500	186000	46000
31	35	1085	5425	271250	217000	77000
31	40	1240	6200	310000	248000	108000
31	50	1550	7750	387500	310000	170000
24	30	720	3600	180000	144000	4000
24	35	840	4200	210000	168000	28000
24	40	960	4800	240000	192000	52000
24	50	1200	6000	300000	240000	100000

LB Sutton estimates a permanent nursery could hire a dedicated building for c£40k, if rental of the Lodge to a nursery with weekday only or only weekday daytimes rent could be secured for c£20-30k.

<sup>7</sup> based on ratios under 2 1:3 – 3 staff, age 2-3 ratio 1:4 – 3 staff, 3-5 ratio 1:13 – 1 staff

## Competitors

Name	No of Children	Ages	Meals	Term time/holiday	Availability	Cost (from 9am-3 pm)	Opening times
<b>Spencer Nursery School &amp; Children's Centre</b>	55	0-5 yrs	Cooked on site.	50 week	They are not predicting any availability in September - quite long waiting lists.	£40-£56/day	8am - 6 pm
<b>Elmwood Nursery</b>	33	3 months to 5 yrs	Yes	50 weeks	1 space left. College employees/students get priority.	£52/day Have to do year round commitment.	8am to 6pm or 8am to 1pm or 1pm to 6pm.
<b>Riverside Centre Ripples Pre-school</b>	24	2 - 5 yrs	Only if the child does a full day.	Term time only	Yes	£614.25 per month c££27/day for mornings only. (7.30am - 12 pm) £780 per month / £35/day for full school days.	7.30am to 11.45m and 12pm to 3pm
<b>Play B C Preschool</b>	25	2 - 5 yrs	No provision	Term time only	Some afternoons.	Open term time, Full Day Care, Sessional Day Care: £13:00 per session, £2.00 lunch club	8.45am - 3.30 pm
<b>Jancett Day Nursery &amp; Baby Unit</b>	106	3 mnts to 5 yrs	Yes	52 weeks	Some availability depending on the times requested.	£40-£50/day	7 am -6.30 pm
<b>The Peppermint Children's Centre</b>	44-50	2-5 yrs	Yes, cooked on site. £2.50 per meal.	Term time only	Waiting list at the moment - may be availability in September	Full time day care 0-2 years £210 per week/£42/day or 2-3 years from £153, extra hours £5 each. Part time £22.50 per half day (2 days minimum)	8 am - 5 pm
<b>Gaytime Day Nursery &amp; Baby Room</b>	55	Under 5s	Yes	52 weeks	No availability currently, possibly some places in September.	Between £45 and £50 per day depending on age.	7.30am and 6.30pm

## Potential partners

First Little Steps Pre-school have expressed an interest in daytime nursery space. They specialise in special educational needs (SEN) and children that have English as a second language, and experience a high demand for these places and state there is little provision in the area for these children.

## Mixed use nursery and bike hub

Given the space requirements and nature of demand for each option, nursery midweek and bike hub at weekends it could be possible to co-locate the lodge if enough storage could be provided, particularly in the garden/shed area for bike workshop.

Rough working on the space requirements for this option

	Space requirements						Total
	Nursery	Kitchenette	Child toilets	Disabled toilet	2 x 2 desk offices	Café servery	
24 children nursery	72	3	5	3.5	7		90.5
31 children nursery	92	3	5	3.5	7		110.5
24 children nursery and weekend café	72	N/a	5	3.5	7	10	97.5
31 children nursery and weekend café	92	N/a	5	3.5	7	10	117.5

## Return to LBS for residential development

LB Sutton refurbish the lodge and original features and restore to residential use with the ability to develop the rest of the site for residential or other use.

This would not deliver key priorities identified by the stakeholder steering group, namely; securing use as a community resource that can be accessed and used by all and provision of office space for third sector organisation(s)/WVRPT.

### 3. Options appraisal

In appraising the options the stakeholder steering group were presented with a simple scoring against criteria where High = 3 Medium = 2 and Low = 1 as below

	Financially viable/self-sustainable	Considerate to neighbours	Not require on-street parking	Complement existing facilities	Secure use as a community resource for all	Links with Neighbourhood plan	Provide income to the council	Score
Subdivide for housing	High	High	High	High	High	High	High	21
Residential for ex-services family	High	High	High	High	High	High	High	21
Nursery/Forest school for SEN & ESL 9-3p.m	High	Medium	Medium	Medium	Medium	Medium	High	16
Hot desking/office	High	High	Medium	High	Low	Medium	Medium	16
Bike Hub	Medium	Medium	Medium	High	Medium	High	Low	15
Workshop space	Medium	Medium	Medium	High	Medium	Medium	Low	14
Growing space	Low	High	High	Low	Medium	Medium	Low	13
Community Food	Low	Medium	Medium	Medium	Medium	High	Low	13
Pop up space	Low	Low	Medium	Medium	High	High	Low	13

## 4. Estimated Profit and Loss options

### Original Profit and Loss

Original P & L	Year 1	Year 2	Year 3	Year 4	Year 5	Rationale
<b>Income</b>						
Anchor tenant/office rental	8,000	8,400	8,820	9,261	9,724	5% annual increase
Bike repairs	15,000	22,500	33,750	50,625	75,938	12% population cycling 1 bicycle with one service per year @ £25 50% growth/year as per 4 fold growth target by 2025
Residential rental income	26,166	27,475	28,848	30,291	31,805	2 x 2 beds@£11,544 plus 1 bed@ £7696 less 15% insurance/overheads etc with 5% increase per annum.
Apprenticeship grant			1,500	1,500	1,500	Government scheme
Social enterprise start up grant	10,000					i.e Awards for All, Santander foundation, London Community Foundation etc.
Support into employment grant			10,000			
<b>Total income</b>	<b>59,166</b>	<b>58,375</b>	<b>82,918</b>	<b>91,677</b>	<b>118,967</b>	
<b>Costs</b>						
Set up costs office	300	300	300	300	300	£1,200 depreciated over 4 years
Set up costs bike hub	3,600	3,600	3,600	3,600	3,600	£18,000 depreciated over 5 years
Loan repayments residential build	21,204	21,204	21,204	21,204	21,204	HSBC mortgage calculator £280,000 over 30 years
Bike hub manager/lead mechanic	22,000	28,325	32,092	36,360	41,196	£25k/pa 4 days a week year 1, full time year 2 onwards with 3% annual increase and 10% on costs pension etc
Apprentice/into work placement			20,020	22,683	25,699	Full time at LLW plus 10% on costs and 3% annual increase
Part time staff/volunteers		3,640	3,749	3,862	3,978	Saturday staff at LLW
Utilities	2,500	2,575	2,652	2,732	2,814	Based on similar project
Refuse	1,000	1,030	1,061	1,093	1,126	Based on similar project
Alarm	600	618	637	656	675	Based on similar project
Telephone and internet	300	309	318	328	338	Based on similar project
Insurances	600	618	637	656	675	Based on similar project
Accountancy	400	412	424	437	450	Based on similar project
Repairs, maintenance, sinking fund	500	515	530	546	563	Based on similar project
Fire equipment/testing	150	155	159	164	169	Based on similar project
Marketing and social media	1,000	1,030	1,061	1,093	1,126	
<b>Total costs</b>	<b>54,154</b>	<b>64,331</b>	<b>88,445</b>	<b>95,713</b>	<b>103,912</b>	
<b>Net profit/loss</b>	<b>5,012</b>	<b>-5,956</b>	<b>-5,526</b>	<b>-4,036</b>	<b>15,055</b>	

#### 4. Estimated Profit and Loss options

12 desks - no residential	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Rationale
<b>Income</b>							
Anchor tenant/office rental	20,160	21,168	22,226	23,338	24,505	25,730	80% occupancy with 5% annual increase
Bike repairs	15,000	22,500	33,750	50,625	75,938	113,906	12% population cycling 1 bicycle with one service per year @ £25 50% growth/year as per 4 fold growth target by 2025
Apprenticeship grant			1,500	1,500	1,500	1,501	Government scheme
Social enterprise start up grant	10,000						i.e Awards for All, Santander
Support into employment grant			10,000				foundation, London Community
Total income	45,160	43,668	67,476	75,463	101,942	141,137	
<b>Costs</b>							
Set up costs office	900	900	900	900	900	900	£1,200 depreciated over 4 years
Promotion of desk/office spaces	1,500	700	500	500	500	500	
Desk/office management and contracts	1,000	1,050	1,103	1,158	1,216	1,276	
Set up costs bike hub	3,600	3,600	3,600	3,600	3,600	3,600	£18,000 depreciated over 5 years
Bike hub manager/lead mechanic	22,000	28,325	32,092	36,360	41,196	46,676	£25k/pa 4 days a week year 1, full time year 2 onwards with 3% annual increase and 10% on costs pension etc
Apprentice/into work placement			20,020	22,683	25,699	29,117	Full time at LLW plus 10% on costs and 3% annual increase
Part time staff/volunteers		3,640	3,749	3,862	3,978	4,097	Saturday staff at LLW
Utilities	2,500	2,575	2,652	2,732	2,814	2,898	Based on similar project
Refuse	1,000	1,030	1,061	1,093	1,126	1,159	Based on similar project
Alarm	600	618	637	656	675	696	Based on similar project
Telephone and internet	300	309	318	328	338	348	Based on similar project
Insurances	600	618	637	656	675	696	Based on similar project
Accountancy	400	412	424	437	450	464	Based on similar project
Repairs, maintenance, sinking fund	500	515	530	546	563	580	Based on similar project
Fire equipment/testing	150	155	159	164	169	174	Based on similar project
Marketing and social media	1,000	1,030	1,061	1,093	1,126	1,159	
Total costs	36,050	45,477	69,443	76,766	85,024	94,339	<b>Net over 6 years</b>
<b>Net profit/loss</b>	<b>9,110</b>	<b>-1,809</b>	<b>-1,967</b>	<b>-1,303</b>	<b>16,918</b>	<b>46,798</b>	<b>67,748</b>

#### 4. Estimated Profit and Loss options

12 desks - 2 x 3 beds	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Rationale
<b>Income</b>							
Anchor tenant/office rental	20,160	21,168	22,226	23,338	24,505	25,730	80% occupancy, 5% annual increase
Bike repairs	15,000	22,500	33,750	50,625	75,938	113,906	12% population cycling 1 bicycle with one service per year @ £25 50% growth/year as per 4 fold growth target by 2025
Residential rental income <b>AFFORDABLE</b> rent	22,100	23,205	24,365	25,584	26,863	28,206	2 x 3 beds@12k per house less 15% insurance/overheads etc with 5% increase per annum.
Apprenticeship grant			1,500	1,500	1,500	1,501	Government scheme
Social enterprise start up grant	10,000						i.e Awards for All, Santander foundation, London
Support into employment grant			10,000				Community Foundation etc.
Total income	67,260	66,873	91,842	101,046	128,805	169,343	
<b>Costs</b>							
Set up costs office	900	900	900	900	900	900	£1,200 depreciated over 4 years
Promotion of desk/office spaces	1,500	700	500	500	500	500	
Desk/office management and contracting cc	1,000	1,050	1,103	1,158	1,216	1,276	
Set up costs bike hub	3,600	3,600	3,600	3,600	3,600	3,600	£18,000 depreciated over 5 years
Loan repayments residential build	31,567	31,567	31,567	31,567	31,567	31,567	Build cost £223k/house . Est loan £450k over 25 years @5%
Bike hub manager/lead mechanic	22,000	28,325	32,092	36,360	41,196	46,676	£25k/pa 4 days a week year 1, full time year 2 onwards with 3% annual increase and 10% on costs pension etc
Apprentice/into work placement			20,020	22,683	25,699	29,117	Full time at LLW plus 10% on costs and 3% annual increase
Part time staff/volunteers		3,640	3,749	3,862	3,978	4,097	Saturday staff at LLW
Utilities	2,500	2,575	2,652	2,732	2,814	2,898	Based on similar project
Refuse	1,000	1,030	1,061	1,093	1,126	1,159	Based on similar project
Alarm	600	618	637	656	675	696	Based on similar project
Telephone and internet	300	309	318	328	338	348	Based on similar project
Insurances	600	618	637	656	675	696	Based on similar project
Accountancy	400	412	424	437	450	464	Based on similar project
Repairs, maintenance, sinking fund	500	515	530	546	563	580	Based on similar project
Fire equipment/testing	150	155	159	164	169	174	Based on similar project
Marketing and social media	1,000	1,030	1,061	1,093	1,126	1,159	
Total costs	67,617	77,044	101,010	108,333	116,591	125,906	<b>Net over 6 years</b>
<b>Net profit/loss</b>	<b>-357</b>	<b>-10,171</b>	<b>-9,169</b>	<b>-7,287</b>	<b>12,214</b>	<b>43,437</b>	<b>28,668</b>

#### 4. Estimated Profit and Loss options

12 desks with 4 x 1 bed	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Rationale
<b>Income</b>							
Anchor tenant/office rental	20,160	21,168	22,226	23,338	24,505	25,730	80% occupancy, 5% annual increase
Bike repairs	15,000	22,500	33,750	50,625	75,938	113,906	12% population cycling 1 bicycle with one service per year @ £25 50% growth/year as per 4 fold growth target by 2025
Residential rental income <b>AFFORDABLE</b> rent	26,166	27,475	28,848	30,291	31,805	33,396	4 x 1 bed flats @£7696/flat less 15% insurance/overheads etc with 5% increase per annum.
Apprenticeship grant			1,500	1,500	1,500	1,501	Government scheme
Social enterprise start up grant	10,000						i.e Awards for All, Santander foundation, London
Support into employment grant			10,000				Community Foundation etc.
Total income	71,326	71,143	96,325	105,754	133,748	174,533	
<b>Costs</b>							
Set up costs office	900	900	900	900	900	900	£1,200 depreciated over 4 years
Promotion of desk/office spaces	1,500	700	500	500	500	500	
Desk/office management and contracting cc	1,000	1,050	1,103	1,158	1,216	1,276	
Set up costs bike hub	3,600	3,600	3,600	3,600	3,600	3,600	£18,000 depreciated over 5 years
Loan repayments residential build	28,060	28,060	28,060	28,060	28,060	28,060	Build cost £100k/flat. Est loan £400k over 25 years @5%
Bike hub manager/lead mechanic	22,000	28,325	32,092	36,360	41,196	46,676	£25k/pa 4 days a week year 1, full time year 2 onwards with 3% annual increase and 10% on costs pension etc
Apprentice/into work placement			20,020	22,683	25,699	29,117	Full time at LLW plus 10% on costs and 3% annual increase
Part time staff/volunteers		3,640	3,749	3,862	3,978	4,097	Saturday staff at LLW
Utilities	2,500	2,575	2,652	2,732	2,814	2,898	Based on similar project
Refuse	1,000	1,030	1,061	1,093	1,126	1,159	Based on similar project
Alarm	600	618	637	656	675	696	Based on similar project
Telephone and internet	300	309	318	328	338	348	Based on similar project
Insurances	600	618	637	656	675	696	Based on similar project
Accountancy	400	412	424	437	450	464	Based on similar project
Repairs, maintenance, sinking fund	500	515	530	546	563	580	Based on similar project
Fire equipment/testing	150	155	159	164	169	174	Based on similar project
Marketing and social media	1,000	1,030	1,061	1,093	1,126	1,159	
Total costs	64,110	73,537	97,503	104,826	113,084	122,399	<b>Net over 6 years</b>
<b>Net profit/loss</b>	<b>7,216</b>	<b>-2,394</b>	<b>-1,178</b>	<b>927</b>	<b>20,664</b>	<b>52,134</b>	<b>77,369</b>

#### 4. Estimated Profit and Loss options

12 desks with 3 x 1 bed	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Rationale
<b>Income</b>							
Anchor tenant/office rental	20,160	21,168	22,226	23,338	24,505	25,730	80% occupancy, 5% annual increase
Bike repairs	15,000	22,500	33,750	50,625	75,938	113,906	12% population cycling 1 bicycle with one service per year @ £25 50% growth/year as per 4 fold growth target by 2025
Residential rental income <b>AFFORDABLE</b> rent	19,625	20,606	21,636	22,718	23,854	25,047	3 x 1 bed flats @£7696/flat less 15% insurance/overheads etc with 5% increase per annum.
Apprenticeship grant			1,500	1,500	1,500	1,501	Government scheme
Social enterprise start up grant	10,000						i.e Awards for All, Santander
Support into employment grant			10,000				foundation, London Community
Total income	64,785	64,274	89,113	98,181	125,796	166,184	
<b>Costs</b>							
Set up costs office	900	900	900	900	900	900	£1,200 depreciated over 4 years
Promotion of desk/office spaces	1,500	700	500	500	500	500	
Desk/office management and contracts	1,000	1,050	1,103	1,158	1,216	1,276	
Set up costs bike hub	3,600	3,600	3,600	3,600	3,600	3,600	£18,000 depreciated over 5 years
Loan repayments residential build	21,045	21,045	21,045	21,045	21,045	21,045	Build cost £100k/flat. Est loan £300k over 25 years @5%
Bike hub manager/lead mechanic	22,000	28,325	32,092	36,360	41,196	46,676	£25k/pa 4 days a week year 1, full time year 2 onwards with 3% annual increase and 10% on costs pension etc
Apprentice/into work placement			20,020	22,683	25,699	29,117	Full time at LLW plus 10% on costs and 3% annual increase
Part time staff/volunteers		3,640	3,749	3,862	3,978	4,097	Saturday staff at LLW
Utilities	2,500	2,575	2,652	2,732	2,814	2,898	Based on similar project
Refuse	1,000	1,030	1,061	1,093	1,126	1,159	Based on similar project
Alarm	600	618	637	656	675	696	Based on similar project
Telephone and internet	300	309	318	328	338	348	Based on similar project
Insurances	600	618	637	656	675	696	Based on similar project
Accountancy	400	412	424	437	450	464	Based on similar project
Repairs, maintenance, sinking fund	500	515	530	546	563	580	Based on similar project
Fire equipment/testing	150	155	159	164	169	174	Based on similar project
Marketing and social media	1,000	1,030	1,061	1,093	1,126	1,159	
Total costs	57,095	66,522	90,488	97,811	106,069	115,384	<b>Net over 6 years</b>
<b>Net profit/loss</b>	<b>7,690</b>	<b>-2,247</b>	<b>-1,376</b>	<b>370</b>	<b>19,727</b>	<b>50,800</b>	<b>74,964</b>

#### 4. Estimated Profit and Loss options

12 desks with 1 x 3 beds	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Rationale
<b>Income</b>							
Anchor tenant/office rental	20,160	21,168	22,226	23,338	24,505	25,730	80% occupancy, 5% annual increase
Bike repairs	15,000	22,500	33,750	50,625	75,938	113,906	12% population cycling 1 bicycle with one service per year @ £25 50% growth/year as per 4 fold growth target by 2025
Residential rental income <b>AFFORDABLE</b> rent	10,924	11,470	12,044	12,646	13,278	13,942	1 x 3 bed @£12,852 less 15% insurance/overheads etc with 5% increase per annum.
Apprenticeship grant			1,500	1,500	1,500	1,501	Government scheme
Social enterprise start up grant	10,000						i.e Awards for All, Santander foundation, London Community
Support into employment grant			10,000				
<b>Total income</b>	<b>56,084</b>	<b>55,138</b>	<b>79,520</b>	<b>88,109</b>	<b>115,221</b>	<b>155,079</b>	
<b>Costs</b>							
Set up costs office	900	900	900	900	900	900	£1,200 depreciated over 4 years
Promotion of desk/office spaces	1,500	700	500	500	500	500	
Desk/office management and contracts	1,000	1,050	1,103	1,158	1,216	1,276	
Set up costs bike hub	3,600	3,600	3,600	3,600	3,600	3,600	£18,000 depreciated over 5 years
Loan repayments residential build	12,972	12,972	12,972	12,972	12,972	12,972	Build cost £185k. Loan over 25 years @5%
Bike hub manager/lead mechanic	22,000	28,325	32,092	36,360	41,196	46,676	£25k/pa 4 days a week year 1, full time year 2 onwards with 3% annual increase and 10% on costs pension etc
Apprentice/into work placement			20,020	22,683	25,699	29,117	Full time at LLW plus 10% on costs and 3% annual increase
Part time staff/volunteers		3,640	3,749	3,862	3,978	4,097	Saturday staff at LLW
Utilities	2,500	2,575	2,652	2,732	2,814	2,898	Based on similar project
Refuse	1,000	1,030	1,061	1,093	1,126	1,159	Based on similar project
Alarm	600	618	637	656	675	696	Based on similar project
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Repairs, maintenance, sinking fund	500	515	530	546	563	580	Based on similar project
Fire equipment/testing	150	155	159	164	169	174	Based on similar project
Marketing and social media	1,000	1,030	1,061	1,093	1,126	1,159	
<b>Total costs</b>	<b>49,022</b>	<b>58,449</b>	<b>82,415</b>	<b>89,738</b>	<b>97,996</b>	<b>107,311</b>	<b>Net over 6 years</b>
<b>Net profit/loss</b>	<b>7,062</b>	<b>-3,310</b>	<b>-2,895</b>	<b>-1,629</b>	<b>17,225</b>	<b>47,768</b>	<b>64,221</b>

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## 5. BRIEFING ON COMMUNITY LAND TRUSTS (Southwark)

### **Why are CLTs important?**

Decent, secure and affordable housing is getting harder and harder to come by in London. Increasing pressure on local authority provisions and exponentially increasing house prices mean that many people are having to choose between living in inadequate housing conditions or leaving their friends, family and community for good.

Community Land Trusts (CLTs) are a way of providing genuinely and permanently affordable home ownership, offering up one model to address the growing gap in the housing market between people who qualify for a council property and people who can afford to buy their own home. Furthermore, it does so in a way that does not require government subsidy or a reduced profit margin for housebuilders.

Citizens UK set up London Community Land Trust (London CLT) to act as a delivery body for CLT homes in London. From June next year, London's first CLT residents will move into the St Clements site in Mile End – a development delivered by a consortium including London CLT.

### **What are CLTs for?**

CLTs are defined in s.79 Housing and Regeneration Act 2008 as promoting the social, economic and environmental interests of the community/neighbourhood i.e. directly aligned with spatial planning objectives and local authority wellbeing powers. London CLT focusses on the following priorities. To:

1. develop genuinely and permanently affordable homes for sale where affordability is defined as relative to local incomes.
2. work with neighbouring communities and future residents to humanise the development process through community design and placemaking activities, including meanwhile uses and cultural programmes (e.g.organised jointly with Danny Boyle, HLF, Wellcome Foundation and others.)
3. create a locally accountable and democratically controlled structure for the ownership and management of community facilities, and community or neighbourhood stewardship functions. This is achieved most effectively through owning the freehold of the site.

### **How are CLTs controlled?**

CLTs are democratic membership organisations open to people living and working in an area, and organisations based in or operating in an area. London CLT's board, elected by the membership, is made up of 1/3 each of future and existing residents, local people in the community and independents and experts to ensure the board has the capacity to deliver on its core aims.

### **How much do CLT homes cost?**

Housing prices are determined by local incomes. 'Local incomes' are taken as the average of median incomes using ASHE data published in November each year.

CLT principles require total housing costs i.e. mortgage repayments, service charges and ground rents to be no more than 1/3 gross median incomes. For different home sizes, the median income will be multiplied by an assumed number of full time incomes per house type e.g. 1.0 incomes for a 1 Bed, 1.33 incomes for a 2 Bed, 1.67 incomes for a 3 Bed and 2.0 incomes for a 4 Bed+.

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The same pricing formula will apply to resales. CLT purchasers will not get any uplift from house and land price inflation, between buying and selling. Each year, the CLT will advise occupiers what they can sell their home for in the coming year, based on the latest ASHE income figures. London CLT has decided to put a floor on the resale price if median incomes ever go down, so occupiers will never get less than they initially paid.

The price paid to any development partner is net of CLT development on-costs, which are calculated on an open book basis to show 'full cost recovery', according to the Office for Civil Society's (Cabinet Office) guidelines of e.g. CLT staff costs, overheads, professional and legal fees, bridging finance, sales costs etc.

London CLT's on-costs at St Clements Hospital are in the order of 20%. There were exceptional circumstances and costs on that project, and the pre-development period was extended. It is possible that these costs could be less on a more 'normal' project, say 15%, subject to negotiation and effective integration of the CLT into the project delivery to minimise costs.

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For example, based on 2014 figures from ASHE, London CLT could therefore offer potential CLT purchasers the following for intermediate homes for ownership in Southwark:

**1 Bed/2P @£123k. 2 Bed/4P @£173k. 3 Bed/5-6P @£223k. 4 Bed/6P+ @£273k**

The purchase price paid by London CLT to any development partner net of its on-costs at between 15% and 20% would be:

**1B/2P @£98-104k. 2B/4P @£138-147. 3B/5-6P @£178-189k. 4B/6P+ @£218-232k**

*Both offer prices would be uprated annually, on publication of the latest ASHE data.*

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### **Who gets a CLT home?**

CLTs will take applications from people who satisfy the host boroughs' housing priorities, in the normal way. However, the CLT will also have a second layer of allocation policy that attempts to direct initial sales to people based on the criteria below. Prospective residents should:

1. Finance – be priced out of the open housing market and able to afford a London CLT home.
2. Housing Need – require a property more suitable than their current accommodation.
3. Connection – have a minimum of five years connection to the borough.
4. Involvement – belong to and participate in the local community
5. Be supportive of the London CLT.

Resales will be at a fixed price, using the ASHE formula, to future eligible purchasers. CLT homes are a managed sub-prime market. First and subsequent purchasers will be involved in a home ownership education programme to ensure they understand the nature of a CLT purchase, with no inflationary increases in value, and the legal and financial responsibilities of ownership.

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Similar programmes in the USA have ensured that mortgage defaults in the CLT sector, during the housing market crash, have been in the order of 0.6% compared with nearly 10% in the market as a whole. Discussions with the Building Societies Association and a major national building society have confirmed that the CLT approach will meet the recommendations of the Mortgage Market Review, when published in April.

### **What are CLT purchasers buying?**

A CLT purchaser will get a minimum 125 year lease from the CLT. The CLT could be the freeholder of the building/site, or a head lessee of a number of properties across a development. The lease could be granted either to the occupier and the CLT as joint tenants, or just to the occupier. In either case the price paid by the occupier is not an entitlement to a fixed percentage of market value or of equity ownership. The lease conveys a right to full ownership, but subject to buying and selling the lease at a price that is determined by a formula based on incomes not market values.

The right to staircasing is a normal condition of HCA/GLA (or local authority) affordable housing grant on shared ownership homes. There is no statutory right to staircase. There is no GLA affordable housing grant involved in current CLT projects in London. The primary purpose of a CLT lease is to ensure that no staircasing is permitted, or indeed possible. Conceptually, staircasing is not relevant to the structure of these leases. There is no unpurchased equity, as there would be in a shared ownership lease. The terms of the lease will mean that staircasing is barred, and with extra effect if the CLT is a joint tenant.

The occupier will have a normal mortgage. The lease will have ground rent and service charge obligations. Building Societies will treat this type of CLT lease as one of a number of Resale Price Covenant leases currently used in S.106 Agreements. Although the CLT occupier does not acquire a specific % of ownership, the building society will assess their security by comparing the size of loan required against market values in the normal way.

### **How can permanent affordability be maintained?**

This is not a new problem or one that is unique to CLTs. Policy 3.10 of the London Plan 2011 already requires:

1. affordable housing costs to be *“determined with regard to local incomes and local house prices”*;
2. *“provisions for the homes to remain at an affordable price for future eligible households, or”*
3. *“if these restrictions are lifted, for the subsidy to be recycled for alternative affordable housing provision.”*

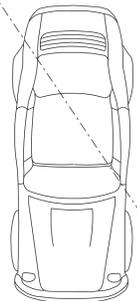
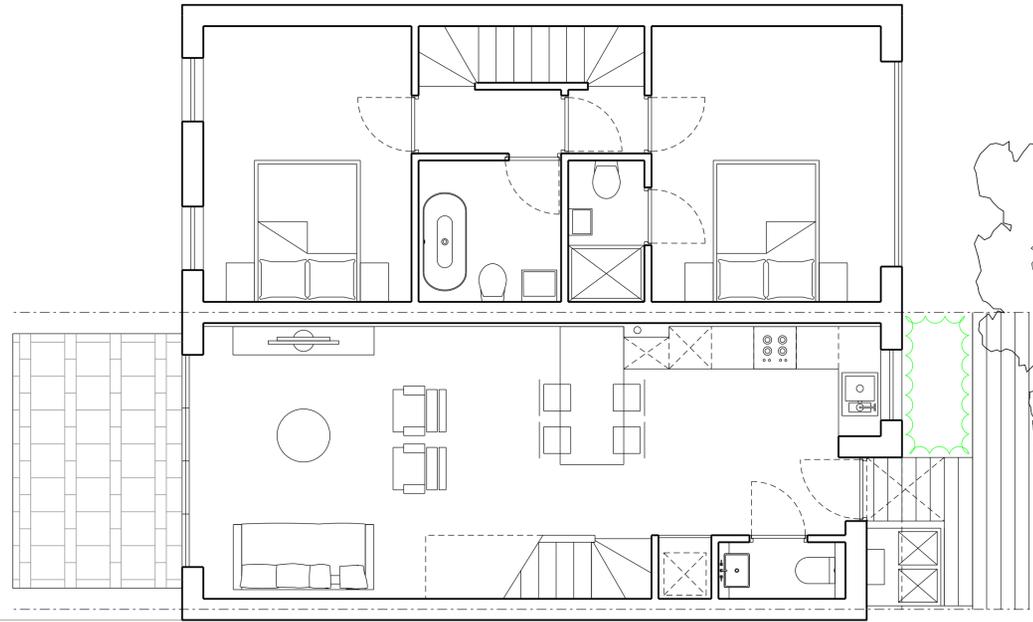
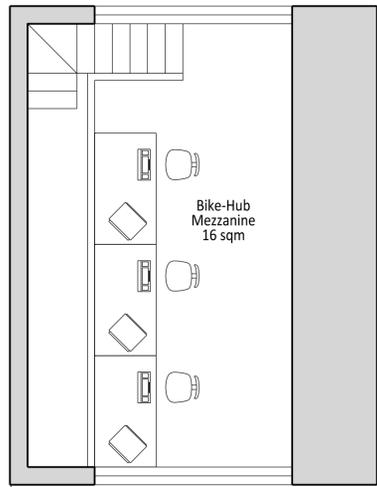
Public landowners, the GLA and London LPAs should therefore look, in the first instance, to the measures that are already in place to secure 1) and 2) above, and in the event of the restrictions in 3) being (expressly) lifted, ensure that the affordability that was intended for the benefit of a particular place is retained for the benefit of whom and where.

CLTs offer further protections not open to or currently provided by registered providers:

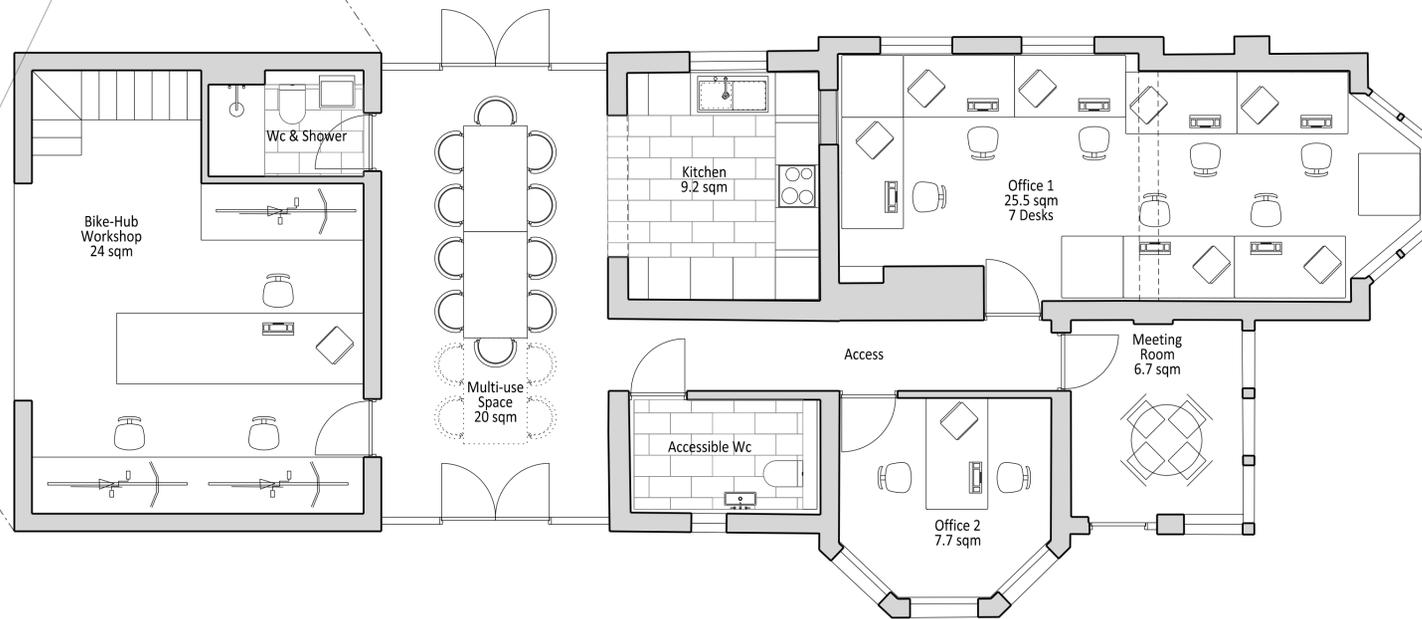
- The enfranchisement of CLT properties can be prevented by expressly designing mixed use or tenure blocks with non-residential uses (>25% block floor area) or affordable/social rent homes (>1/3 of block tenancies).

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- The lease restrictions ensure that, in joint tenancies, even if CLT properties are in a block where a majority of leaseholders (which may include non-CLT leaseholders) is in favour of collective enfranchisement, the CLT leases cannot be extended or varied, at the request of the occupier, unless the CLT as joint tenant also agrees.
  - The head leasehold or freehold interest can be charged a covenant (related to both the S.106 agreement and the CLT lease requirements) to ensure that even if blocks are enfranchised, the new freeholders are obliged to safeguard the affordability in perpetuity requirements.

All these protections against stair casing and enfranchisement will require the consent of mortgagees to ensure their interests are protected. In the event of a foreclosure, the CLT would aim to provide a replacement purchaser. If that is not possible, the CLT would apply the net proceeds of the sale at 100% market value to providing an alternative home, either in the same location or in substitute locations agreed with the original public landowner and/or LPA, in accordance with London Plan Policy 3.10 (3) above.



**Bike-Hub Forecourt & Wheelchair Parking**



**Ground Floor Plan 65sqm (existing) + 20sqm multi-use + 40 sqm Bike-Hub**

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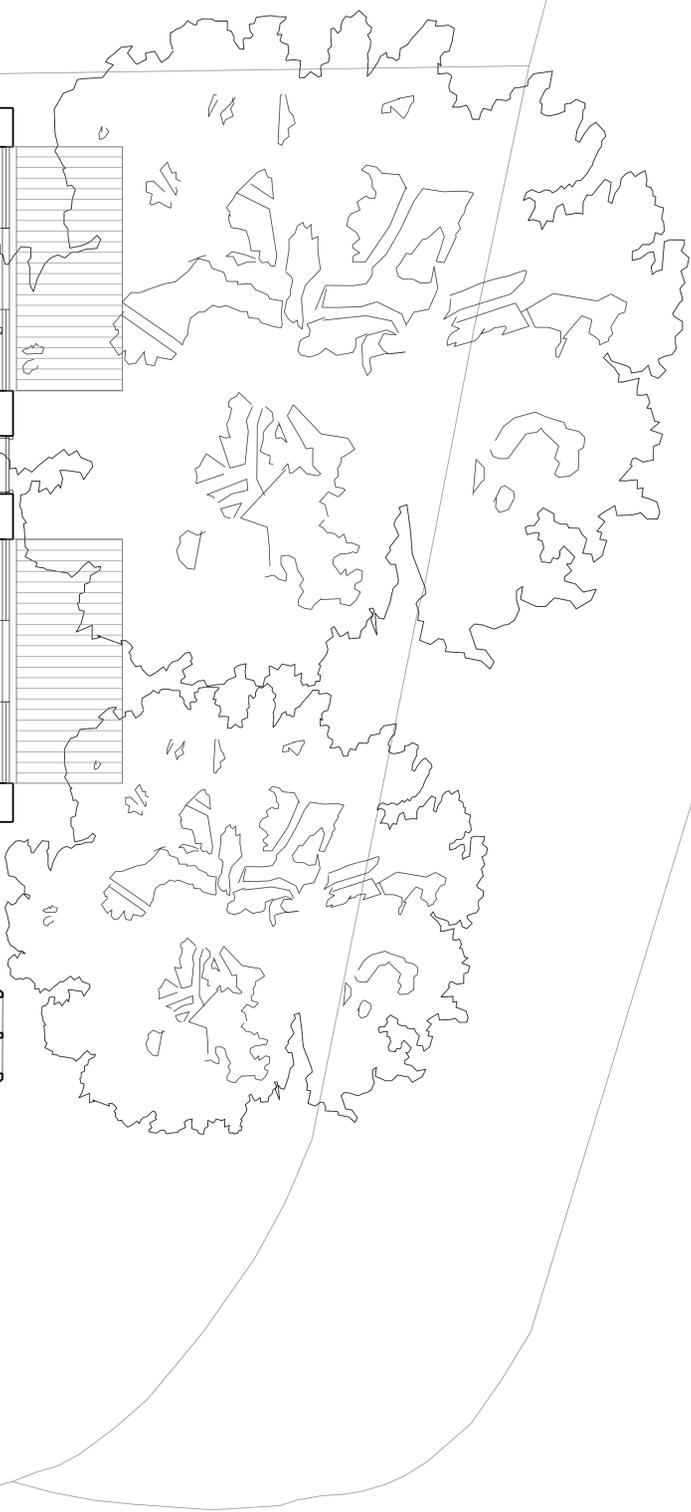
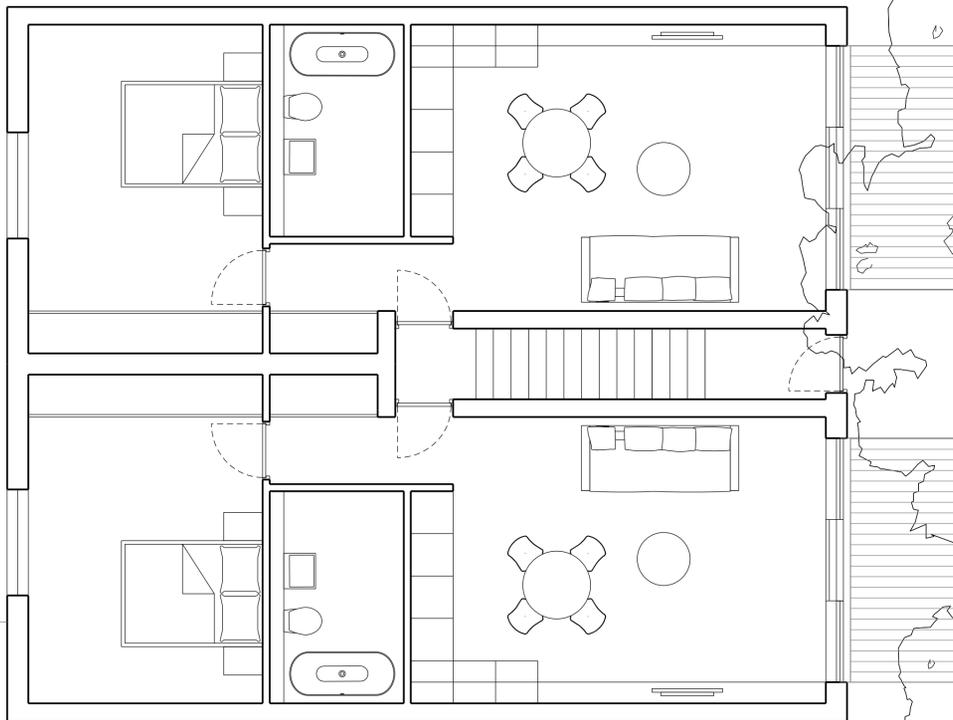
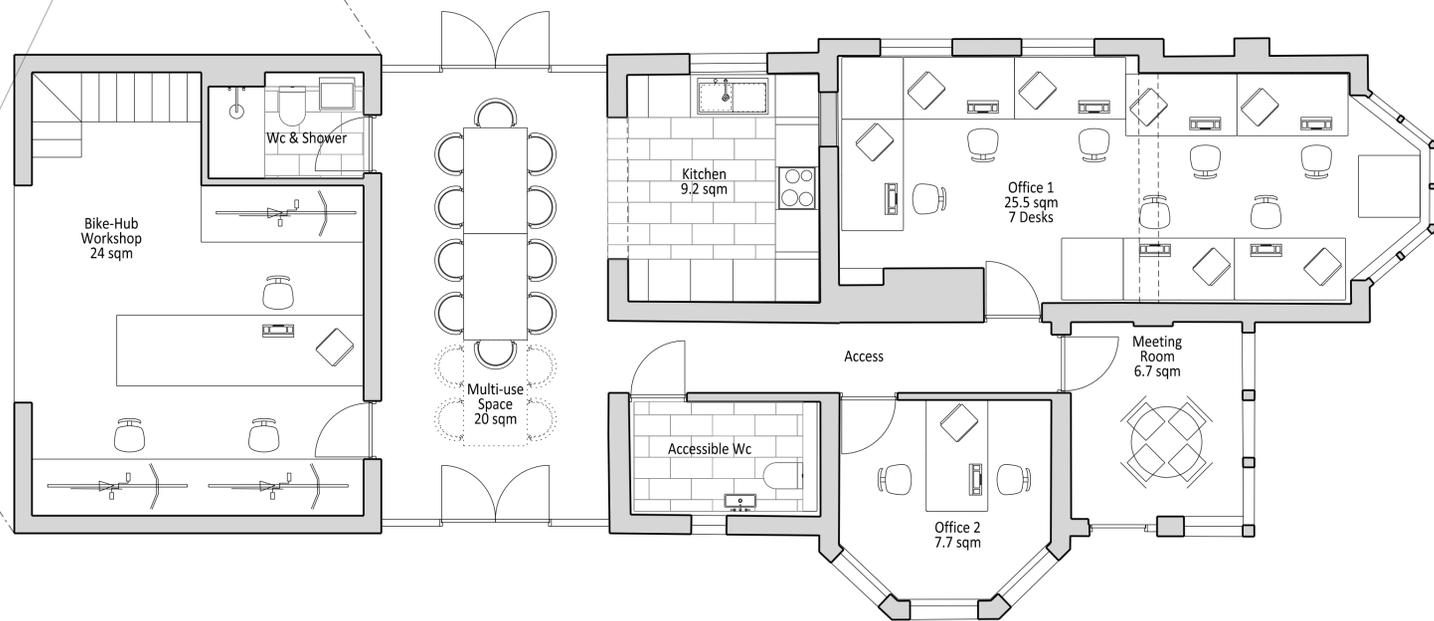
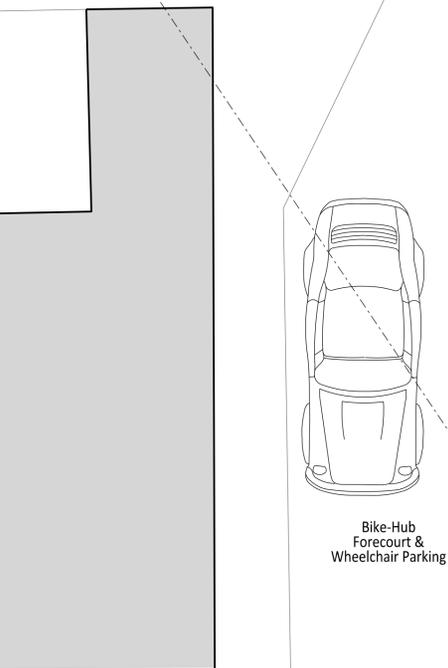
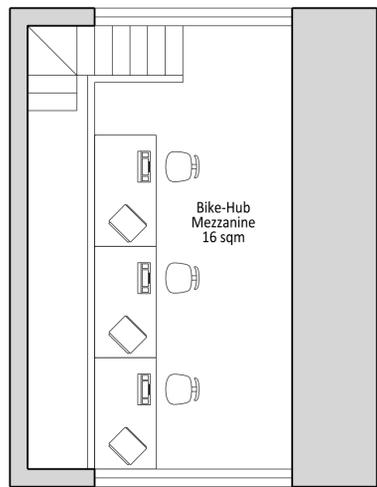


Rev:	Notes:	Date:	Drawn:	Issued:

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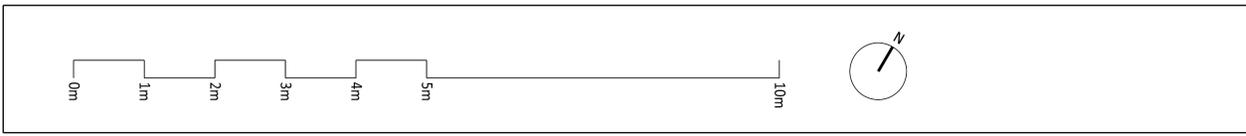
Project:	Client:
Drawing Title: Proposed Plan With 2 x 3 bed houses	

Drawn By: PAL	Issued By: PAL	Date of First Issue: 12-07-16
Project No: 2016_117	Scale @ A1 / A3 1:50 / 1:100	
Drawing No: PL_100		Revision: 03



Ground Floor Plan 65sqm (existing) + 20sqm multi-use + 40 sqm Bike-Hub

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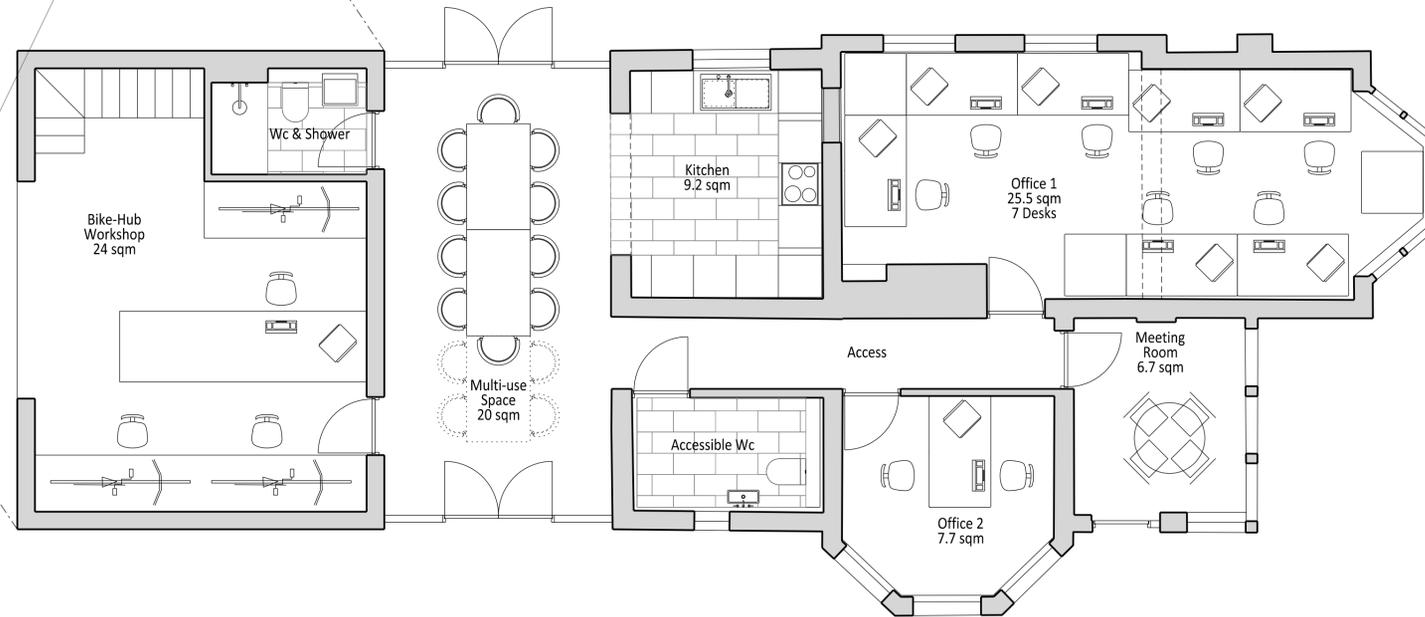
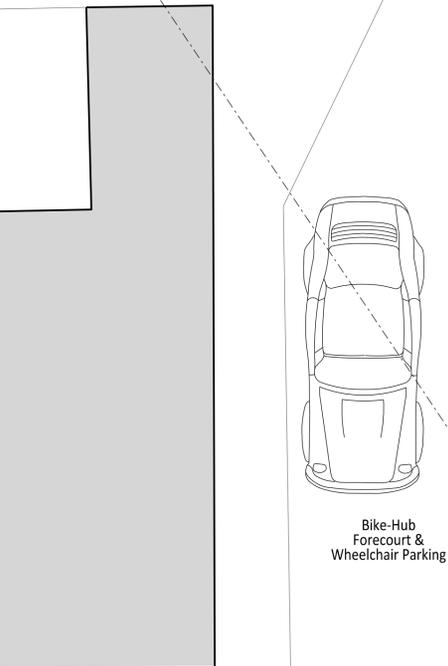
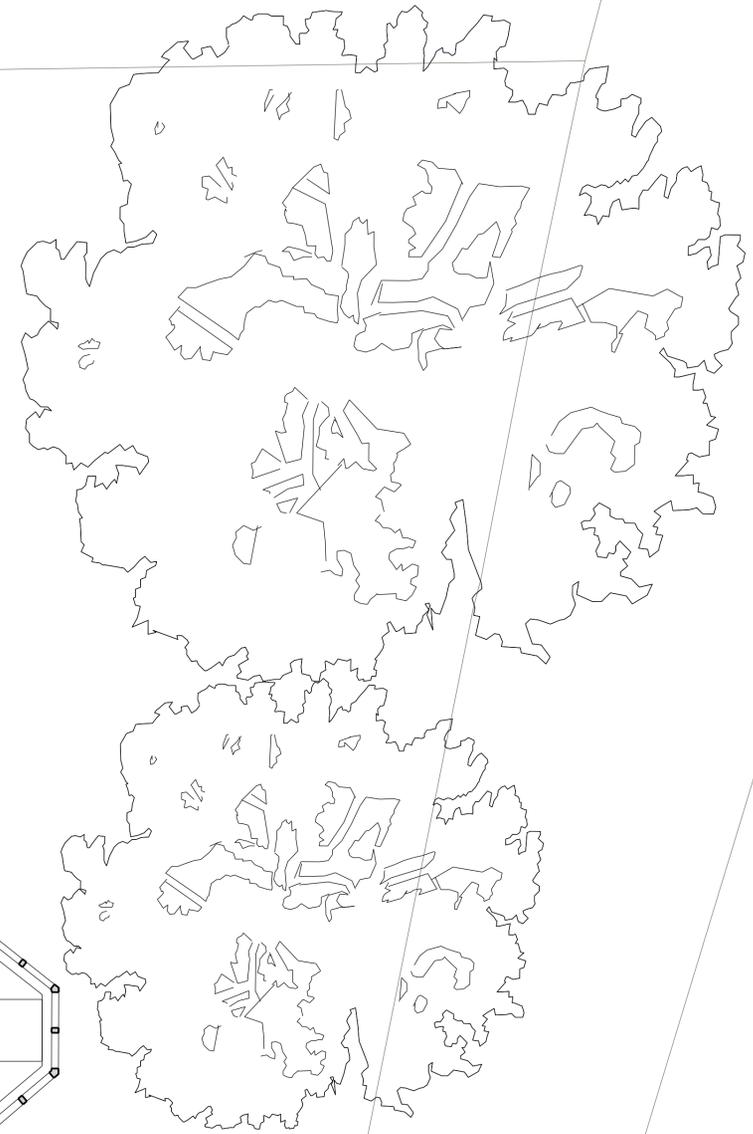
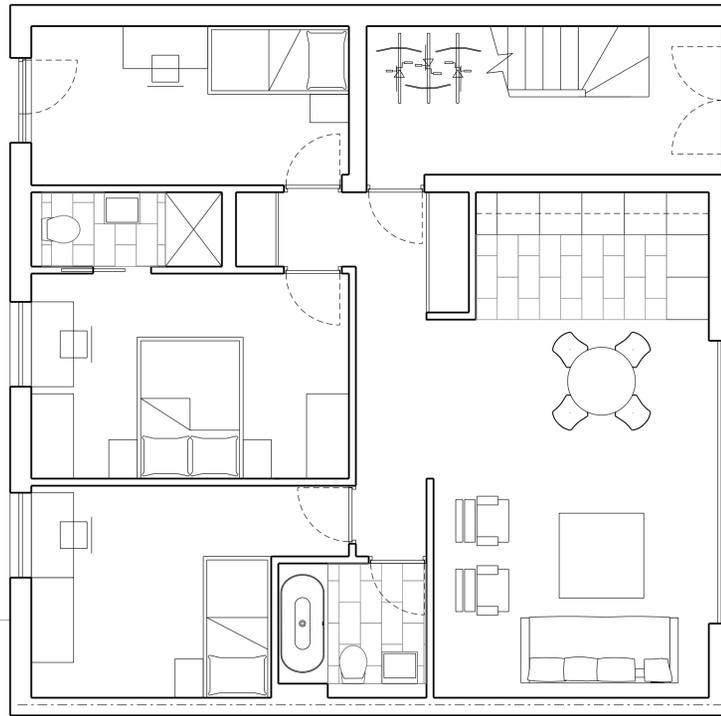
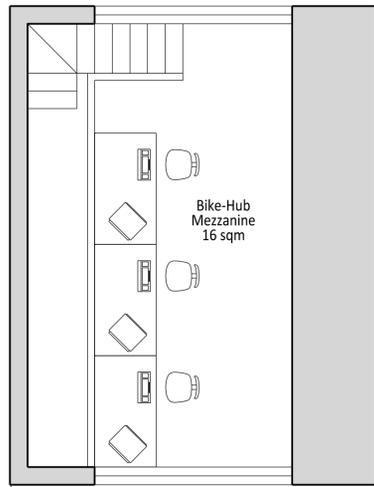


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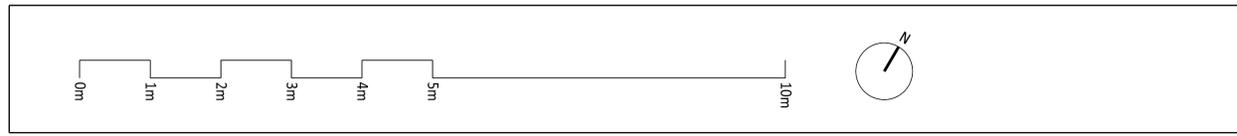
Project:	Client:
Drawing Title: Proposed Plan With 4 x 1 bed flats	

Drawn By: PAL	Issued By: PAL	Date of First Issue: 12-07-16
Project No: 2016_117	Scale @ A1 / A3 1:50 / 1:100	
Drawing No: PL_100	Revision: 04	



Ground Floor Plan 65sqm (existing) + 20sqm multi-use + 40 sqm Bike-Hub

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Project:	Client:
Drawing Title: Proposed Plan With 2 x 3 bed flats	

Drawn By: PAL	Issued By: PAL	Date of First Issue: 12-07-16
Project No: 2016_117	Scale @ A1 / A3 1:50 / 1:100	
Drawing No: PL_100		Revision: 05



