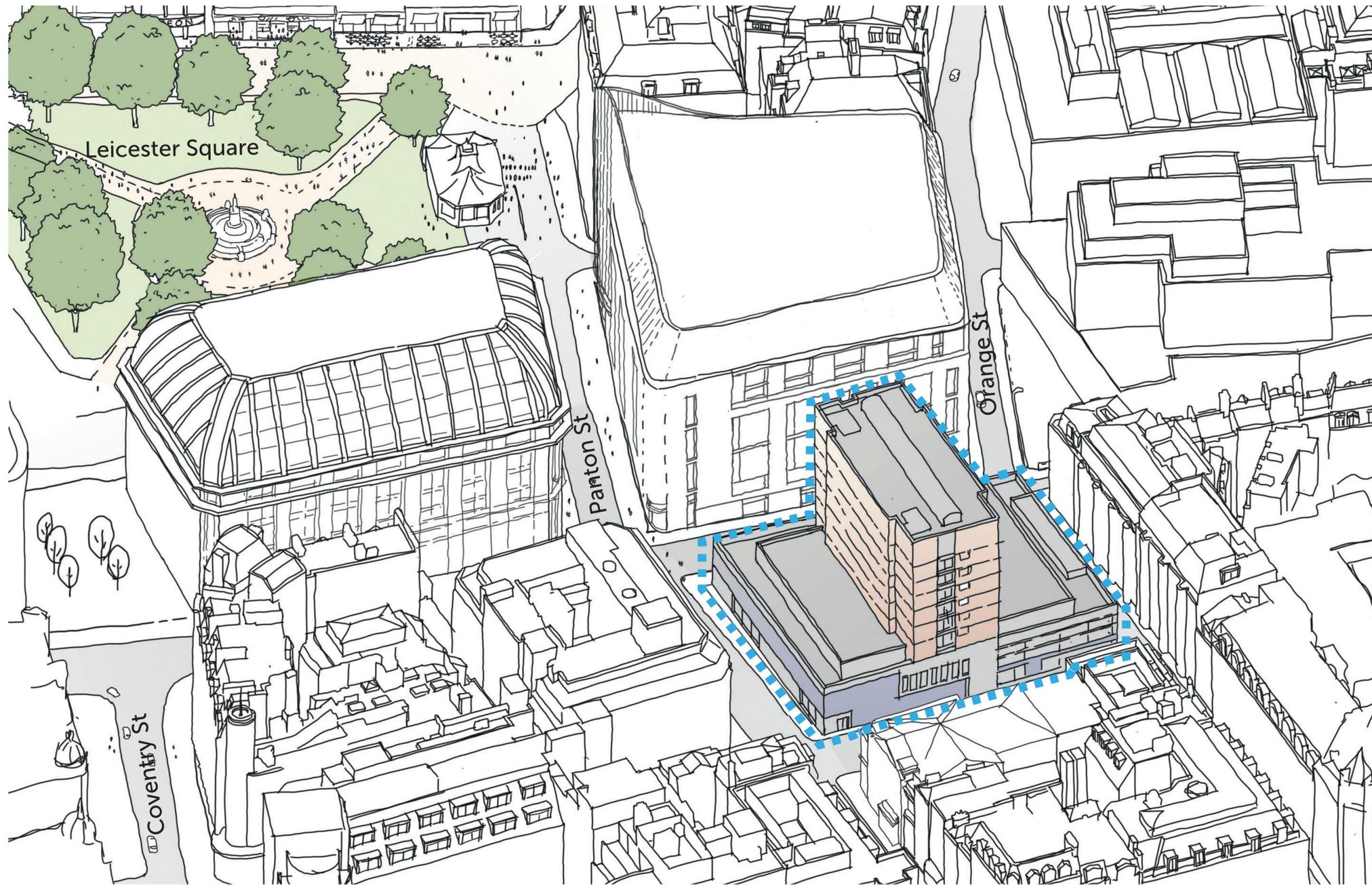


# Huguenot House, Westminster, London

November 2017



**ALLFORD  
HALL  
MONAGHAN  
MORRIS**



City of Westminster

# Huguenot House: Project Update

## Huguenot House

Situated in London’s West End, Huguenot House was built in the 1960s for a mixture of residential and commercial use. It was built using podium and concrete slab construction and comprises a cinema, a 247 space car park and 35 residential flats. Sitting on a site of 0.15 hectares the building has ground and eight upper floors and eight half-basement levels.

The surrounding area is currently undergoing major change and there are a number of new developments notably the Edwardian Hotel, the LSQ Building and the St James Market Development. Together with the improvements to the public realm through the ‘Heart of London Bid’ the local area will see huge transformation by 2020.

## The case for change

Over the coming years Huguenot House and the wider site will require significant investment. At over 50 years old, the building is at the end of its economic life, the building fabric does not meet current energy standards and the plant room will shortly need to be replaced.

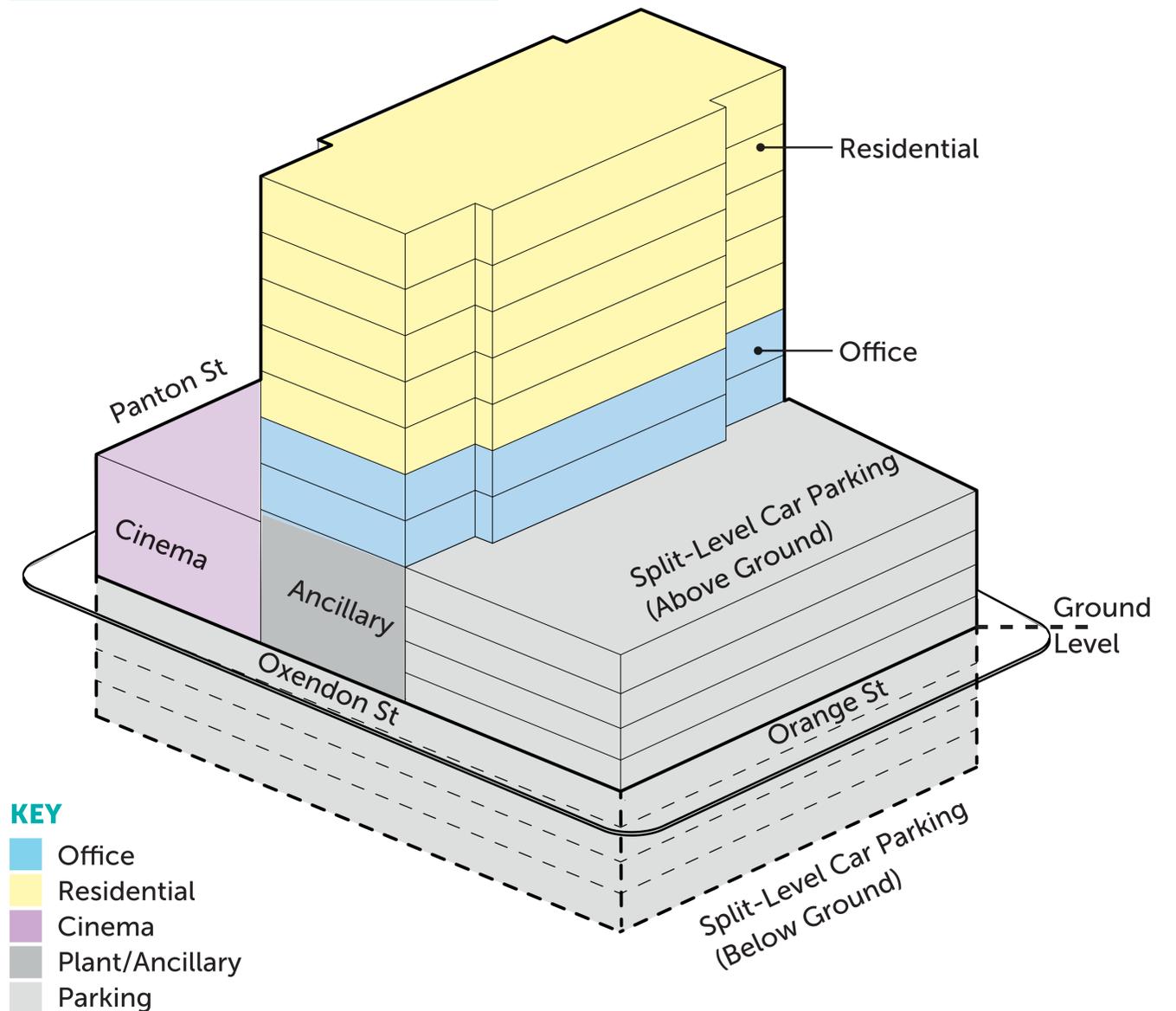
There is an opportunity to greatly improve the building and surrounding open spaces.

## What are the council’s current plans for the site?

In 2015, Westminster City Council appointed a project team to undertake analysis of the options for Huguenot House. The findings of the team were presented to the Council’s Cabinet on 10 July 2017. In the findings the team put forward four options that included; continued maintenance, minor refurbishment, outright sale and full redevelopment. The Council’s Cabinet decided that formal consultation on the options should be carried out with residents, commercial occupiers and local stakeholders.

Residents have asked that a further option, partial redevelopment (‘podium’ scheme, described in board showing Option 5), should also be explored. The original project team have been re-engaged to carry out further analysis to inform the consultation.

## Building Diagram: Existing Uses



**NOTE:** The majority of the existing building area – approximately 60% – comprises car-parking. Underground car-parking comprises approximately 45% of the overall building area.

# Option 1 – Full Redevelopment (Option 4A\*)

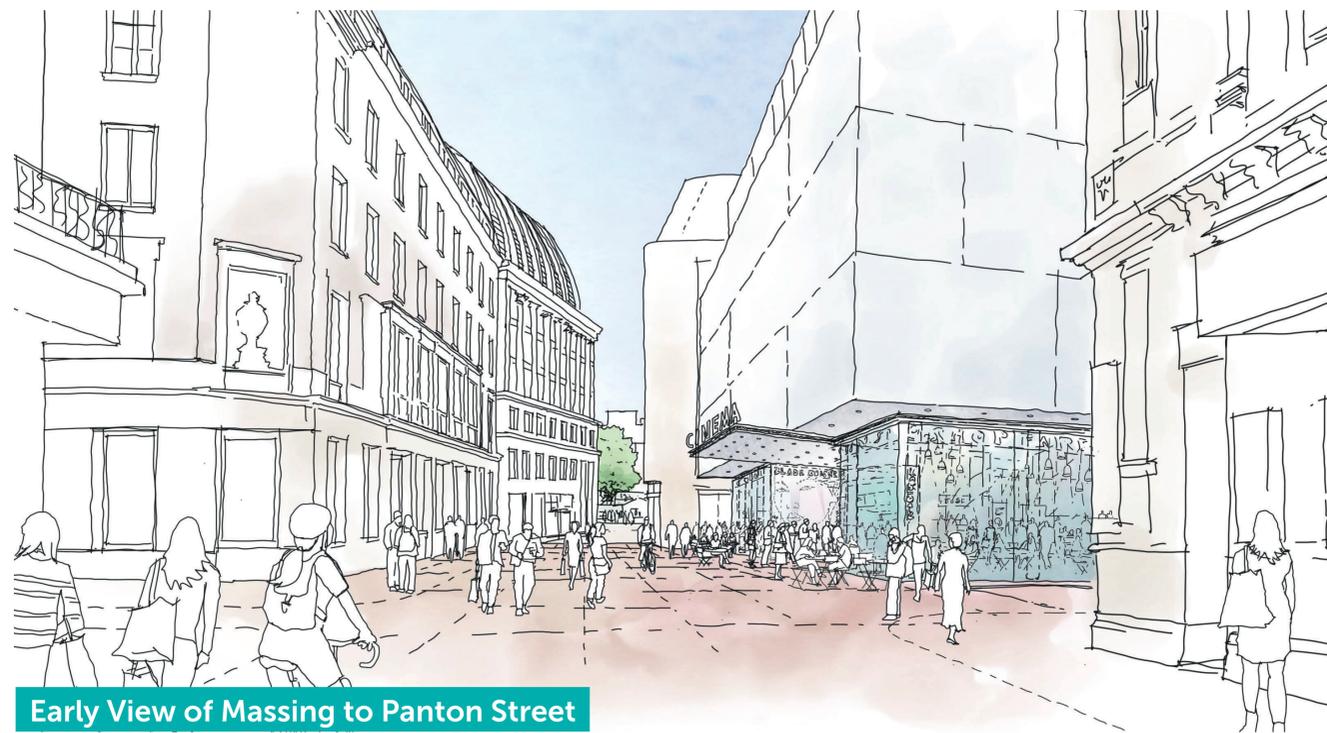
## Mixed use development

The redevelopment of Huguenot House would deliver a new mixed use scheme including high quality housing, offices, shops, cinema and parking. The project would also provide 35% new affordable homes as part of any development. There would be a number of other social, economic and environmental benefits delivered through the redevelopment option.

Any new scheme would be appropriate to the location and provide active

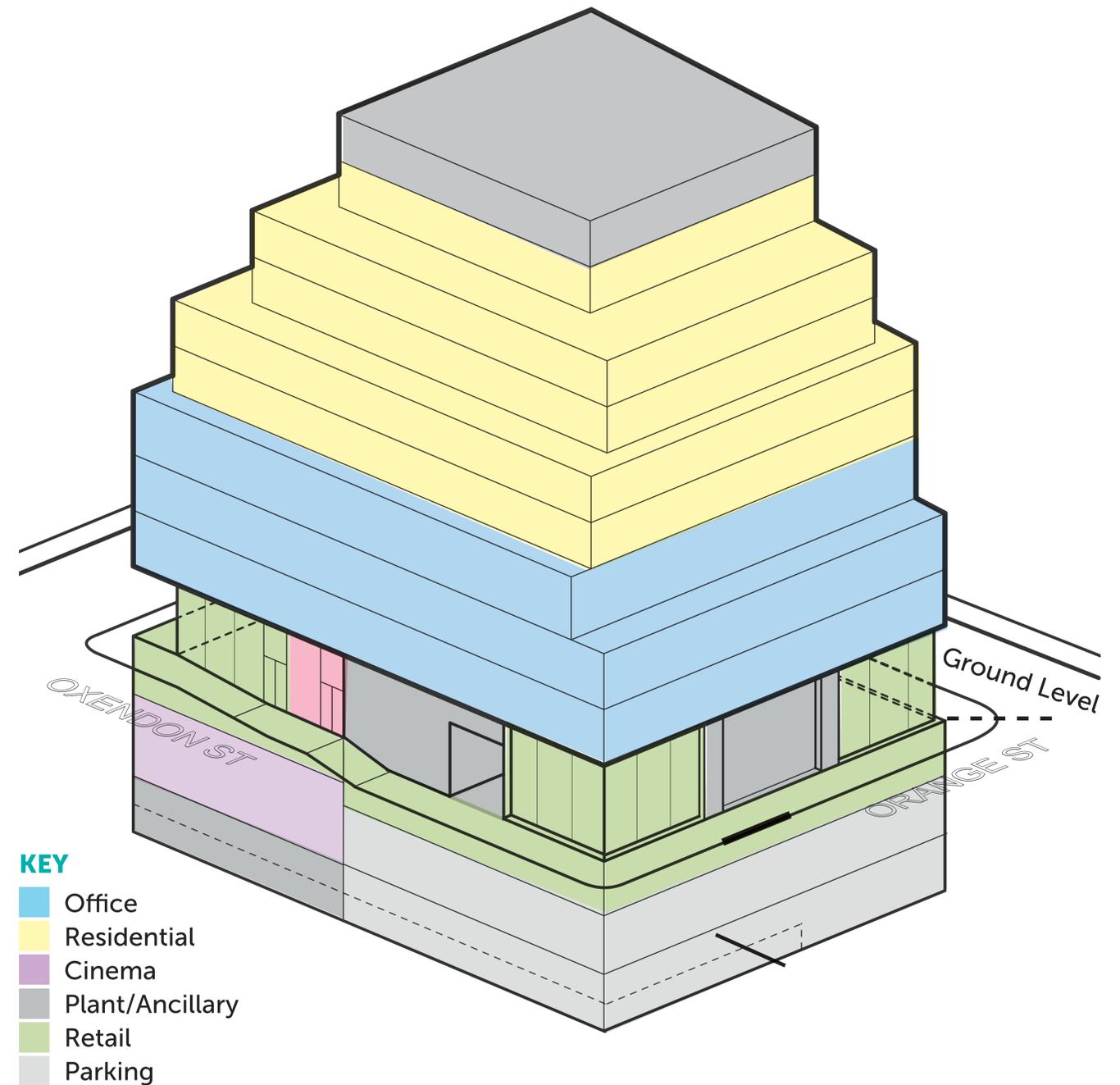
frontage to the ground floor and enhance the surrounding public space.

Pursuing this option will require a site with vacant possession. Even if the Council decides to offer the option to return for secure tenants and resident leaseholders, residents will have to vacate the building for the duration of the building works. The activity of commercial tenants will also be disrupted.



Early View of Massing to Pantom Street

## Building Diagram: Proposed Uses



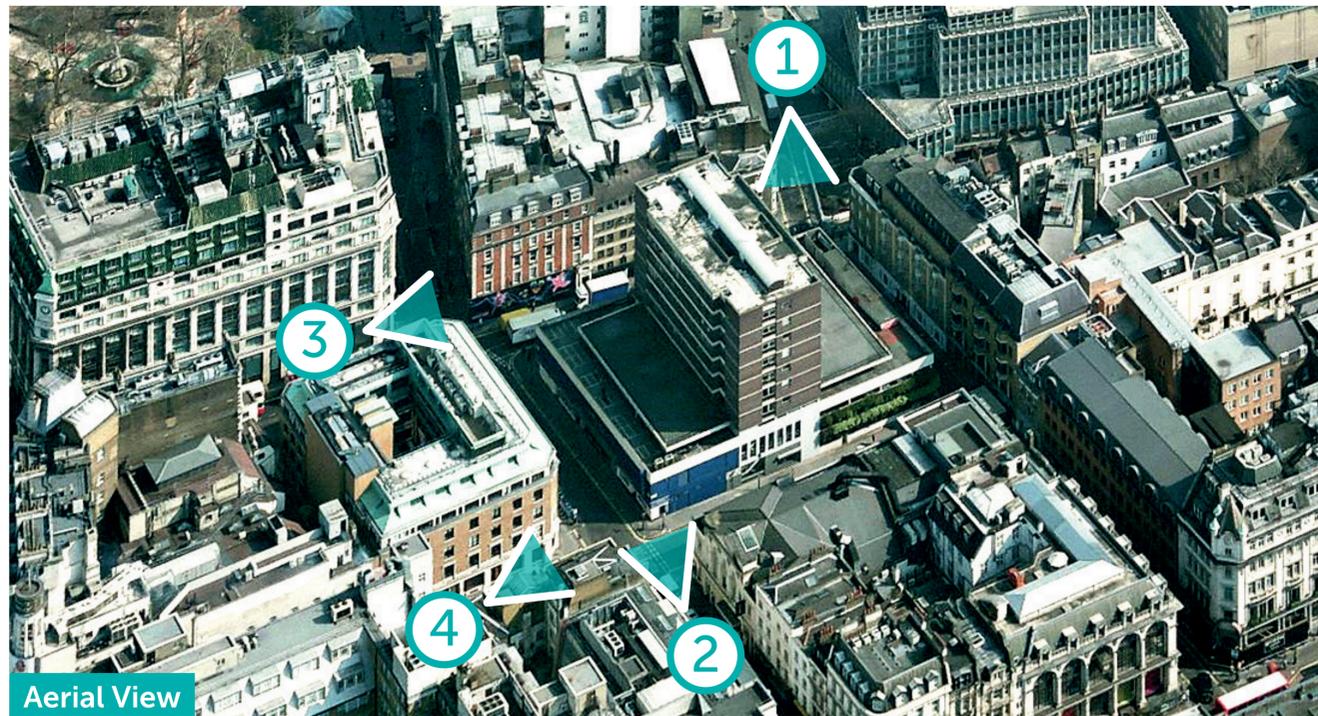
4A\* is the redevelopment option identified as the preferred redevelopment option by the Council's Cabinet on 10 July

# Option 2 – Continued Maintenance

## Current building maintenance

As the freeholder for the block, the Council is responsible for any responsive repairs to the external fabric of the building and internal communal areas. This involves the replacement of broken items or those items that are nearing the end of their usable life. In the short term the Council will carry out active improvements to the communal living environment of residents including the refurbishment of the lifts. This work will take place no matter what option is recommended.

In the longer term, it is anticipated that a full replacement of mechanical and electrical systems will be required with the next 5-10 years. This option would require significant investment and the wholesale refurbishment of the building. The cost of replacing mechanical and electrical systems used in common by the residential and commercial tenants is likely to be reflected to a certain extent in increased service charges. Officers will investigate the scope and costs of proposed works.



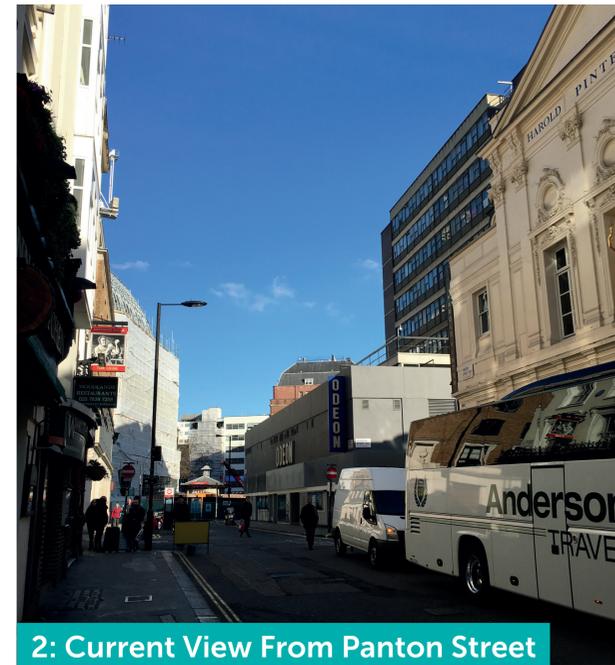
Aerial View



1: Current View From Royal Thistle Hotel



3: Current View From Whitcomb Street



2: Current View From Panton Street



4: Current View From Oxendon Street

## Option 3 – Refurbish Existing Building

### Scope of refurbishment required

At over 50 years old the building is reaching the end of its economic life and would need refurbishment to many parts of the building at a high cost. It is unlikely this cost will be recoverable from the commercial tenants.

The refurbishment required to upgrade the building to current building standards would consist of:

- Replacement of the building plant
- Upgrade and refurbishment of the communal areas to the residential and commercial spaces
- Replacement of lifts
- Replacement of all external windows
- Replacement of gas boilers in each of the residential units.

The existing office accommodation is not attractive for rental in the current market due to the low floor to ceiling heights, and small inefficient floor plates.

Refurbishment of the building would be disruptive for the residents and it is unlikely residents would be able to remain during the works. There are a number of Health and Safety considerations we would need to look at throughout this work.

On completion of the works there would be limited improvement to the public realm, which could be considered a missed opportunity to contribute to the regeneration of the surrounding area.

The refurbishment would require significant capital expenditure and would not result in income return – a key factor in assisting with the funding of any scheme.

## Option 4 – Building Sale

### Westminster City Council has the option to sell the building on the open market

The Council's investment strategy is to retain assets in the long term where they provide a sustainable income source. If the Council were to decide to sell Huguenot House on the open market this would be a change from the existing strategy.

As the block is in need of significant investment any sale would reflect the current low investment value. In case of a sale on the open market, the Council could miss any future opportunity to bring forward the development of the building.

Any potential buyer would also need to secure planning permission for any redevelopment and this would also affect the price due to the associated risk.

As much of the residential property is either owned by private leaseholders or by the Council (on agreed leaseholds with tenants) this would also make any purchase more complex and add to uncertainty for residents and potential buyers.

Soft market testing has confirmed that all of these issues would impact on how Huguenot House would attract potential purchasers.

# Option 5 – Retain and Extend

## 'Podium' scheme

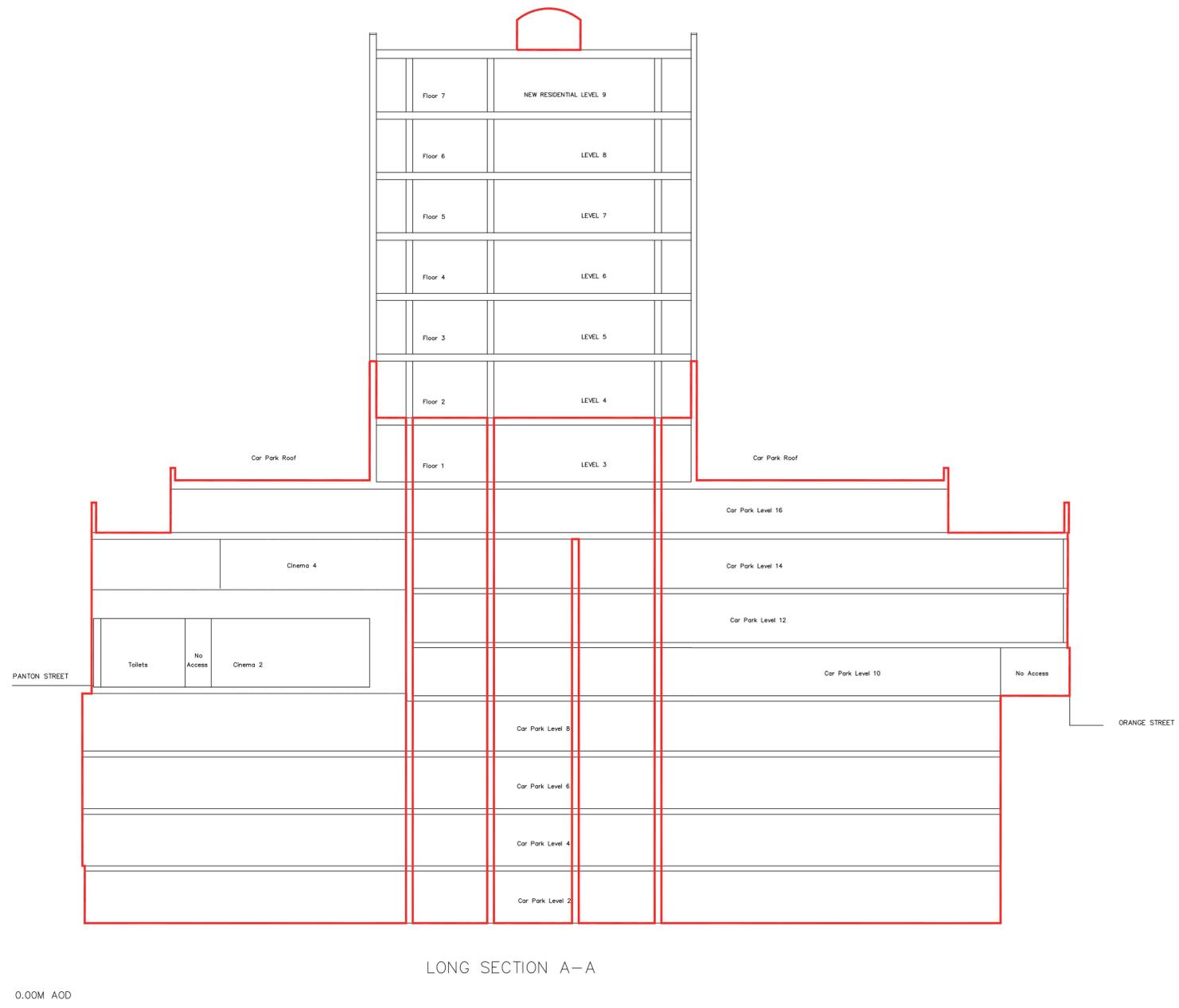
In 2004 the Council submitted and subsequently withdrew a planning application for a 'podium' development of Huguenot House. It was described in the planning application as the 'redevelopment of podium building to provide a new five storey building with basements accommodating cinema, retail, 14 residential units, offices and associated services'.

At the time the application received numerous letters of objection from local residents.

The main reasons cited for opposing the proposed development were:

- Loss of privacy;
- Poor design;
- Intrusive nature of development;
- Security and safety risk during works;
- Noise and dust.

Existing section through the building (red line indicates areas for demolition)



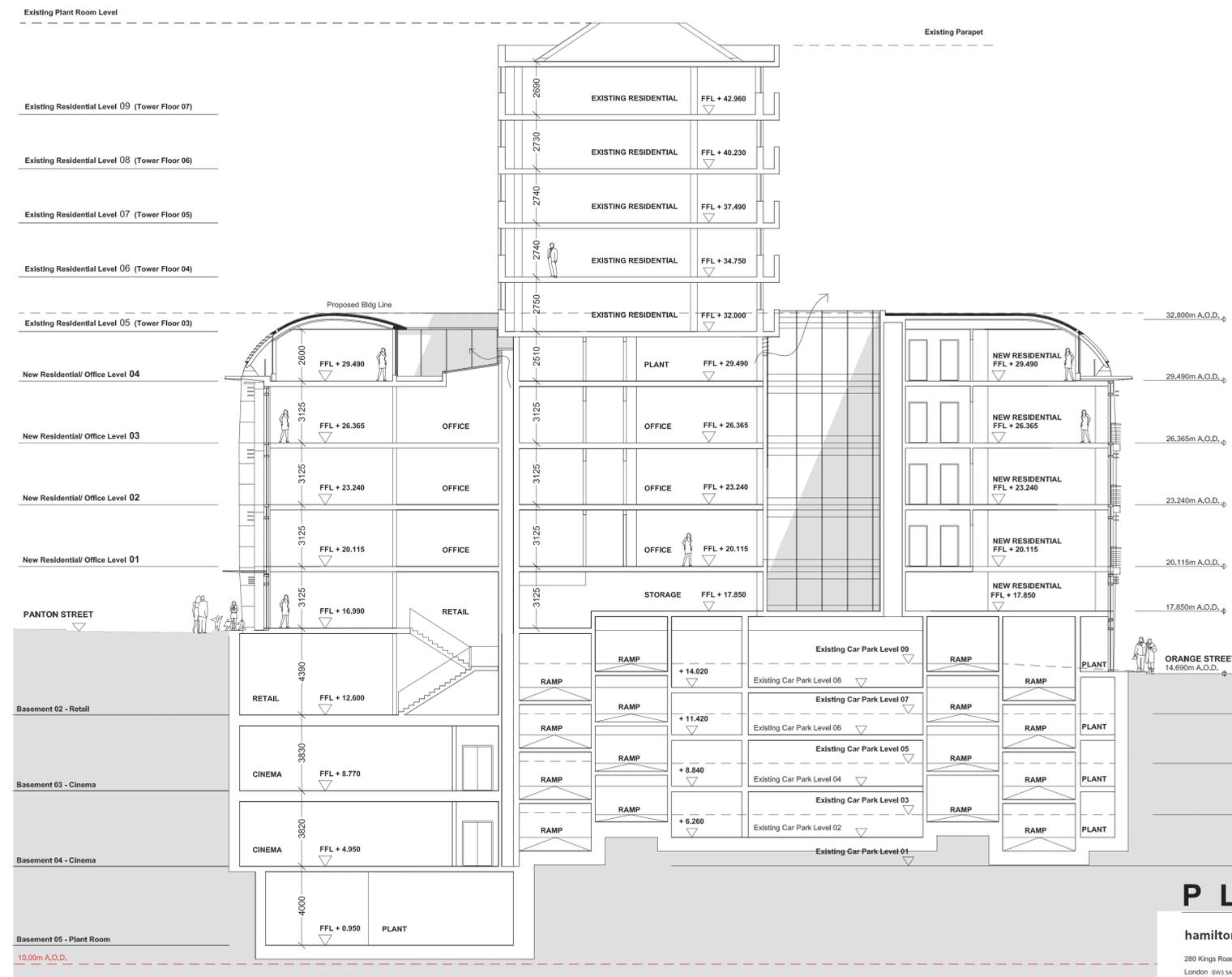
# Option 5 – Retain and Extend (continued)

## Review

A potential benefit of the 'podium' scheme was the possibility that existing residents could remain in their properties while the works were carried out. The partial demolition and remodelling of the lower five floors and basement would also give the opportunity for increased active frontage and an improved public realm.

Following consultation with existing residents the design team have been instructed to complete a review of this scheme for the purposes of this consultation process.

Proposed section through the 2004 'podium' development



PLANNING

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11-18 Panton Street  
 Section A-A  
 Dwg No: 24321TP1200  
 Scale: 1:200 @ A3  
 Date: 21.10.04

# Basis of Analysis

## Analysing and appraising development options

The appointed project team have been re-engaged to conduct a consultation process with residents, commercial occupiers and local stakeholders and report back to Cabinet with a full analysis of the options following the consultation process. The analysis will be informed by the aspirations set out in the Council's City for All policy and by topics which are specific to the site.

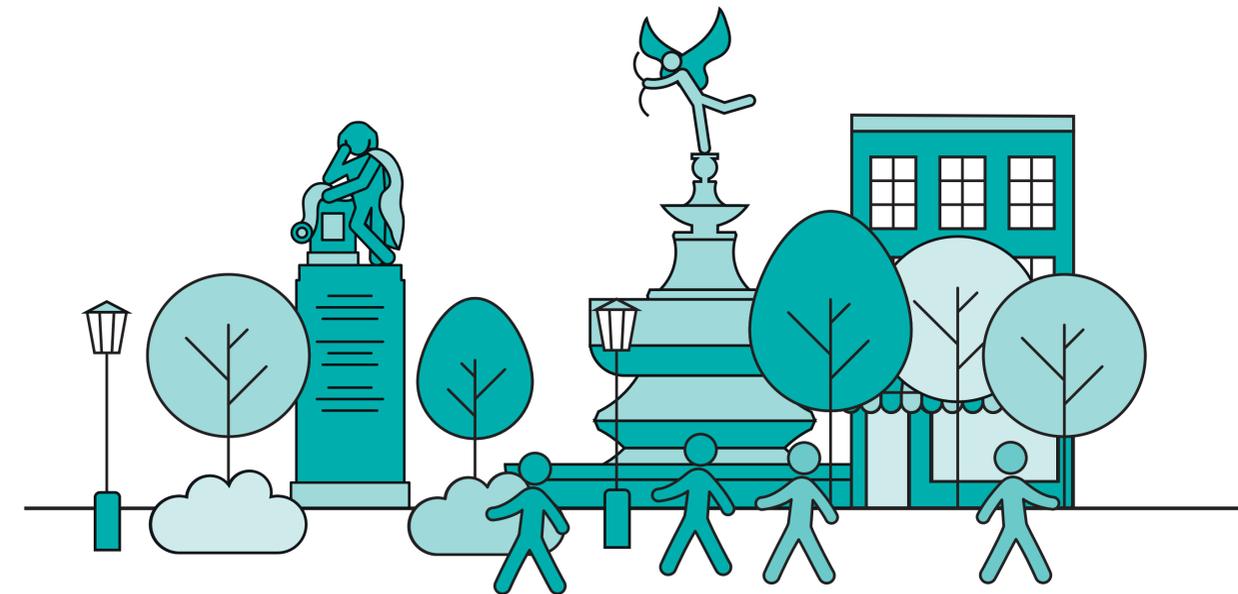
We are currently considering the following topics as the basis of analysis for the options.

## Building specific topics

- 1 Address the current underuse of parking
- 2 Facilitate modernisation of existing leisure and commercial facilities
- 3 Deliver a viable option which takes into account the duty of the Council to safeguard the public purse
- 4 Improve design life and language

## City for All topics

- 1 Provide more homes of all tenures
- 2 Increase the number of affordable homes and ensure that any proposed redevelopment complies with relevant policies relating to the provision of affordable housing
- 3 Promote the creation of new employment
- 4 Improve the public realm to promote a world class Westminster and reduce anti-social behaviour
- 5 Minimise resident disruption and facilitate the preservation of local communities



# Next Steps

## Analysing and appraising development options

Thank you for attending our engagement; your comments are important to us. Following a review of the options proposed for consultation and the assessment topics, we would like to know what is important to you in considering the future of Huguenot House. We are continuing to listen to what local residents, commercial occupiers and local stakeholders think as we work towards refining possible options.

If you have any questions or comments, please ask one of the team here today or contact us via the email address [huguenothouse@westminster.gov.uk](mailto:huguenothouse@westminster.gov.uk)

Following the appraisal of the options for Huguenot House, a report will be prepared for consideration by the Council, which will go to the Cabinet for decision.

## Timeline of Engagement 2017 – 18:

- November 27 – Engagement meeting. The Council will collect feedback to inform the designs and assessment of options
- December / January – 1-1's offered to residents to discuss their particular needs
- January – Design proposals; your housing options. The Council will ensure the design proposals take into account feedback received
- March – Exhibition showing updated designs. The Council will consult and collate feedback
- June – Final feedback session before recommendations made to Cabinet.

## Our on-going commitment to engage and communicate with all local people

As part of the formal consultation process there will be three further engagement meetings and public exhibitions as the project develops. The Council wants to communicate, engage and listen to all local people and interested parties.





City of Westminster

# Huguenot House Meeting

## 31<sup>st</sup> January 2018

Peter Sherlock – Westminster City Council  
Cecily Herdman – Westminster City Council  
Faith Rose – Westminster Community Homes  
Anton Robinson – Westminster Community Homes  
Michele Lawrence - Westminster City Council

# Possible rehousing offer – resident leaseholders

## Should redevelopment go ahead

- The council may offer Huguenot resident leaseholders the same rehousing options, that are offered to those in housing renewal areas
- There is no rehousing offer available to non resident lessees
- Options are set out in a policy, which is being updated, and the final policy will be published in **Spring 2018**
- Draft policy “Updated Policy for Leaseholders in Housing Renewal Areas” November 2017 can be found at:

[www.westminster.gov.uk/housing-strategies](http://www.westminster.gov.uk/housing-strategies)



# Definition of a resident leaseholder

The current policy identifies a resident leaseholder as:

- One that has been living in their current property for 12 months before the date of the letter from the council inviting them to sell by agreement
- Flexibility might be applied in special circumstances – people working abroad for example



# Statutory financial compensation

## For leaseholders having their property acquired

- **Resident leaseholders** - market value of their property plus a 10% Home Loss Payment (subject to a cap, currently £61k). Disturbance payment to cover reasonable costs of moving
- **Non resident leaseholders** – market value of their property plus 7.5% Basic Loss Payment (subject to a cap, currently £75k). Disturbance Payments associated with buying another investment property within one year
- This compensation is set by central government



# Key features of the policy

## Key Features of the Policy

- A range of options to help resident leaseholders stay in the local area
- Aims to help resident leaseholders remain as homeowners
- Non resident leaseholders will be invited to sell by agreement and will receive statutory compensation



# Determining market value

## How market value is calculated

- The council's valuer carries out an internal inspection
- Leaseholder may appoint independent valuer to act on their behalf
- Both must be RICS accredited and registered
- Use data from the Land Registry
- Comparable evidence must be of a similar nature to your property e.g. local authority freehold, size, condition, floor level
- The valuation is determined on a no scheme basis



# Disturbance payments

**Disturbance payments must be reasonable and approved by the council before they are incurred**

Examples include:

- Legal costs for the sale of your current home and purchase of new home
- Stamp duty to the same value as your current property
- Removal costs
- Professional fees (valuation, survey)
- Mortgage fees (early redemption etc.)
- Capital Gains Tax (for non resident leaseholders)
- You have 12 months from completion of the sale to the council incur and claim disturbance payments



# Possible rehousing options for resident leaseholders

O

**Option 1:** Buy one of the new properties (likely to be of a higher value) from the developer with an interest free equity loan from the council, or buy one directly from the council on a shared equity basis with no repayments

- **Eligibility/Contribution** – leaseholders need to contribute the current value of their home, plus their home loss payment, (not the disturbance payment) to the purchase (*If they have a mortgage another one needs to be raised to the same value*)
- The council makes up the difference. **There are no repayments on the council's contribution**



# Possible rehousing option for resident leaseholders

## *Equity loan/shared equity example*

<b>Value of leaseholder's current home</b>	<b>£700,000</b> (£100k mortgage, £600k equity)
<b>Value of new home</b>	<b>£900,000</b>
Leaseholder contribution to new property	Mortgage £100,000** Equity £600,000 Home loss £61,000 <b>Total £761,000 (85%)</b>
<b>Council contribution to new property</b>	<b>£139,000 (15%)</b>

\*\*If there is no mortgage – another one doesn't need to be raised\*\*

- No repayments on the council's contribution
- Leaseholder is the full legal owner
- Council's proportion is secured by a charge on the property
- Any uplift or decrease is shared in line with % contributions



# Possible rehousing option for resident leaseholders

## Other options to buy one of the new homes:

- **Option 2:** As a shared owner (for leaseholders that can't raise another mortgage for example) – as long as they can buy 25%
- **Option 3:** Buy one outright if they want to/can afford to

## Temporary housing/financial arrangements

- Offered where the new homes aren't ready to move into straight away. Housing costs to replicate current ones
- Leaseholders to hold their own capital until the new homes are ready to buy



# Possible rehousing option for resident leaseholders

## Other options to stay in Westminster

- **Option 4:** Buy another property that is for sale in Westminster – the council may help leaseholders to identify one, or sell one from its own stock if possible
- **Option 5:** Become a council or intermediate tenant (with a higher rent) in some limited circumstances (subject to criteria)

## Assistance for leaseholders that want to move away:

- Practical help to buy on the open market if needed
- Financial help (equity loan/shared equity) in some circumstances to buy in Westminster



# Possible rehousing offer - leaseholders

- Huguenot leaseholders are asked to give their views on the proposal that they are offered the same rehousing options, as leaseholders in the council's housing renewal areas, **by Monday 5<sup>th</sup> March 2018**
- Views to:

[huguenothouse@westminster.gov.uk](mailto:huguenothouse@westminster.gov.uk)



# Possible rehousing offer – secure tenants

## Should redevelopment go ahead

- The council may offer Huguenot tenants the same rehousing options, that are offered to those in housing renewal areas
- These are set out in the “Tenant Decant Policy for Renewal Areas 2015” which can be found at:

[www.westminster.gov.uk/housing-strategies](http://www.westminster.gov.uk/housing-strategies)

<http://committees.westminster.gov.uk/ieDecisionDetails.aspx?Id=326>



# Possible rehousing offer – secure tenants

- **Option 1:** Rehousing to a permanent home in the redevelopment when they are available
- If new homes are not immediately available, another social tenancy is offered, but with the option to return to the new homes when they are available
- **Option 2:** Rehousing to another social home in Westminster
- If moving from one council secure tenancy to another – same rights generally maintained



# Possible rehousing offer – secure tenants

## The process:

- All secure tenants will have a rehousing interview with an experienced officer to clarify housing need and preferences i.e.
  - family size and property size needed
  - mobility category
  - age qualifications for Community Supported Housing (Sheltered)
- Tenants will view and choose a new home – if moving offsite temporarily or permanently
- If a tenant needs assistance with finding a new home, officers will make a direct offer of a suitable home



# Compensation

## Financial assistance

- Statutory Home Loss payment - £6,100
- Disconnection and reconnection costs of appliances
- Replacement costs for flooring, curtains, blinds
- Removal costs, including assistance with packing for vulnerable tenants if required
- Redirection of mail for up to 6 months
- Fees to terminate/transfer services i.e. satellite television services, landlines



# Possible rehousing offer – secure tenants

- Huguenot secure tenants are asked to give their views on the proposal that they are offered the same rehousing options, as secure tenants in the council's housing renewal areas by **Monday 5<sup>th</sup> March 2018**
- Views to:

[huguenothouse@westminster.gov.uk](mailto:huguenothouse@westminster.gov.uk)



# Huguenot House

Consultation Event -28<sup>th</sup> March 2018



City of Westminster

# Background Timeline

- |               |   |
|---------------|---|
| July 2017     | Council decide to consult on options pursuant to the aspirations set out in the 'City for All' policy. These options were: Continued Maintenance, Minor Refurbishment, Sale and Full Redevelopment.   |
| November 2017 | Consultation event to present the options proposed for appraisal by the Cabinet; to confirm an additional option which officers believe was proposed by residents for consultation (the '2004 scheme'); to set out a proposed assessment criteria comprising elements of the 'City for All' policy which are relevant to the scheme and a number of scheme specific elements.             |
| January 2018  | Consultation event to discuss options for tenants and leaseholders if a development option is identified by Cabinet, including a right to return / rehousing offer.   |
| March 2018    | Consultation event to revisit the points put forward for discussion – the assessment criteria, other options proposed by residents and the proposed right to return for resident leaseholders and give further opportunities for input either at the event or in 1-2-1 meetings. To provide a preliminary overview on the way the proposed options score against the assessment criteria. |
| June 2018     | Proposed final consultation event to further discuss the assessment criteria and the way it applies to the appraised options, to revisit the options for tenants and leaseholders including the right to return, to identify an option which officers will propose to put forward as the recommended option to Cabinet.   |

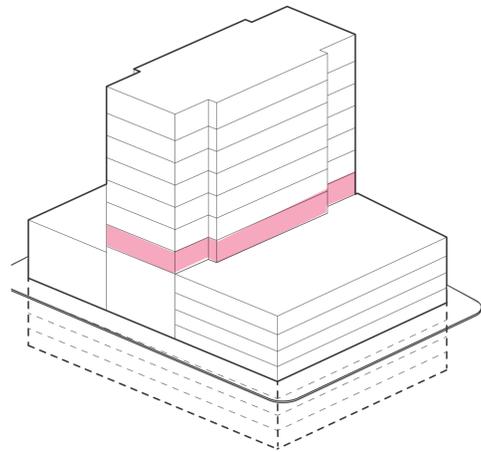
# Options

**THE FOLLOWING OPTIONS HAVE BEEN CONSIDERED:**

- ① CONVERSION OF 1ST & 2ND FLOOR FROM OFFICE USE TO RESIDENTIAL USE**
- ② '2004 SCHEME': PODIUM**
- ③ MAINTENANCE**
- ④ REFURBISHMENT**
- ⑤ SALE**
- ⑥ REDEVELOPMENT OPTION 4A\***

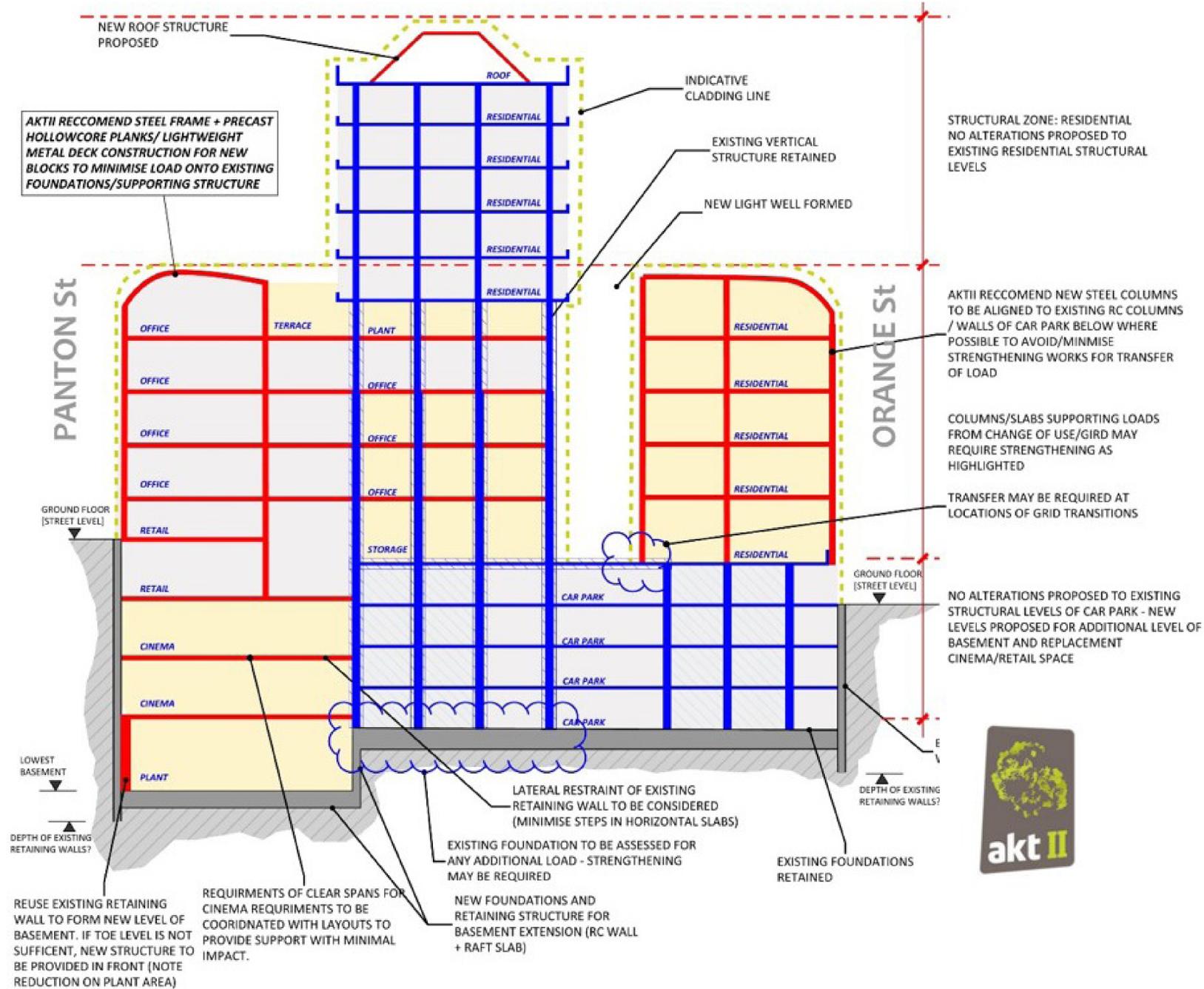
# Option 1: Conversion of 1<sup>st</sup> & 2<sup>nd</sup> floor from office to residential

## FIRST FLOOR



# Option 2: '2004 Scheme' - podium

## PROPOSED SCOPE SKETCH



## SUMMARY OF KEY POINTS

- No affordable units to be provided
- 14 new private sale units to be provided
- Duration of works likely to be at least 18 months - to be confirmed
- Limited improvements to the public realm and frontages will be delivered along with a reduction of anti-social behaviour
- Structural engineer AKTII review recommend residents not to remain in-situ during construction works leading to disruption to the local community
- Does not address the under-use of parking
- Modernises the existing leisure and commercial facilities
- Presents opportunities to improve in building design however there are design challenges such as overlooking of new units to existing units
- Not a compliant scheme in current planning conditions as no affordable housing provided

Existing elements in blue & new elements in red

# OPTION 3: Maintenance

## SUMMARY OF KEY POINTS

- Works proposed to comprise of refurbish lifts, repair windows, clean and refurbish cladding, install new plant boxes, repaint balcony handrails and balustrades, common areas decoration, entrance doors to be refurbished, repair or replace common areas ironmongery, clean cladding
- No new homes being provided
- Duration of works to be confirmed once the scope agreed between residents and WCC
- No improvements to the public realm and limited reduction of anti-social behaviour
- Minimal disruption to residents
- Does not address the under-use of parking
- No modernisation to the existing leisure and commercial facilities
- No opportunities to improve in building design
- Rechargeable repair costs to be consulted with leaseholders via Section 20 process
- The programme of maintenance to be agreed with residents and WCC



# OPTION 4: Refurbishment

## SUMMARY OF KEY POINTS

- Comprises of works which were identified in the Maintenance option to include install new plant boxes, repaint balcony handrails and balustrades, common areas decoration, entrance doors to be refurbished, repair or replace common areas ironmongery, clean cladding
- Additional works will include - replacement the lifts and of windows, replacement of insulation, install new electrical and mechanical systems
- Indicative cost provided by a quantity surveyor of £10 million excluding VAT and professional fees
- No new homes being provided
- Duration of works likely to be 12 months+ - to be confirmed
- No improvements to the public realm and limited reduction of anti-social behaviour
- Significant disruption to residents potentially requiring temporary relocation
- Does not address the under-use of parking
- Modernises existing commercial facilities but not leisure facilities
- Cosmetic improvement to building design
- Rechargeable refurbishment costs to be consulted with leaseholders via Section 20 process



# OPTION 5: Sale

## SUMMARY OF KEY POINTS

- Contrary to Council policy – priority to retain and optimise assets
- No control over the intentions of the new purchaser
- No disruption to existing community





# Summary of Analysis

TO BE SCORED BY CONSULTEES

City for All Topics	Option 1 Office to Residential	Option 2 2004 scheme : podium	Option 3 Continued maintenance	Option 4 Refurbishment	Option 5 Sale	Option 6 Redevelopment 4A*
Provide more homes of all tenures						
Increase number of affordable homes & ensure redevelopment complies with affordable homes policy						
Promote creation of new employment						
Improve public realm to promote a world-class Westminster & reduce anti-social behaviour						
Minimise tenant disruption & facilitate the preservation of local communities						

## KEY

Objective met (**OM**)

Objective partially met/ met to levels significantly below the highest scoring option (**PM**)

Objective not met (**NM**)

Matter out of council control (**NA**)

# Summary of Analysis

TO BE SCORED BY CONSULTEES

Scheme specific assessment criteria	Option 1 Office to Residential	Option 2 2004 scheme : podium	Option 3 Continued maintenance	Option 4 Refurbishment	Option 5 Sale	Option 6 Redevelopment 4A*
Address the current under use of parking						
Facilitate modernisation of existing leisure and commercial facilities						
Deliver a viable option which takes into account the duty of the Council to safeguard the public purse						
Improve design						

## KEY

Objective met (**OM**)

Objective partially met/ met to levels significantly below the highest scoring option (**PM**)

Objective not met (**NM**)

Matter out of council control (**NA**)

# Feedback

We would welcome your feedback on this consultation event

# Huguenot House

Consultation Event – 20<sup>th</sup> June 2018



City of Westminster

## Background Timeline

July 2017	Council decide to consult on options pursuant to the aspirations set out in the 'City for All' policy. These options were: Continued Maintenance, Minor Refurbishment, Sale and Full Redevelopment.
November 2017	Consultation Event to present the options proposed for appraisal by the Cabinet; to confirm an additional option which officers believed was proposed by residents for consultation (the '2004 scheme'); to set out a proposed assessment criteria comprising elements of the 'City for All' policy which are relevant to the scheme and a number of scheme specific elements.
January 2018	Consultation Event to discuss options for tenants and leaseholders if a development option is identified by Cabinet, including a right to return / rehousing offer.
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June 2018	Consultation event to further discuss the assessment criteria and the way it applies to the appraised options, to revisit the options for tenants and leaseholders including the right to return and take feedback on every aspect of the consultation process either at the event, in writing or in 1-2-1 meetings.
July/August 2018	Final consultation event to inform consultees on deliverability and viability of options, present the option(s) proposed to be put forward to Cabinet as recommended by officers and take feedback on every aspect of the consultation process to date either at the event, in writing or in 1-2-1 meetings.
September/October 2018	Proposed date for reporting back to Cabinet on the outcome of the consultation process.

# Summary of Options

- 1 Conversion of First & Second floors from Office to Residential
- 2 '2004 Scheme' – Podium
- 3 Maintenance
- 4 Refurbishment
- 5 Sale
- 6 Redevelopment Option 4A\*

# Option 1 - Conversion of First & Second floors from Office to Residential

- Area:**
- 856 sq metres – first and second floor only.
- Scope of Works:**
- Strip out of existing materials; new internal walls, partitions & ceilings; new fittings & furnishings; allowance to re-programme lift software to include for two additional residential stops including access control; extension of connection for plant and new internal fitout.
- Duration & Cost of works:**
- 6 months (estimate).
  - £3.45 million – Estimate provided by Gardiner & Theobald (Cost Consultant) including professional fees of 15%. Excludes VAT.
- Number & Mix of New Units:**
- Ten.
  - 5 No. one-bed; 2 No. two-bed and 3 No. three-bed. Mix in line with City Plan policy.
- Private & Affordable Units:**
- 100% private.
  - No requirement for affordable units as developable area is below 1,000 sqm.
- Planning Overview:**
- Huguenot House lies in Westminster’s Central Activity Zone (CAZ).
  - Permitted Development Rights for the change of use from B1a (office) to C3 (residential) does not exist.
  - Full planning permission would be required and would have to satisfy the relevant planning policies.
  - Policy S20 of the City Plan states that commercial floorspace is the priority in the core CAZ.
  - A change of use would only be acceptable if it meets the following criteria:
    - (1) the degree to which employment and housing targets in Policies S18 and S14 are achieved;
    - (2) the extent to which the office floorspace contributes to meeting Westminster’s business and employment needs; and
    - (3) the extent to which mix of type, size and tenure of housing meets Westminster’s needs.
  - **The targets in the new draft London Plan (2017) show a reduced housing requirement. It is considered unlikely that Option 1 would satisfy the exemption criteria, would be in conflict with Policy S14 of the City Plan that seeks to protect office use and therefore would represent a departure from planning policy.**
- Impact on residents of Huguenot House:**
- Residents to remain in the building and leaseholders are not required to contribute towards conversion costs.
  - Facilitates the creation of new employment in the area during construction but reduces it post-completion.
  - Reduces anti-social behaviour but has limited impact on building design and on the ability to improve the public realm.
  - Does not address the underuse of parking and does not modernise existing leisure facilities.

## Option 2 – ‘2004 Scheme’ - Podium

- Area:**
- 11,315 sq metres – whole building excluding existing residential
- Scope of Works:**
- Partial demolition of building from basement to lower sections of the existing structure, propping retained basement walls, new connections for electricity/gas/water/telecoms, new substation, basement extension, new residential, office, cinema and retail units including fitout, new roof and associated landscaping.
- Duration & Costs of works:**
- 30 months – estimate
  - £42.55 million – Estimate provided by Gardiner & Theobald (Cost Consultant) including professional fees of 15%. Excludes VAT.
- Split of Uses:**
- Retail - 627 sq metres; one unit; Ground & Basement Level 1.
  - Office - 3,802 sq metres; Levels 1 to 4.
  - Car Park - 3,526 sq metres; Basement Levels 1 to 4; 75 spaces.
  - Cinema - 1,262 sq metres; Basement Levels 3 to 4; 3 screens.
  - Residential - 2,098 sq metres; Ground to Level 4; 14 private units; 9 No. one-bed; 4 No. three-bed and 1 No. four-bed; no affordable units.
- Planning position:**
- Increase in Office Floorspace – compliant with Policy S20.
  - Increase in Residential Floorspace – supports the objectives of Policy S14 (retention and increase of existing residential).
  - Policy S16 requires schemes introducing 10 units, or 1,000 sq metres of residential floorspace, to make a contribution to affordable housing. The residential area is 2,098 sqm. No contribution to affordable housing. Non-compliant with policy. Viability issue over introduction of affordable housing.
  - Potential issues regarding air quality, noise nuisance and standard of living accommodation on units along Whitcomb Street. Location of units may not be compliant with Policy S31 and S32.
  - New scheme on the corner of the Whitcomb Street and Orange Street (Edwardian Hotel); additional height may have adverse impact on daylight and sunlight on those units.
  - **Option 2 is more in line with City Plan policies in principle, although concerns exist about low levels of amenity proposed in terms of noise, air quality and also the potential daylight and sunlight impact that the nearby 10 storey consented scheme may cause.**
- Impact on residents of Huguenot House:**
- Design team recommend residents not to remain in-situ during construction works.
  - Residents will have to contribute an estimated average of £60,000 up to an estimated maximum of £100,000 towards the cost of the works - depending on the exact scope and individual leaseholder contribution percentages in the leases.
  - Creates new employment opportunities both short-term and long-term.
  - Improved building design however design challenges with overlooking to new units. Limits the improvements of public realm.
  - Improves current leisure and commercial facilities and addresses the underuse of parking space.

## Option 3 – Maintenance

- Area:**
- Whole building.
- Scope of works:**
- Works proposed to comprise of replacement of lift, external repair to windows, clean and refurbish cladding including scaffolding and crane, install new plant boxes, repaint balcony handrails and balustrades, common areas decoration and re-carpeting, entrance doors to be refurbished, repair or replace common areas ironmongery, new LED lighting, replace fire alarm system and upgrade to residential entrance.
- Duration & Cost of works:**
- 12 months – estimate.
  - £1.215 million – Estimate provided by Gardiner & Theobald (Cost Consultant) including professional fees of 15%. Excludes VAT.
- Planning Position:**
- No works that require planning permission.
- Impact on residents of Huguenot House**
- Residents to remain in the building.
  - Residents will have to contribute an estimated average of £30,000 up to an estimated maximum of £55,000 towards the cost of the works - depending on the exact scope and individual leaseholder contribution percentages in the leases.
  - No significant additional employment opportunities will be created.
  - No material improvement to public realm, building design, limited reduction of anti-social behaviour.
  - Does not modernise existing leisure and commercial facilities nor does it address the current underuse of parking.

## Option 4 – Refurbishment

- Area:**
- Whole building.
- Scope of Works:**
- As per Option 3 plus the works set out below.
  - Residential – formation of winter gardens after building reclad.
  - Office – new cooling and heating plant replacement, new carpet and ceiling.
  - Building – Central lift plant and machinery replacement, roof and window replacement (instead of repairs) , external cladding (instead of refurbishment of existing)
- Duration & Cost of works:**
- 18 months - estimate.
  - £4.6 million – Estimate provided by Gardiner & Theobald (Cost Consultant) including professional fees of 15%. Excludes VAT.
- Planning position:**
- Non-contentious in terms of land use.
  - Planning permission will be required to implement the works.
- Impact on residents of Huguenot House**
- Residents to remain in the building but leaseholders will likely have to contribute an estimated average of £110,000 up to an estimated maximum of £200,000 towards the cost of the works – depending on the exact scope and individual leaseholder contribution percentages in the leases.
  - Disruption to residents whilst works are undertaken
  - Creates limited employment opportunities in the short term but no employment opportunities in the long term.
  - Reduces to a limited extent anti-social behaviour and improves the aesthetic appearance of the building but does not improve the public realm.
  - Limited improvements to existing commercial but no improvements to leisure facilities.
  - Does not address the under-use of car parking.

## Option 5 – Sale

- Contrary to Westminster City Council Policy – priority to retain and optimise assets
- No control over the intentions of a new purchaser
- No disruption to the existing community

## Option 6 – Redevelopment Option 4A\*

- Area:**
- 15,250 sq metres – whole building.
- Scope of Works:**
- Demolition of existing building, construction of new office, residential, cinema, car parking and retail.
- Duration & Cost of works:**
- 30 months – estimate.
  - £57.73 million – Estimate provided by Gardiner & Theobold (Cost Consultant) includes professional fees of 15%. Excludes VAT.
- Split of Uses:**
- Retail – 1,272 sq metres; four units; Ground & Basement Level 1.
  - Office – 4,204 sq metres; Levels 1 to 3.
  - Car Park - 328 sq metres; Basement Level 2; 75 spaces.
  - Cinema - 823 sq metres; Basement Levels 2 to 3; 3 screens.
  - Residential – 4,530 sq metres; 50 units; Mix in line with City Plan; 35% affordable housing.
- Planning position:**
- Significant Increase in Office Floorspace – compliant with Policy S20.
  - Significant Increase in Residential Floorspace – supports the objectives of Policy S14 (retention and increase of existing residential).
  - Policy compliant in respect of other land uses.
  - Appropriate mix and size of units in line with Policies S16 and S14.
  - Seeks to integrate adjacent development schemes and responds well in the context of public realm.
- Impact on residents of Huguenot House**
- Residents will not be permitted to remain in the building as part of the new development but they will be offered the right to return to brand new dwellings and an improved residential environment.
  - No cost implications for residents.
  - Creates both short-term and long-term employment opportunities.
  - Improves the public realm, building design, leisure and commercial facilities and reduces anti-social behaviour.
  - Addresses the current underuse of the car park.

# Summary of Analysis - provisional

City for All Topic	Option 1 Office to Residential	Option 2 2004 Scheme – podium	Option 3 Continued maintenance	Option 4 Refurbishment	Option 5 Sale	Option 6 Redevelopment 4A*
Provide more homes of all tenures	10 additional homes	14 additional homes	No additional homes	No additional homes	NA	49 additional homes
Increase number of affordable homes & ensure development complies with affordable homes policy	No additional affordable homes	No additional affordable homes	No additional affordable homes	No additional affordable homes	NA	13 additional affordable homes
Promote creation of new employment	Limited opportunities during the works programme, loss of opportunities thereafter	Creates employment opportunities both during the works and thereafter	No new opportunities created	Opportunities created only during the works programme	NA	Creates most employment opportunities both during the works and thereafter
Improve public realm to promote a world-class Westminster and reduce anti-social behaviour	No improvements to public realm, some reduction of anti-social behaviour	Improvements to public realm and reduction of anti-social behaviour	No improvements to public realm, limited reduction of anti-social behaviour	No improvements to public realm, limited reduction of anti-social behaviour	NA	Best improvements to public realm and reduction of anti-social behaviour
Minimise tenant disruption & facilitate the preservation of local communities	Residents will be able to occupy the building	Residents will likely have to move out for up to 30 months but they will be able to return to current accommodation	Least disruptive option, residents will continue to occupy	Residents will continue to occupy but works will be disruptive	NA	Residents will have to move out for 30 months but they will be able to return to the redeveloped building

## KEY

 Objective met (OM)  
 Objective not met

 Objective partially met / met to levels significantly  
 Matter out of Council control (NA)

## Summary of Analysis - provisional

Scheme specific assessment criteria	Option 1 Office to Residential	Option 2 2004 Scheme – podium	Option 3 Continued maintenance	Option 4 Refurbishment	Option 5 Sale	Option 6 Redevelopment 4A*
Address the current under use of parking	Does not address the underuse of parking	Addresses the underuse of parking	Does not address the underuse of parking	Does not address the underuse of parking	NA	Addresses the underuse of parking
Facilitate modernisation of existing leisure and commercial facilities	Modernises commercial facilities but not does not modernise leisure facilities	Modernises both leisure and commercial facilities	Does not modernise leisure and commercial facilities	Updates to a limited extent commercial facilities but does not modernise leisure facilities	NA	Modernises both leisure and commercial facilities
Deliver a viable option which takes into account the duty of the Council to safeguard the public purse	To be discussed at next consultation event	To be discussed at next consultation event	To be discussed at next consultation event	To be discussed at next consultation event	To be discussed at next consultation event	To be discussed at next consultation event
Improve design	Limited improvements to building design	Improves building design but causes issues relating to overlooking	Does not improve building design	Limited improvements to building design	NA	Improves building design

### KEY

 Objective met (OM)  
 Objective not met

 Objective partially met / met to levels significantly  
 Matter out of Council control (NA)

# Huguenot House

Options Workshop – 1 October 2018

**Understanding viability**



City of Westminster

## History of the Building

- Huguenot House is a 1960s mixed-use building close to Leicester Square in central London and is owned by Westminster City Council.
- As the freeholder for a large number of properties, the City Council is responsible for regularly reviewing its portfolio and the performance of buildings.
- Huguenot House has been under consideration by the City Council for some time as it requires significant investment to improve both the residential and commercial areas.
- For a number of years the City Council has been working with residents identify potential options ranging from refurbishment, extension through to full redevelopment.
- In July 2017, Westminster City Council Cabinet asked officers to consult on these options including the preferred option of full redevelopment (4A\*).

## Current Context

- Over the last nine months the City Council has carried out consultation with all primary stakeholders at the block on the various options for the future of the building.
- This included logistics and anticipated costs of different options, how best they meet the Council's 'City for All criteria' and the impact on residents and the surrounding area.
- As part of the consultation process a bespoke offer to Huguenot House Leaseholders has been agreed which gives each household a right of return to a redeveloped block.
- This offer also provides the same support to Huguenot House Leaseholders as those Leaseholders living on renewal estates.
- Throughout the consultation the City Council's 'City for All' priorities were explored with any option taken forward required to meet the following objectives:
  - deliver new high quality housing;
  - secure a return on investment (through capital receipt or income generation) to contribute towards the funding of front line services;
  - promote and deliver new jobs through the creation of new office and retail accommodation;
  - improve and enhance the public realm environment encouraging further regeneration and footfall in the vicinity.

## Background Timeline from July 2017

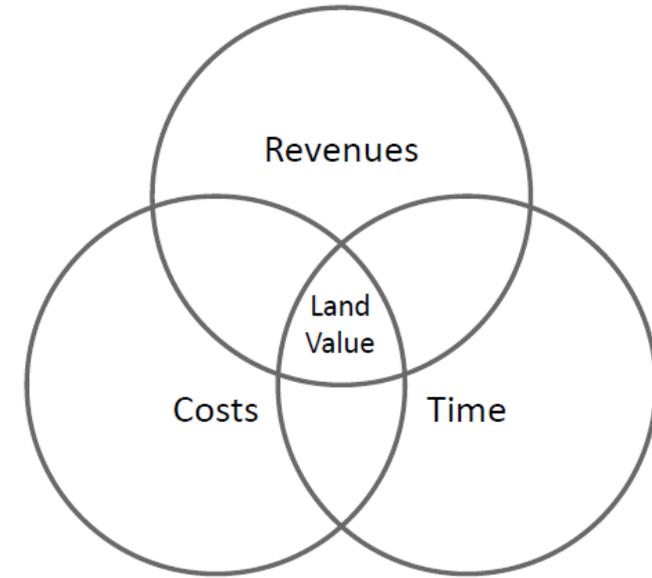
July 2017	Council cabinet meeting – officers asked to consult on a range of options ranging from refurbishment, extension through to full redevelopment. It was outlined that all options should meet the Council’s ‘City for All’ objectives.
November 2017	First resident engagement and consultation event outlining the various options. Re-introduction of the ‘podium’ scheme as discussed previously with residents. Residents requested an ‘office to residential’ option to be considered. To set out a proposed assessment criteria comprising elements of the ‘City for All’ policy which are relevant to the scheme and a number of scheme specific elements.
January 2018	Consultation event where the re-housing offer was outlined including the ‘right of return’ in the event of a redevelopment option being taken forward. All residents were given the opportunity to feedback on the new leaseholder policy.
March 2018	Consultation event to introduce the assessment criteria and to gauge priorities of residents. Details provided on the testing around the office to residential option. Residents were provided the opportunity to meet on a 1 to 1 basis to discuss their housing preferences should a redevelopment option be pursued .
June 2018	Consultation event to further discuss the assessment criteria and the way it applies to the appraised options, to revisit the options for tenants and leaseholders including the right to return and take feedback on every aspect of the consultation process either at the event, in writing or at 1-2-1 meetings.
July – September 2018	The Project Team have taken on board the comments from Residents regarding the timing of the various consultation events. Whilst this has resulted in an extension to the initial timeline of the consultation, residents are given more control of when consultation events would be held.
October 2018	Previous feedback from Residents indicates that the consultation information previously supplied may be too complex to understand without professional advice. The Project Team has restructured the October consultation event to a workshop which aims to provide an opportunity for constructive dialogue on the presentation material. The viability workshop encompassing an explanation of how each option has been tested in detail. 1 to 1 meetings offered to all residents. A further period of 6 weeks for consultation and an opportunity to meet on a 1 to 1 basis.
December 2018	Final report to be prepared incorporating feedback from all consultation and workshop events for submission to Cabinet members.

## Deliverability, Viability and Financial Analysis Overview

The financial viability of each option is assessed by creating a cashflow forecast of future costs that would be incurred in planning, designing and building a new scheme which are then compared to the revenues the scheme would generate.

The model has three main components:

- **Revenue**
- **Cost**
- **Time**



By factoring in all key assumptions from the revenue, cost and time in to cashflow forecasting the Land Value can be understood. This is the price a developer will pay for the right to carry out the scheme

The three components are closely interlinked and small changes in any of them may have an impact on the overall outcome of the viability. For example:

- If the Revenue increases, and the Cost and Time remain static, the Land Value increases – **in this scenario, the viability will increase**
- If the Cost increases, and the Revenue and Time remain static, the Land Value decreases – **in this scenario, the viability will decrease**

## Component 1 - Revenue

We will now describe how the three components of cashflow forecasting are calculated. The first component is **Revenue**, which is the income that the option will generate once completed – either from sales (residential) or rental (commercial). This is further illustrated for each option in the table below.

	Description	Option 1 - Office to Residential	Option 2 – '2004' Podium scheme	Option 3 – Maintenance	Option 4 – Refurbishment	Option 5 – Sale	Option 6 – Redevelopment Option 4A*
Residential	Private Sales	☑	☑	☒	☒	Not known	☑
	Intermediate Sales	☒	☒	☒	☒	Not known	☑
	Social Sales	☑	☒	☒	☒	Not known	☑
	Affordable Housing Grant	☑	☒	☒	☒	Not known	☑
Commercial	Office	☒	☑	☒	☒	Not known	☑
	Retail	☒	☑	☒	☒	Not known	☑
	Cinema	☒	☑	☒	☒	Not known	☑
	Car Parking	☒	☑	☒	☒	Not known	☑

<b>KEY</b>	
☑	Included in the Option
☒	Excluded in the Option

## Component 2 - Costs

The second component is **Cost**, and this is split between Hard Costs, Soft Costs, Finance Costs, Land Acquisition Costs and Profit.

### Hard Costs

Construction costs for the proposed uses i.e.

- Residential
- Office
- Retail
- Car parking
- Public realm
- Demolition
- General contingency

### Soft Costs

Ancillary costs to aid the works:

- Professional fees (for example, architect, engineer, project manager)
- Planning costs
- Community Infrastructure Levy – Mayoral & WCC
- Marketing costs
- Leasing Agent & Legal fees
- Sale Agent & Legal fees

### Finance Costs

This will depend on the relationship between equity and finance.

### Land Acquisition

Costs spent to date as part of the evaluation process:

- Acquisition of existing flats
- Professional fees for external advisors

### Profit

A developer will require a profit to undertake a scheme. The industry standard is 20% profit on costs particularly for complex schemes. WCC may consider a lower amount (15%) on less complex schemes.

## Component 3 - Time

The third component is **Time**, and the period for each option will vary accordingly to the complexity and scale of the scheme.

This can be split into three separate elements:

- **Pre-construction** – design of the scheme and planning permission (where relevant), and vacant possession
- **Construction** – works undertaken to complete the scheme
- **Void period** – period to let the commercial accommodation and / or sell the residential units

Time element	Option 1 - Office to Residential	Option 2 – '2004' Podium scheme	Option 3 – Maintenance	Option 4 – Refurbishment	Option 5 – Sale	Option 6 – Redevelopment Option 4A*
Pre-construction	6 months	30 months	3 months	9 months	Not known	30 months
Construction	6 months	30 months	12 months	18 months	Not known	30 months
Void period	9 months	12 months	0 months (N/A)	0 months (N/A)	Not known	15 months
<b>Total</b>	<b>21 months</b>	<b>72 months</b>	<b>15 months</b>	<b>27 months</b>	<b>Not known</b>	<b>75 months</b>

**Note:** These timescales are estimates based on previous developments and input from the consultant team. The timescale may be subject to change.

# Financial Model – Summary Analysis

The cashflow is calculated in the following manner:

BY WAY OF EXAMPLE

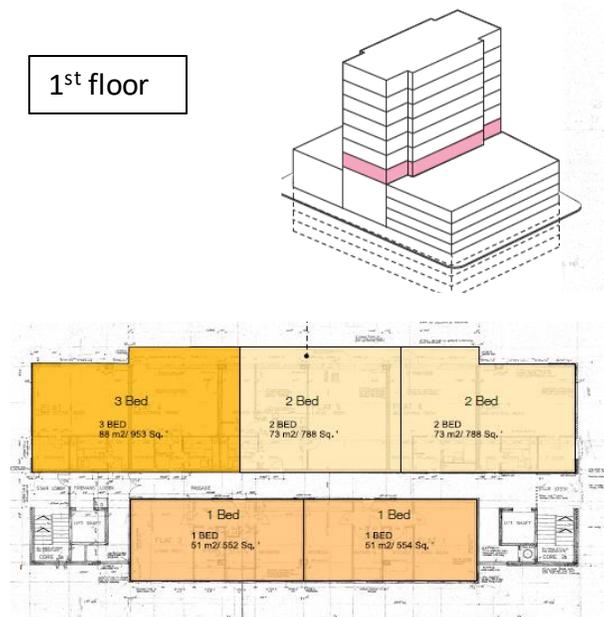
Revenue	A	£100
Hard Costs	B	£30
Soft Costs	C	£15
Land Acquisition	D	£10
Profit	E	£9
Finance	F	£5
<b>Land Value</b>	<b>G = A less (B+C+D+E+F)</b>	<b>£31 = £100 less (£30 + £15+£10+£9+£5)</b>

## Option 1 – Conversion of First & Second floors from Office to Residential

SUMMARY SCENARIO	
Convert vacant offices on 1 <sup>st</sup> & 2 <sup>nd</sup> floor to residential	
Ten new residential units - One affordable unit and nine units for private use. Amended from previous consultation – clarified the planning position which confirms that for between 10 and 11 units (but under 1,000 sqm developable area), 80sqm of affordable housing to be provided.	
21 month programme	
Permitted development rights for change of use from office to residential do not exist	

ITEM	£ (m)
Total Revenue (A)	£10.955m
Costs excluding land (B,C,D & F)	£5.010m
Profit based on 15% Profit on Cost ( E)	£1.430m
Land Price (G)	£4.515m

\* Land Price (G) is calculated as follows: A less the sum of B, C, D, F and E. The scheme is viable as a positive land value is produced.



ADVANTAGES OF OPTION 1
Residents remain in the building
Relative low cost of works – residents not required to make contribution towards conversion costs
Low impact of works on residents and occupiers
Short construction programme
Affordable housing provided

DISADVANTAGES OF OPTION 1
Conflict with City Plan policies due to loss of office use
Does not address the underuse of the car parking or provides an enhancement in public realm
Does not meet the 'City for All' objectives
No employment generation post construction works
Limited impact on building design

## Option 2 – ‘2004’ Podium Scheme

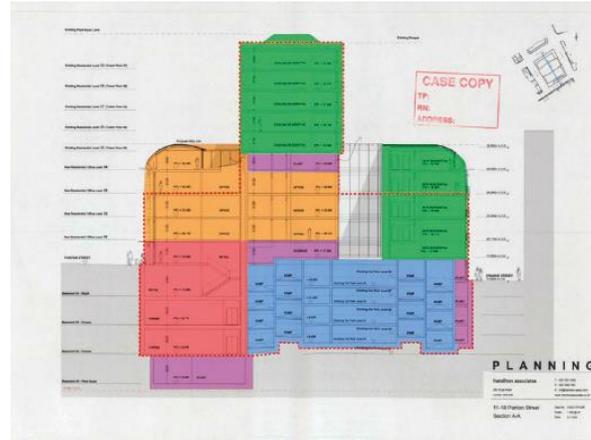
### SUMMARY SCENARIO

14 new residential units (100% private use); plus office, retail, cinema and car park

57 month programme

Planning application withdrawn before decision granted

Without additional affordable units, this scheme is not compliant under the current planning policy



### Usage sketch Key:

- = Office
- = Residential
- = Car Park
- = Commercial
- = Plant



### ADVANTAGES OF OPTION 2

Broadly in line with City Plan policies – although would be requirement to include affordable housing on current planning policy guidelines

Creates new employment both short term and long term

Improved building design

Improves current leisure and commercial facilities

Addresses underuse of the car park

### DISADVANTAGES OF OPTION 2

Residents recommended not to remain in the building during construction due to noise, vibration and safety reasons. Complicated construction.

Contributions required from residents towards the works

Long construction programme

No affordable housing provided ( reflects planning policy at date of submission – not current planning policy)

Daylight / sunlight concerns from adjoining development. Issue with overlooking on units

ITEM	£
Total Revenue (A)	£84.64m
Costs excluding land (B,C,D & F)	£90.28m
Profit based on 15% Profit on Cost ( E)	£11.04m
Land Price (G) *	<b>(£16.68m)</b>

\* Land Price (G) is calculated as follows: A less the sum of B, C, D, F and E The scheme is not viable as a negative land value is produced.

## Option 3 – Maintenance

SUMMARY SCENARIO
No new residential units; upgrade of common parts, replacement of lift, clean and refurbish cladding.
Planning permission not required
15 month programme

ITEM	£
Total Revenue (A)	£0m
Costs excluding land (B,C,D & F)	£1.2m**
Profit based on 15% Profit on Cost ( E)	£0
Land Price (G)	£0 *

\* No development appraisal can be produced if one of the 3 viability components is not available, in this case Revenue.

\*\* Costs provided by Cost Consultant Gardiner & Theobald



ADVANTAGES OF OPTION 3
Residents to remain in the building
Improvements to running of the building

DISADVANTAGES OF OPTION 3
Contributions required from residents towards the works – between £30,000 to £55,000 depending on the agreed scope and individual leaseholder contribution percentages ***
No significant improvement to public realm, building design and limited reduction in anti-social behaviour
Does not address underuse in car parking
No significant employment opportunities created
Does not meet 'City for All' requirements

\*\*\* The associated re-charge cost is subject to the wording of each individual lease

## Option 4 – Refurbishment

### SUMMARY SCENARIO

As per Option 3 plus roof and window replacement, new external cladding (instead of refurbishment)

Planning permission may be required

27 month programme

### ITEM

£

Total Revenue (A)

£0m

Costs excluding land (B,C,D & F)

£4.6m\*\*

Profit based on 15% Profit on Cost ( E)

£0

Land Price (G)

£0 \*

\* No development appraisal can be produced if one of the 3 viability components is not available, in this case Revenue.

\*\* Costs provided by Cost Consultant Gardiner & Theobald



### ADVANTAGES OF OPTION 4

Creates employment opportunities in the short term during construction

Reduces to a limited extent anti-social behaviour and improves aesthetic appearance

Depending on the scope and extent of the refurbishment works residents could remain in the building

### DISADVANTAGES OF OPTION 4

Depending on the scope and extent of the refurbishment works residents may be required to vacate the building

Contributions required from residents towards the works – between £100,000 to £200,000 depending on the agreed scope and individual leaseholder contribution percentages\*\*\*

Does not materially improve the public realm

Creates no employment in the long term post construction

Does not address the under-use of the car parking

\*\*\* The associated re-charge cost is subject to the wording of each individual lease

## Option 5 – Sale

ITEM	£
Total Revenue (A)	Not known
Costs excluding land (B,C,D & F)	Not known
Profit based on 15% Profit on Cost ( E)	Not known
Land Price (G)	Not known



### ADVANTAGES OF OPTION 5

No disruption to the existing community

### DISADVANTAGES OF OPTION 5

No control over the intentions of the new purchaser

Contrary to WCC Policy – priority to retain and optimise assets

Unlikely to generate significant interest in the property market – issues concerning deliverability of vacant possession and appraisal viability

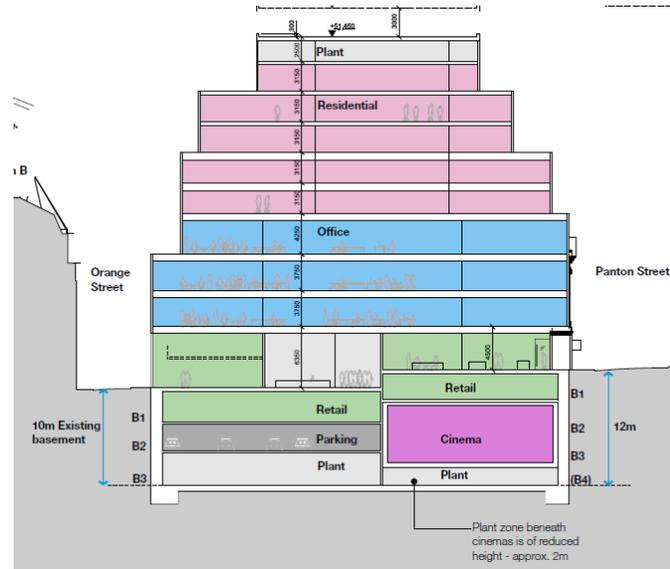
## Option 6 – Redevelopment Option 4A\*

### SUMMARY SCENARIO

Redevelopment of whole site. 51 new residential units, 13 affordable, 2 reprovided for protected tenancies and 36 private

Four new retail units, offices on 3 floors, 3 screen cinema and 75 space car park.

60 month programme



### ADVANTAGES OF OPTION 6

In line with City Plan policies

Improves public realm, building design, leisure and commercial facilities

No cost implications for tenants

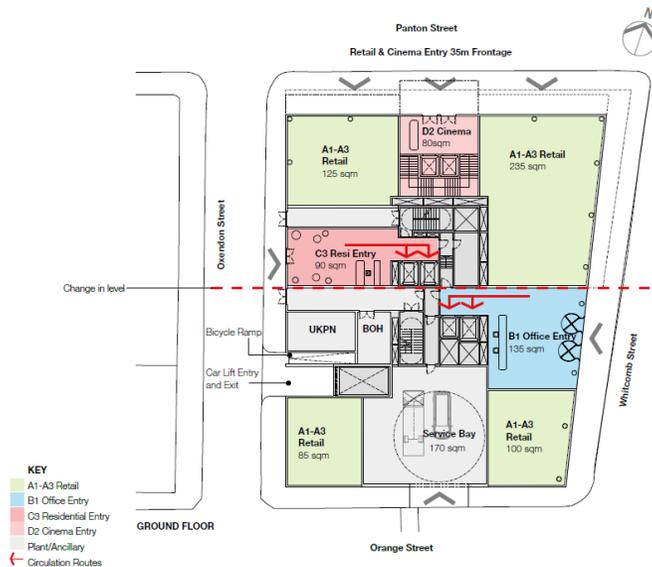
Creates short term and long term employment opportunities

Addressed the current underuse of the car park

Potential for options to return for resident leaseholders and secure council tenants.

ITEM	£
Total Revenue (A)	£133.330m
Costs excluding land (B,C,D & F)	£122.7m
Profit based on 15% Profit on Cost ( E)	£17.265m
Land Price (G)	<b>(£7.63m)</b>

\* Land Price (G) is calculated as follows: A less the sum of B, C, D, F and E The scheme is not viable as a negative land value is produced.



### DISADVANTAGES OF OPTION 6

Residents unable to remain in the building during development as it will be demolished

# Summary of Analysis - provisional

City for All Topic	Option 1 Office to Residential	Option 2 2004 Scheme – podium	Option 3 Continued maintenance	Option 4 Refurbishment	Option 5 Sale	Option 6 Redevelopment 4A*
Provide more homes of all tenures	10 additional homes	14 additional homes	No additional homes	No additional homes	NA	51 additional homes
Increase number of affordable homes & ensure development complies with affordable homes policy	1 additional affordable home – a amendment from previous consultations following clarity on the planning policy	No additional affordable homes – based on the 2004 scheme design	No additional affordable homes	No additional affordable homes	NA	13 additional affordable homes
Promote creation of new employment	Limited opportunities during the works programme, loss of opportunities thereafter	Creates employment opportunities both during the works and thereafter	No new opportunities created	Opportunities created only during the works programme	NA	Creates most employment opportunities both during the works and thereafter
Improve public realm to promote a world-class Westminster and reduce anti-social behaviour	No improvements to public realm, some reduction of anti-social behaviour	Improvements to public realm and reduction of anti-social behaviour	No improvements to public realm, limited reduction of anti-social behaviour	No improvements to public realm, limited reduction of anti-social behaviour	NA	Best improvements to public realm and reduction of anti-social behaviour
Minimise tenant disruption & facilitate the preservation of local communities	Residents will be able to occupy the building	Residents will likely have to move out for up to 30 months but they will be able to return to current accommodation	Least disruptive option, residents will continue to occupy	Residents may have to relocate – depending on the scope of the works	NA	Residents will have to move out for 30 months but they will be able to return to the redeveloped building

### KEY

Objective met (OM)  
 Objective not met

Objective partially met / met to levels significantly  
 Matter out of Council control (NA)

# Summary of Analysis - provisional

Scheme specific assessment criteria	Option 1 Office to Residential	Option 2 2004 Scheme – podium	Option 3 Continued maintenance	Option 4 Refurbishment	Option 5 Sale	Option 6 Redevelopment 4A*
Address the current under use of parking	Does not address the underuse of parking	Addresses the underuse of parking	Does not address the underuse of parking	Does not address the underuse of parking	NA	Addresses the underuse of parking
Facilitate modernisation of existing leisure and commercial facilities	Modernises commercial facilities but not does not modernise leisure facilities	Modernises both leisure and commercial facilities	Does not modernise leisure and commercial facilities	Updates to a limited extent commercial facilities but does not modernise leisure facilities	NA	Modernises both leisure and commercial facilities
Deliver a viable option which takes into account the duty of the Council to safeguard the public purse	Viable scheme	Non- viable scheme in that costs exceed revenue	NA	NA	NA	Non- viable scheme in that costs exceed revenue
Improve design	Limited improvements to building design	Improves building design but causes issues relating to overlooking	Does not improve building design	Limited improvements to building design	NA	Improves building design

**KEY**

 Objective met (OM)  
 Objective not met

 Objective partially met / met to levels significantly  
 Matter out of Council control (NA)

## Next steps

Following the detailed options appraisal process we will now undertake a formal six-week consultation process with all stakeholders at Huguenot House.

We want to hear your views on the full redevelopment option, what are your concerns and any further information you would like. Your feedback will be included in the report to WCC Cabinet.

All feedback should be directed to:

- Telephone: 0207 641 4537 (Michele Lawrence)
- Email: [huguenothouse@westminster.gov.uk](mailto:huguenothouse@westminster.gov.uk)
- Postal Address: Open Forum, FREEPOST LON 17563, 15th Floor, Westminster City Hall, London SW1E 6QP