

Cambridge City Council

Ekin Road Strategy Proposal

May 2023



Our Understanding



Our Understanding

The Ekin Road Estate is located in the north-east of Cambridge. The site is currently residential, comprising of 122 existing homes, including 7 small blocks of flats of two or three storeys, 10 bungalows and 32 two storey houses.

Cambridge City Council are focused on addressing the housing shortage, reviewing existing council owned homes, improving sustainability and creating great places for residents to live and enjoy. Ekin Road represents an opportunity for the Council to support the community through better connectivity and open spaces in the area, generate high-quality housing and contribute towards a sustainable ecosystem.

JLL understands the Council are considering the following options for Ekin Road:

- Do nothing
- Structural repairs and retrofitting
- Partial redevelopment options (for example flats only)
- Full redevelopment of the site

Cambridge City Council are looking to develop a clear, comprehensive redevelopment strategy that can be used by the key stakeholders to align resources and improve the community of Ekin Road by ensuring there are high quality homes and public realms.

A key focus for the Council is to determine the most viable delivery option for the site that maintains the Council's objectives and is supported by the local community.

The successful delivery of regeneration schemes requires many elements. JLL's response to the development proposal will test the potential for transformative change to the area, high quality and affordable housing and high quality public realms for the community. JLL's proposition is to provide the services and expertise of UK Consulting and the Residential team with the support of other JLL teams including Strategic Development Consulting and Compulsory Purchase as required to develop a clear strategy for the estate.

JLL has the experience in developing the vision and delivering regeneration projects in both the public and private sectors. Furthermore, our team has an understanding of Cambridge City Council having worked with yourselves on the Hanover Street and Princess Street project. We believe this makes JLL well placed to deliver a strategic solution that is both implementable and credible in the marketplace and will bring social value to the community and Council.

Council Requirements

The requirements of the Council for the project are to:

- 1. Determine the strategic vision for the Ekin Road site that incorporates Council objectives
- 2. Conduct an options appraisal to determine which of the available options is the most viable
- 3. Develop high-level financial modelling for the scheme
- 4. Build an clear, implementable strategy and road map for the future of Ekin Road estate

Scope

The JLL team will be contracted to deliver the following scope elements in a phased approach:

- Vision Identify the strategic vision for the site that considers the Council's and community requirements
- Socio-economic Assessment Overview of the economic, social, environmental, financial and strategic outcomes of the redevelopment
- **Options Appraisal** Critically evaluation through stress testing the available options against the socioeconomic outcomes to determine the most viable option for the site
- **Development Strategy** Provide a robust road map for the delivery of the most viable option and detail the mitigation of any associated risks
- Compulsory Purchase It is recognised that a Compelling Case must be made for use of Compulsory Purchase powers and the report will be written to show that this is met if the preferred option may require it



Our Proposal



Our Proposed Approach

A multi-stage approach that provides decision points at key milestones

Out of scope for this phase

Develop site strategy

Planning and preparation

Develop

Sales and sustain



Review and Recommend (2 weeks to 6 June 2023)

Assessment of where we are and where we want to be

Activities and approach:

- Confirm the strategic context and vision for the site aligned to the Cambridge Council mandate
- Collate and review all information, reports, proposals and consultation minutes since commencement of project
- **Identify any missing information**, or further information requirements for each of the next two stages
- Prepare summary report that outlines the Council's objectives, progress to date, communications and any objections
- Develop a high-level plan laying out the recommended way forward that includes activities and expected timelines

Output:

Report reviewing progress to date and recommended way forward



Shortlist Option Assessment

(to September 2023 HSC Meeting)

Assessment of all the proposals to identify the shortlisted viable options

Activities and approach:

- Document the long list of the available options
- Develop and agree an **evaluation tool** and then evaluate and compare the long list options incorporating strategic alignment, economic and social value alignment, lifecycle carbon impact and financial performance
- Complete a high-level evaluation of the benefit and risks of the options to determine feasibility by using the agreed evaluation tool
- Based on the above identify short-list of viable options.
- **Detail any additional work required** (if any) in order to better evaluate the short listed options or to assist with selection of the preferred option
- **Document the next steps**, including the evaluation approach for assessing the short listed options to select the preferred option. This will include as assessment on the requirement for a Full Business Case in line with the HM Treasury Green Book approach

Output:

Report documenting the process followed, evaluation of the long list, identification of the shortlisted options and detailing the way forward

Preferred Option Selection (to June 2024 Committee Meeting)

Complete analysis to plan for the redevelopment of the site

Activities and approach:

- Confirm the evaluation process documented as part of the Shortlist option assessment.
- Evaluate the shortlist using the identified criteria
- **Develop financial model** for selected option, outlining projected P&L, savings, and required capital investment
- Complete sensitivity analysis
- Develop resident engagement plan
- **Develop HM Treasury Green Book Business Case** to determine final recommendation (if this is confirmed as required as part of the Shortlist Option Assessment phase)

Output:

Report documenting the process and identifying the preferred option and way forward



Case Studies



Case Studies









Central Winchester Regeneration

Programme

Hackney Regeneration Strategic Regeneration **Advice**

Ebury Bridge Estate

Client: Winchester City Council

Overview:

JLL supported the writing of a Green Book business case for the Central Winchester Regeneration Project in alignment with their ongoing procurement process. The Green Book five case business case model was used to form the basis for the report. The role included detailed research, internal Council consultation and conducting an assessment of the scheme's benefits and risks taking into account the current market conditions.

Client: LB Hackney

Overview:

Managing the delivery of the regeneration programme across the LB Hackney. This includes prioritising development sites to achieve council objectives and affordable housing targets. The role has included using detailed research and analysis alongside extensive internal and external stakeholder engagement.

Client: Medway Council

Overview:

Role includes providing pre planning advice for two major regeneration schemes in Kent. This role included using detailed research, analysis and data presentation to support recommendations for delivery.

Client: Westminster City Council

Overview:

Strategic advice regarding a disposal strategy for residential units within the scheme. The role included scenario testing of market changes, viability assessment of mixed tenure and forecasting of scheme performance against market conditions.

