

<b>Case Study 005</b>	<b>from <a href="http://www.communityplanning.net">www.communityplanning.net</a></b>
<i>Theme</i>	<b>Site development brief and developer selection</b>
<i>Project Title</i>	<b>Greenwich hospital site</b>
<i>Location</i>	East Greenwich, London, UK
<i>Project leader</i>	English Partnerships



Comprehensive and creative consultation approach to preparing a development brief and selecting a developer for an urban site of strategic local importance. Illustrates how early and ongoing engagement can draw positively on community knowledge to inform and influence the design and how community engagement can be a central and integral part of the whole design and procurement process.

## Context

- Greenwich District hospital occupied a 3-hectare site at a strategic junction between the historic West Greenwich and the contemporary development on Greenwich Peninsula.
- The concrete panel building became obsolete and the site was bought by English Partnerships with the intention of demolishing the building and securing the redevelopment of the site for mixed uses.
- Greenwich Council, the local authority, was keen to relocate a number of public service facilities to the site.
- The site is well located on a key crossroads in East Greenwich but, dominated by the hospital, had become divorced from the surrounding urban context and the local community. The project aimed to re-integrate this large piece of land back into the urban fabric and form a new heart for the community.
- Project title 'Heart of East Greenwich' adopted to emphasise the site's importance to the area.
- As a new community focal point for the area the engagement of the local population was seen as essential for the long-term success of the development. Two distinct local communities were identified: East Greenwich – mixed community with very strong community focus around the [Forum@Greenwich](#) which provide a wide range of community facilities; West Greenwich - significant numbers of interested groups and individuals from background of planning, surveying and architecture.
- A new community facility including a leisure centre, library, health centre and council offices will form a key focus for the development. Alongside this will be private and affordable homes, including homes for key workers, and a small number of retail facilities.

## Process

<i>Year</i>	<i>Month</i>	<i>Activity</i>	
2004	Dec	<b>Site acquisition</b>	English Partnerships acquires site from health authority
2005	Jan/ Oct	<b>Preparatory work</b>	<ul style="list-style-type: none"> <li>• Identification of key stakeholders and initial discussions</li> <li>• Consultation on demolition</li> <li>• Appointment of design team</li> <li>• Preparation of draft proposals for a development brief including initial masterplanning for the site</li> </ul>
2005	Nov	<b>Collaborative Design</b>	<ol style="list-style-type: none"> <li><b>1. Open House Exhibition</b> - evening event open to all, 7 November. Presentations on draft proposals followed by viewing of an exhibition where participants could indicate their views on draft proposals using post-it notes, sticky dot voting and printed and electronic questionnaires.</li> <li><b>2. Design Workshop</b> – daytime event for invited key stakeholders, 9 November. Presentations on draft proposals followed by two series of working group sessions on key themes followed by report backs.</li> <li><b>3. Consultation Feedback session</b> - evening event open to all, 14 November. Exhibition and presentations on results of two events above and next steps followed by general discussion.</li> </ol>
2005	Dec	<b>Newsletter</b>	To all who attended November events and residents mailing list including reports from the working groups and the updated plans.
2006	Jan		
2006	Feb	<b>Developer selection started</b>	Competition launched through the Official Journal of the European Union.
2006	Mar	<b>Statutory consultee workshop</b>	Morning workshop on environmental issues with key statutory consultees, including representative from Greenwich Council, the Environment Agency and the Greater London Authority to establish their expectations for the development and to avoid conflict later in the planning process
2006	Apr	<b>Development brief finalized</b>	
2006	May		
2006	Jun	<b>Final stages of demolition</b>	Many local people, as well as representatives from English Partnerships and Greenwich Council, watch the final demolition of the 200ft boiler house chimney.
2006	Jun	<b>Newsletter</b>	To all who attended previous events and to residents' mailing list. Building on interest generated by the demolition, this invited local people to the Developers Forum, explaining what the event was about and how it would be run.
2006	Jul	<b>Developers forum</b>	Three shortlisted developers make presentations to a public meeting followed by an open forum.
2006	Sep	<b>Letters, emails and posters</b>	To all who attended previous events plus to residents' mailing list. Inviting all local people to view a public exhibition of the three shortlisted developers' proposals. Posters displayed in key shops and community facilities to encourage attendance.

2006	Oct	<b>Public Exhibition</b>	A chance for local people to see and give feedback on the proposals of the three shortlisted developers, including plans, sketches and scale models. Attended by over 150 people. Unstaffed display of the proposals also placed in the Forum@Greenwich - a key community facility. Feedback collected and collated.
2006	Nov	<b>Newsletter</b>	To all who attended previous events plus to residents' mailing list. Providing feedback from the public exhibition.
2009	Mar	<b>Estimated build completion March 2009</b>	

## Outcomes

### Successes

- Widespread agreement on a development brief for a mixed use scheme: residential units, retail/commercial, new leisure & health centres, new council offices and library.
- Inclusion of local suggestions and ideas on both detailed design and strategy.
- Prospect of rapid planning application process for the site developers.
- Continued interest and engagement from the local community, including detailed written feedback from 80 people following the public exhibition (October 2006).
- Widespread positive comments about at least one of the development proposals at the public exhibition. Very little across-the-board negativity.

### Shortcomings

- Not enough prior warning of when the collaborative design events were going to be held or of the types of interaction that people could engage in. Feedback suggests that people would have liked to have known more in advance about the structure of the events and the contribution they could make. (This was rectified for later events.)
- Young children were unable to attend the public exhibition due to its evening timing.

## Parties involved

<i>Party</i>	<i>Role</i>
<b>English Partnerships</b> <a href="http://www.englishpartnerships.co.uk">www.englishpartnerships.co.uk</a>	Landowner
<b>Rick Mather Architects</b> <a href="http://www.rickmather.com">www.rickmather.com</a>	Masterplan Architects
<b>Greenwich Council</b> <a href="http://www.greenwich.gov.uk">www.greenwich.gov.uk</a>	Local authority
<b>Nick Wates Associates</b> <a href="http://www.nickwates.co.uk">www.nickwates.co.uk</a>	Consultation consultants

<b>Nicholas Pearson Associates</b> <a href="http://www.npaconsult.co.uk/">http://www.npaconsult.co.uk/</a>	Ecology consultants
<b>Mouchel Parkman</b> <a href="http://www.mouchelparkman.com/">http://www.mouchelparkman.com/</a>	Transport consultants
<b>ESD</b> <a href="http://www.esd.co.uk/">http://www.esd.co.uk/</a>	Energy and water consultants
<b>BioRegional</b> <a href="http://www.bioregional.com/">http://www.bioregional.com/</a>	Waste and materials consultants
<b>Jones Lang Lasalle</b> <a href="http://www.joneslanglasalle.co.uk">www.joneslanglasalle.co.uk</a>	Valuation consultants
<b>Bucknall Austin</b> <a href="http://www.bucknall.com">www.bucknall.com</a>	Cost consultants
<b>Bucknall Austin</b> <a href="http://www.bucknall.com">www.bucknall.com</a>	Cost consultants
<b>Tribal</b> <a href="http://www.tribalgroup.co.uk">www.tribalgroup.co.uk</a>	Consultants for value and marketability of affordable housing

## Funding and resources

Funding for preparing a Development Brief, including consultation, provided by English Partnerships.

## Budgets

The budget for the community consultation was held within the overall masterplanning budget and is therefore difficult to establish as a separate figure.

## Photographs

Open House exhibition on 7 November 2005 and design workshop on 9 November 2005 at the Dome hospitality suite, Greenwich peninsular, London



*Greenwich hospital site  
01.jpg*



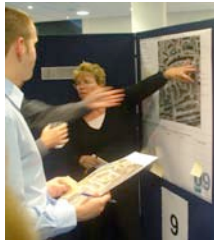
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*Greenwich hospital site  
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## Documents

Download from website at: <http://www.communityplanning.net/casestudies/006/10docs/index.htm>

East Greenwich Regeneration News, English Partnerships, Summer 2005.

East Greenwich Regeneration News, English Partnerships, Autumn 2005.

East Greenwich Regeneration News, English Partnerships, November 2005;  
Feedback from consultation events.

The Heart of East Greenwich, Community Consultation Stage 1; Events Report Executive Summary,  
English Partnerships, November 2005 (*This now item 6 below and can be deleted*)

The Heart of East Greenwich, Development Framework Stage 1 Brief; English Partnerships, February  
2006

Stage Two Brief documents. English Partnerships  
June 2006

Contents (1 page A4)

Preface (2 pages A4)

1 The Competition (7 pages A4)

2 Development |Context (11 pages A4)

3 Mandatory Standards (7 pages A4)

4 Design Parameters (20 pages A4)

5 Illustrative Masterplan (105 pages A4)

6 Community Consultation Executive Summary (11 Pages A4)

The following Appendices are not included for download here but may be available from English  
Partnerships (see Contacts and links):

Biodiversity policy review  
Community Consultation Report  
Green marketing strategy  
Mandatory standards checklist  
Services information  
Sustainable standards technical brief

East Greenwich Regeneration News, English Partnerships,  
November 2006;  
Feedback from public exhibition.

## Quotes

'Very informative and interesting. Came in feeling cynical, left feeling positive and enthused.'

'It was excellent - I'm very glad that people's ideas and concerns are being taken seriously. Consultation events are usually tokenistic. This one felt REAL - well done!'

'Enjoyed it immensely.'

'From experience of other design workshops that I have been involved in, I thought today's event was very successful in having a wide range of participants and I was especially heartened to see such a good

representation of the local community. The key to the success of the development of the Greenwich District Hospital site ... is, or will be, getting those residents most directly affected by the proposals, as well as the retailers in the immediate area, on side as early as possible throughout the process.'

Written comments from participants in the Collaborative Design events, Community Consultation Event Record, para 4.4

## Contacts and links

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