

# Dolphin Square

## Statement of Community Involvement

DOLPHIN  
SQUARE  
RESTORATION  
PROGRAMME

## Statement of Community Involvement

Dolphin Square is a residential (rental) housing development in Pimlico, London. Under new ownership since being acquired in September 2020 by AXA IM Alts, a long-term investor acting on behalf of clients, the estate is now entering the early stages of a Restoration Programme designed to protect and enhance Dolphin Square and its gardens for the long-term.

This Statement of Community Involvement sets out our policy and approach to engaging with and involving residents and local stakeholders in our plans for the restoration of Dolphin Square.

## Introduction to the Dolphin Square Restoration Programme

It's over 80 years since our first residents called Dolphin Square home. The years, advances in technology and expectations of sustainable living have culminated in the urgent need to preserve, modernise and restore the estate.

Dolphin Square has always been an iconic address. And while the building's character remains, the Restoration Programme will bring Dolphin Square firmly into the modern age – re-engineered to meet and exceed today's environmental standards. Every building will undergo important refurbishment and improvement work at some point over the next seven years, delivered on a house-by-house basis to minimise disruption, reduce the duration of works, and limit the relocation impact on our existing residents.

The project has many moving parts, and our inclusive and collaborative community engagement programme has been designed to share the long-term vision for Dolphin Square and keep all stakeholders informed, whilst ensuring everyone is given genuine and accessible opportunities to have their ideas, opinions and suggestions listened to and taken on board – both before and during the restoration process, and through digital, print and in-person approaches.

Ultimately, we know that we can only improve the comfort and quality of life at Dolphin Square, and ensure the estate remains fit-for-purpose both now and into the future, by listening to what residents and neighbours have to say and factoring their feedback into our plans.

In this document, we've set out our key community stakeholder groups, activities and communications to date. If you have any questions or require further details, please contact Paul Browne (Dolphin Square community engagement team) on 07966 297 745 or at [paul@meaningful.agency](mailto:paul@meaningful.agency)

‘I was really impressed with the restoration plans for both the apartments and all of the gardens. It’s going to be absolutely stunning when it’s completed. Really hope I’m still around to be one of the lucky ones to have a beautiful new place when it’s finished.’

**Dolphin Square resident**

(Feedback on 17 November 2021, following community engagement exhibition)

## Our key stakeholders

Our initial mapping indicated that Dolphin Square's key stakeholders fall broadly into the following three groups:

1. **Residents** The people who call Dolphin Square home.
2. **Staff** The people who work at the estate, many of whom live locally.
3. **Community** Neighbours, community groups and local leaders.

## Our guiding principles

Set over 7 acres, Dolphin Square is home to approximately 1,500 residents and has an estate team of approximately 100 members.

We created the following guiding principles for the Restoration Programme, which have underpinned our communications and community engagement activity from the very beginning:

**1. Firstly, and critically, we recognise that Dolphin Square is our residents' home and our staff members' place of work.** Behind the language of projects, phases and works, we recognise that Dolphin Square is a home and place of work and we understand and respect that. The comfort, well-being and happiness of our residents and staff are our priority and we will never lose sight of that. We will listen to what people have to say and where there are questions, concerns or queries, will always endeavour to respond as quickly as we can.

**2. We want to and will engage with people individually.** There will be no 'one size fits all' approach and, as each phase is launched, every affected person will be contacted individually by a dedicated team to discuss their own particular situation.

**3. We will always respect legal rights.** There is no question of us acting in any way other than is set out in the terms of our resident leases or staff contracts. We will always carry out our own responsibilities in a full and proper manner.

**4. We will ensure we give appropriate, and the maximum possible notice, before the works are due to start.** We recognise people will need time to adjust and will begin the process of engaging with them at the earliest possible opportunity.

## Key communication and engagement activities to date

We're committed to open, transparent and regular engagement and information sharing that includes both digital, print and in-person approaches.

Here are some of the ways we've been inviting and encouraging ongoing two-way dialogue with our stakeholders to date.

### Stakeholder surveys

As our starting point in spring 2021, we conducted a series of in-depth interviews to engage with individuals who have close connections to the estate – because it is their home, their place of work, or they are a significant neighbour. The aim of this exercise was to draw out perspectives and feelings about Dolphin Square, with a particular focus on the key themes and ambitions directing the future of the estate. The audit generated a range of authentic and valuable insights which informed our stakeholder engagement programme. The Stakeholder Survey Summary Report and Questionnaire can be found at [Appendix 1](#).

### Press release

On 7 April, we issued a press release to the London Evening Standard and local media, signalling our intention to commence a process of engagement with residents and neighbours and share details on the scope and philosophy for the Restoration Programme. A copy of the press release is available at [Appendix 2](#).

### Restoration Programme website

On 20 July 2021, we launched a dedicated Restoration Programme website, [dsqrestoration.co.uk](https://dsqrestoration.co.uk). This go-to resource, regularly updated as the programme progresses, is designed to keep all stakeholders informed throughout Dolphin Square's journey. It includes details of our vision, ambition and approach, the benefits and improvements the Restoration Programme will deliver, the proposed house-by-house project timeline (indicative), and information about the team of experts leading the project. Some images from the website can be found in [Appendix 3](#).

### DSQ&A mobile app

On 20 July 2021, we launched DSQ&A, a dedicated mobile app designed to help current residents, local business owners and the surrounding community stay in touch with us. The app enables users to follow progress step-by-step and opt in to updates and news alerts, as well as ask questions, make comments and share their views. The free-to-use app is available to download from the Apple App Store and Google Play Store, and it has been downloaded by c.200 people to date. Some images from the DSQ&A app can be found in [Appendix 4](#).

### Community Engagement Suite

On 20 July 2021, we opened our dedicated Community Engagement Suite. This flexible meeting space enables staff, residents and local stakeholders to attend in-person community engagement sessions and exhibitions and hosts face-to-face meetings with members of the Restoration Programme team. The space also contains information displays which are regularly updated, as well as printed copies of all communications and forms for those who do not use email or are unable to access the internet. Some examples of the information and content available in the suite can be found at [Appendix 5](#).



### Restoration Programme newspaper

In Summer 2021, we published the first edition of our Restoration Programme newspaper. Echoing the content of our Restoration Programme website, this printed broadsheet publication sets out our vision and guiding principles, indicative house-by-house project timeline and details of ways to stay in touch. Copies are available in our Community Engagement Suite and delivered to all Option B residents. The Autumn issue of the publication can be found at [Appendix 6](#).

### Staff Town Hall meetings

In September 2021, we held a series of Town Hall style staff briefings in our Community Engagement Suite, with three dedicated sessions for the c.100 Dolphin Square estate team. Members of the Restoration Programme team delivered presentations about the vision, scope and timeframe of works, while attendees had the opportunity to learn first-hand what the project will involve, meet the project team in-person, and ask questions.

### Community engagement exhibitions

On 9 and 11 November 2021, we hosted a series of four Community Engagement Exhibitions. Residents received a personalised email or printed invitation ([Appendix 7](#)) and local community leaders were also invited to attend by personalised email. We also issued an invitation to the more than 200 individuals using our App ('followers' comprising a mix of residents, neighbours, community groups and political stakeholders). The exhibition gave participants the opportunity to meet the team and in an informal and relaxed setting learn more about the restoration scope and process, as well as ask questions, make comments and share feedback.

Exhibition boards were on display ([Appendix 8](#)), with content directly reflecting the planning documents shared with Westminster City Council during the pre-app stage. A full-size model window was also on display. While there were questions and comments about the practicalities of the resident relocation process, and who would be responsible for cleaning the new windows, we received no objections or complaints regarding the overall direction of travel. Exhibition visitors were overwhelmingly positive in their support for our proposals to modernise and restore Dolphin Square. Following the exhibition, an email or printed letter was sent to all attendees, as well as an app post, inviting them to provide written feedback on any aspect of the Restoration Programme ([Appendix 9](#)). In reply, we received some incredibly valuable comments and insights from stakeholders which will help further inform and shape our thinking and approach to future phases of the Restoration Programme ([Appendix 10](#)).

### Key communications to date

We recognise how important it is that we keep everyone informed at every stage of the Restoration Programme, and that we listen to our stakeholders, consider and act on their feedback as appropriate. Here are some examples of the ways we've been inviting and encouraging two-way communication.

### Resident communications

- Initial introductory communication setting out the vision, ambition and scope of the Restoration Programme and commitment to regular information sharing (23 February 2021) ([Appendix 11](#))

- Communication detailing our guiding principles, next steps and explaining ways to stay in touch (6 April 2021) ([Appendix 12](#))
- Communication setting out the platforms available for information sharing and engagement with residents in the lead up to the start of the Restoration Programme (20 July 2021) ([Appendix 13](#))
- Dedicated 'moves' team set up to support residents being temporarily relocated elsewhere in the estate as part of house-by-house restoration approach (July)
- Relocation Q&As prepared and shared with residents, addressing the practical questions about the temporary moves process and invitation to book a one-to-one meeting with dedicated moves team to explore individual circumstances and answer queries (20 July 2021) ([Appendix 14](#))
- Resident Relocation Feedback Form issued to our first cohort of newly relocated residents (from Duncan House). Residents were asked to rate their overall move experience, their new temporary accommodation, the communications and removals support they received from the Dolphin Square team. We included an invitation to share helpful hints and tips with residents who will be temporarily relocated in the future. Feedback to date has been very positive, with questions typically practical in nature, including queries about the diversion of post and providing helpful advice on the packing, labelling and transfer of boxes for the benefit of others. This feedback is being used to inform and improve future resident relocations and supplement our Relocation Q&A document (July 2021) ([Appendix 15](#))

- Communication update following the successful completion of our first resident relocations and advising on our forthcoming community engagement exhibitions (5 October 2021) ([Appendix 16](#))

### Community stakeholder communications

- DSQ stakeholder database mapping our external stakeholders, including immediate neighbours, the wider community and other relevant contacts ([Appendix 17](#))
- Letter of introduction to local politicians (Ms Nickie Aiken MP, Ms Rachel Robathan, Mr Adam Hug), with key information about the Restoration Programme and offering a briefing meeting (March 2021) ([Appendix 18](#))
- Letter of introduction to neighbourhood stakeholders (Principal of Pimlico Academy, Churchill Gardens Residents Association, St George's Square Residents Association, St Saviour's Church in Pimlico), with key information about the Restoration Programme and offering a briefing meeting (3 August 2021) ([Appendix 19](#))
- Letter to our neighbours in Claverton Street and St George's Square, offering information about the upcoming Restoration Programme works and signposting to ways to follow progress and stay in touch. 850 copies delivered by hand (13 September) ([Appendix 20](#))

# Appendices

# Dolphin Square Restoration Programme Stakeholder Survey Summary & Transcripts

Conducted March/April 2021

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### Introduction

This report represents the findings of a survey carried out between 24 March and 8 April 2021. The purpose was to engage with individuals who have close connections to the estate – because it is their home, their place of work, or they are a significant neighbour. The aim of the exercise was to draw out perspectives and feelings about Dolphin Square, with a particular focus on the key themes and ambitions directing the future of the estate. It was anticipated that the audit would generate a range of authentic and valuable insights to inform volume two of the Market Study, the stakeholder engagement programme, PR activity and the marketing strategy.

### Methodology

The respondent group included the following:

- 8 AST residents
- 4 Option B residents
- 3 Employees
- 1 Ward Councillor

Interviews were carried out over Zoom using a pre-prepared set of questions as a framework for the discussion (Appendix A). The interviews were recorded and each one was written up as an anonymous transcript (copies attached in Appendix B). Recordings were subsequently destroyed.

### Interpretation of the findings

Dolphin Square is home to approximately 1,500 residents so the respondent group represents a very small percentage. The respondents were also suggested by the management team, so there was no random selection. It is therefore important not to read too much into individual comments and experiences which may be unique to that person and not shared by other residents. We must also be very wary of extrapolating the results.

Where a survey like this adds value is in helping to identify possible trends that merit further investigation with a wider sample group and flagging up potential flash-points that might need to be handled carefully. It can also uncover some useful suggestions that might not have been considered previously and may be deemed worthy of inclusion in the thought process.

## Question 1:

What is special about Dolphin Square to you?  
What is the best thing? What could be improved?

### The best things about Dolphin Square

The overall impression from the respondents is that Dolphin Square is a special place to those who live there. The **gardens**, in particular, get singled out as something that is rarely found in Central London locations and this is reflected in recurring words like 'peaceful', 'green' and 'oasis'. (There is more on the gardens later under Q 4 and 5 and some of the comments made in answer to Q1 are included there.)

We also picked up on a strong sense of attachment to the building's architecture and decor. The respondents appreciate its **Art Deco** feel and the **history** attached to it; they feel as if they are living somewhere with real character rather than a faceless block. Enthusiasm was often tempered however by references to it being '**tired**' and '**run down**' and '**in need of some t.i.c.**'

In defining what makes Dolphin Square special, the words that cropped up most frequently were '**community spirit**'. For some this was because they believe it has a special character and unique 'village' feel and, for others, it is because they are concerned they are in danger of losing it.

Aside from these intangible feelings that Dolphin Square is a unique place, there were also some practical reasons for finding it special. These included its convenient **central location** and the level of **security** on the site.

### What could be improved?

The majority of the comments tended to cluster around the same themes as above: **restore the lost sense of community**; invest in the '**tired**' fabric.

One respondent described the place as '**soulless**.'

Another respondent mentioned the **Porters** here (a theme which recurs several times later in Q 3 and elsewhere). These appear to be a much-missed service amongst the long-standing residents of Dolphin Square.

## Question 2:

What should inspire the design of the lobby, corridors and other interior communal areas?

### Popular support for Art Deco 'with a twist'

Everyone seemed to agree that the **Art Deco** style of Dolphin Square is unique and a major part of its appeal. There was universal support for retaining the Art Deco look, indeed some respondents do not want to change anything at all, but others feel that it is looking 'tired' and '**shabby**' and is in need of some '**t.l.c.**'

There is some recognition that following the original style too slavishly could result in a building that looks dated and old fashioned – too much of a period piece. The respondents want something that respects the building's past but updates it with a '**modern twist**'.

Some cautioned about spending too much money on unnecessary improvements, saying that the communal areas had 'only recently been updated' (although we think that means 2006). However others described the recent updates as '**tacky**' and '**American**' and more than once it was likened to a '**Holiday Inn**'.

One interesting thing that came out of several interviews was a desire to see more made of the building's history – not just its architectural style but the actual **history of the building and its occupants**. It became apparent that several of the respondents know a lot about previous occupants, from '**film stars, to spies, to parliamentarians and royalty**' and more than once it was suggested that more should be made of this.

A couple of respondents flagged up the need for **practical** matters to be taken into consideration, not just aesthetics. The carpets were singled out as being difficult to keep clean and smart and one of the employees helpfully pointed out that, when budgets are tight, you need to work at maximum efficiency and tough modern finishes like scrubbable paint can make routine cleaning quicker and easier.

Two people mentioned how the old porter's lodges had added character to the interiors and would like to see them reinstated (along with the porters themselves, of course.)

## Question 3:

What amenities are the most important?  
What amenities would you like to see at Dolphin Square?

### Existing amenities

#### Gym and pool

These were mentioned by the majority of the respondents and seem to be very popular facilities. Quite a few people mentioned the **expense** however, and we detected a strong preference for a **special deal for residents** (or, perhaps, a better deal?) to bring membership or cost per visit down to a more reasonable price point.

Two respondents commented on the pool's small size, one saying 'six is a party' and another suggested that extending the pool to 25m would make it a very attractive facility as there are very few decent-sized pools in London.

#### Spa

This was mentioned by fewer people in the sample group, but was positively received. One mentioned it as 'award-winning'.

#### Arcade

The arcade of shops was mentioned by quite a few people and appears to be greatly valued as an amenity, although we detected some grumbings about the quality of produce ('**nothing fresh**'). Two people mentioned that a small **Waitrose** would be welcomed, although another pointed out that there is a near-by Tesco so the residents' needs were adequately met. A **bank, and artisan baker** and a **chemist** were also suggested.

The majority feeling (in this small sample) seemed to be that the arcade itself should be retained and refurbished, **retaining its quirky architecture**. There was also some concern about the future of the current stallholders – another example of the community/attachment prevalent in Dolphin Square. Several people raised this and said they would want the current stallholders to be **treated well**.

#### Gardens

The **gardens** featured very frequently on people's lists of important amenities and the new gardener was singled out for individual praise several times.

#### Security and maintenance

The **security** team (headed by Martin?) were praised and the presence of both on-site security and **maintenance** was felt to be valuable.

#### Hotel

This is valued by people as it means friends and relatives have somewhere to stay.

**Food and drink**

Feedback on the existing food and drink offerings was generally not great. They seem to lack atmosphere, the lay-out of tables in the brasserie is unwelcoming (**'it is laid out for hotel breakfast'** **'it is like a corridor'** **'it is soulless'**) and the food is 'unimaginative'.

The respondents would like a bit more choice of places to **'meet a friend for coffee'** or afternoon tea and a relaxed place to have a meal in a bit more comfort.

Several people mentioned that the residents need a better (ie more welcoming) **bar**.

The Gary Rhodes restaurant was mentioned by several of the longer-term residents. Some see its demise a great loss, although they admitted they only used it on high days and holidays. However one employee warned against the reinstatement of a **destination restaurant**, feeling that it would always be a **'loss leader'**

**Amenities residents would like to see****Porters**

Reinstatement of the old **porter service** was mentioned several times. One person mentioned the existing 'concierge' service and said there was plenty of room for improvement.

**Food delivery service**

This was only mentioned by one respondent, but it may well worth considering in the post-pandemic world, with more people continuing to work from home. It would also be a big attraction for new, younger tenants.

**Work space / meeting room etc**

In the post-pandemic world, it was suggested space might be found for a dedicated work zone with sound-proof booths for **'hot desks'** and, perhaps, a meeting room for hire, coffee machines etc.

**Welfare service**

Some people would like to see extra support for older residents, perhaps in the form of a dedicated welfare officer / tenant liaison person who could ensure regular welfare checks on older residents and attend to their needs.

**Temporary exhibition space**

The 'empty space' behind the hotel reception was mentioned by several people as a missed opportunity. One suggestion was that it could become a space for hire by residents and the local community for pop-up exhibitions, talks, classes etc.

**Bookable TV room / dining room**

One of the ASTs suggested that some rooms, such as TV rooms or dining rooms, that could be hired out for entertaining, would be great for residents with small flats when they wanted to entertain a larger group.

**Bank (or at least a free cashpoint)**

Being charged for cash withdrawals at the local cashpoint was a recurring gripe for several people. The local councillor pointed out that some of the residents do not have particularly high disposable incomes and being charged every time soon mounts up.

**Post office**

A small post-office franchise in the Arcade would be welcome by some respondents.

**Question 4:**

How do you feel about the gardens? Are they well used? How would you like to see them used in the future?

**The gardens are perceived as a great asset**

Comments on the gardens were almost overwhelmingly **positive**. Several people referred to them as being a 'godsend' during lockdown. They appear to be popular and well-used and it became apparent in discussions with the local councillor that changes to the gardens were one of the most contentious issues in the plans put forward by the previous landlord.

Several people singled out the **new gardener for specific praise**.

The significance of the gardens was highlighted by comments like **'they are a selling point for Dolphin Square'** and they **'part of its personality'**. One respondent entered into a detailed explanation of how the gardens were an integral part of the original vision, to make up for the density of the houses themselves and they continue to be an essential part of Dolphin Square's uniqueness.

The discussion with the local councillor was particularly interesting on the gardens. Apparently they were **Grade II** listed in 2018 (presumably as a result of the failed planning application) and he is aiming to get them designated as **Green Flag** as well. They were designed by Richard Sudell, who was a leading landscape designer of his day (a founder member of the Institute of Landscape Architects) and also a noted illustrator, which might provide some additional inspiration for artworks/decor for communal areas. The councillor is also trying to get a **Westminster Green Plaque** to commemorate the fact the Dolphin Square was HQ for De Gaulle and the Free French during WW2.

**Not everything in the garden is rosy**

The gardens are not without their problems. **Litter** was cited by several people as something of an issue and **more bins** were requested. It was also suggested by more than one person that some **additional seating** might be welcome as the seats fill up very quickly when it is sunny. The **portico** was singled out as needing some attention.

Some respondents took this opportunity to raise some additional points about the outside space generally. A couple of people mentioned the riverside garden (tennis courts and croquet lawn) as being rather **wasted space**. The tennis courts are used (we understand they are part of the gym and you have to be a member there to play), but the **croquet lawn** is not and it was suggested that it was an ideal spot for some kind of small **tea pavilion** and other activities to encourage people to use it. The ward councillor suggested exploring some kind of links with the **local yacht marina**.

Perhaps the most contentious issue with the gardens is whether or not they are **private**. Some respondents seem to feel they are (or should be) and are quite indignant about non-residents using them. Others feel that it is their very openness that makes them so well-loved and used.

### Question 5:

How do you feel about the Moroccan garden?  
Do you feel it is a welcoming and pleasant environment? How do you think it could be improved?

#### A secret garden

The majority of people referred to the Moroccan garden as a **'lovely, quiet spot'**, and we sense that it is highly regarded as a kind of safe haven, possibly because it is less well known to the general public and therefore more private.

Having said that, it appears that it is less frequently used than the main gardens. Reasons cited for this include the stairs, the **lack of shade** and places to sit and its use by some people as a place to smoke marijuana (although this was only mentioned once.) A couple of respondents had to be prompted as to where the Moroccan garden is, and its secrecy may be another reason why they are less widely used.

Suggestions for improvement included adding some purpose-built shade, adding a few **tables and chairs** and – taking advantage of the heat that builds up on sunny days – creating a herb garden for residents' use.

Two people mentioned **noise** being an issue, something that has prevented wider use in the past for ideas like using as a venue for wedding receptions.

We detected support for more use of the Moroccan garden in the future.

### Question 6:

If there was a cafe/home working area connected to outdoor space, would you use it?

#### Connecting with the gardens

This is one question where we detected something of a generational split amongst the respondents, largely because the older respondents are retired, so the idea of somewhere to work was perhaps not important to them. Two working respondents said they would definitely not use it because of the confidential nature of their work.

The respondents who were in favour of a **work space** all felt that it would be used, although **connectivity** was raised as a potential issue (apparently it is very hit and miss in the garden). Also, some people raised concerns about the **noise** that might carry to neighbouring properties, which would be a cause of irritation.

Even though they were not interested in a space like a home working area, several older people talked about the benefits of some kind of **cafe** connected to outdoor space. Apparently this had been tried in the past with cream teas in the pergola, but they had been **expensive**. (This was a sensitive issue raised several times in connection with discussions about any food and drink and facilities in general).



### Question 7:

Is the environmental performance of the building important to you? Would you like it to be greener and more energy efficient? Are there any particular things you would like to see, for example electric car charging points?

#### Suggested environmental initiatives

##### Electric car charging points

This was raised without prompting by two of the respondents. It was clearly accepted that electric cars are the way of the future and the single charging point at the moment will not be adequate, even though (as it was pointed out by one respondent) part of the appeal of living in central London is that you do not need a car anyway.

##### Solar panels

Two respondents mentioned the flat roofs as an ideal opportunity for positioning solar panels.

##### Green roofs

The flat roofs were also suggested as a great space for green roofs.

##### Windows

The old, 'leaky' windows were singled out as desperately in need of replacing with more energy-efficient alternatives.

##### Central heating / air conditioning

The heating system came in for some criticism. Apparently it is unbearably hot after mid-May. One resident described it as being 'hotter than the molten surface of the sun' and clearly felt that energy was being wasted.

##### Appliances

One resident pointed out the value (in terms of energy-saving and green credentials) of installing energy-efficient appliances in all the flats.

##### Underground car park

One respondent felt that underground car park was potentially wasted space and wondered whether part of it could be used for some kind of environmental initiative like growing vegetables hydroponically for the kitchens.

#### Additional comments from the ward councillor

It is worth singling out the comments from the ward councillor here, as they are perhaps the most relevant in terms of forward planning. He suggested that it would be worth involving **Westminster Council** at an early stage to discuss environmental issues as they have a wealth of experience and a detailed environmental policy, the Greener City Action Plan. He also mentioned that he wanted to move towards getting Dolphin Square **listed**, but he felt that it would be a good idea to get all the renovations done before then so that the restrictions did not slow the process down.

### Question 8:

Do you recycle? Would you be more interested in recycling options?

#### Views on existing waste collection and recycling

Two respondents admitted to not really caring about recycling, everyone else either actively recycles and would support more initiatives, or they feel guilty about not doing as much as they should.

The emerging consensus seemed to be that the **existing waste collection service is a good thing** as it encourages recycling, and if the process required more thought and effort (eg their own trips to a recycling centre) fewer people would do it. Having said that, several people expressed misgivings about the current system and were not wholly convinced that waste put out for recycling actually ended up going in with the normal waste, once it had been collected from the flat.

There was some interest in the idea of composting, but, again, it would have to be easy.

#### Mandatory food waste collection

The ward councillor told us that **mandatory food waste collection** is being introduced in Westminster by 2023 and he thought this should be factored into any future decisions about recycling and waste collection. He warned against introducing **chutes** as experience shows they do not work and they have an active programme of removing them from council properties.

### Question 9:

What would you like to see at Dolphin Square to improve the happiness/health and well-being of residents and employees?

#### More chances to meet residents

This is covered in a later question as well, but a number of the respondents cited **events and activities** where residents can socialise as something that would improve residents' happiness and well-being.

One mentioned 'more for **older** residents', whilst another wanted 'more for **younger** residents', which just goes to show that you will never please everybody, but there is perhaps a call for a wider range of activities targeted at specific groups, as well as activities that appeal to a broad age range.

The **croquet lawn** came up again as an under-used facility and two people mentioned doing more with the **Westminster Boating Base**.

#### Better deal at the gym and pool

This had been mentioned before in discussions about amenities. A few people raised it again here and felt that more could be done with the gym and pool to encourage use by residents (we detected some resentment at the fact that they are perceived to be used mainly by non-residents). The feedback suggested that more Option B residents would use the gym and pool if they got a better preferential rate for membership and a few of the classes were specifically designed for them (eg Tai Chi).

#### Unhealthy building?

This was only raised by one of the respondents, but they seemed to suggest other residents experienced the same problem, so we think it is worth highlighting. They mentioned a **black dust** that settles on everything in their flat constantly (they thought it might be something to do with the extractors in the kitchen).

Another respondent mentioned a moth infestation and this was also mentioned by an employee.

#### 'Peace of mind'

One resident, who was very upset about their perceived uncertainty over their future in the Square following the change of ownership, said that the thing that would do most for the health and well-being of 'all' Option Bs would be to have **certainty** over what is going to happen to them.

#### Welfare

This has already been raised under amenities, but several respondents used this question to discuss the idea that older residents might benefit from a dedicated welfare service; someone who checked up on them regularly, answered queries, helped them gain access to local services, acted as a liaison between older residents and arranged events for them etc.

#### Noise

Noise was raised again here, suggesting this is something of an issue at Dolphin Square.

### Question 10:

Is the idea of an inclusive community, with a cross-section of society living at Dolphin Square, attractive to you?

#### 'I don't want to live in a place made up of wealthy pensioners...'

...said the wealthy pensioner. This was representative of the majority verdict that, yes, on balance people do want to see Dolphin Square as a diverse and inclusive place to live. Opinions differ as to what that means to individuals. Some see it as already diverse and inclusive, others think there is a long way to go. There were only two respondents who were prepared to admit that they did not really want to see diversity increase, or were not bothered.

Several respondents wanted to emphasise that Dolphin Square was originally planned as an inclusive estate, with a mix of people who might not otherwise be able to afford a flat in Central London, and they were keen that this spirit should continue.

#### A broader range of tenancy types

Anticipating a later question, a couple of people suggested that a broader range of tenancy types and properties on offer would help to attract a wider range of people. One reminded us that Dolphin Square was originally established to provide affordable housing for '**civil servants and doctors in London**' who were priced out of grander addresses. They felt that this had changed in the 70s and 80s and Dolphin Square had become a '**bit of clique**' so they thought that a lot could be done to offer a wider range of prices and tenancy types to create a more diverse and inclusive tenant mix.

**Question 11:**

How do you feel about the existing 'no pet' clause in the Dolphin Square contract?

**A divisive issue**

This was perhaps the question that created the most division between the respondents, with the replies tipping just in favour of retaining the 'no pet' clause.

Those in favour of pets welcomed the idea of **companionship** that pets can offer and the recent year of lockdowns had perhaps emphasised that point.

Those against felt that the **noise** and the risk of **mess** not being cleared away (and especially the health risk to children associated with dog mess) outweighed any possible benefits that pets might bring.

We did have interesting feedback from the lettings manager that they had lost a potential tenant because of the 'no pet' clause and another reported that they were looking to move and were actively seeking a place where pets were allowed.

**Question 12:**

Would you like to see more events and activities held to enable residents to socialise? Would you be interested in opportunities for residents to connect with the wider Pimlico neighbourhood?

**A broader range of events**

Not surprisingly, considering response to earlier questions, there was general support amongst the respondents for the introduction of a wider range of events and activities. One felt that they needed to be at more **convenient times** as activities during the day are no good for people who are at work. Several people mentioned the need to appeal to a broader **range of ages**. There was mention of the **Blue Dolphin Club** and we detected a feeling that some residents feel it is dominated by Option Bs and would like something similar.

Ideas put forward for events included **cultural evenings** such as a **Chinese food evening, carol singing with mulled wine, a summer garden fete** and reinstating the **bridge club**.

**Community involvement**

The idea of opening events up to the wider community was met with less enthusiasm. The unspoken suggestion was that you would have no control over who attended, which might lead to the 'wrong sort' turning up.

The unused space in the Square was mentioned as space that could be made available to the community, with one person suggesting the space behind the reception in the hotel could be rented out to a community group for **dance classes** and another suggesting that artists in the community could be invited to use it as a **temporary exhibition space**. Another suggested that something could be done in connection with the boating / tennis facilities.

One resident felt that Dolphin Square could do more to support the local church.

### Question 13:

Do you think longer leases (for example three years with the option to break every twelve months) would be a useful way of building a cohesive, long-term community?

#### Security with flexibility

The responses were very varied on this topic, but the general trend seemed to be support for **longer tenancies** that included a **break clause**, which would give people the security of tenure if they wanted it (it was noted several times that some people, such as students or business people might only want a short tenancy) but also gives them the flexibility to opt out when it suited them. The current agreements, which apparently have no break clause, are unpopular and one resident complained that they felt cheated by a system where you are **'charged every year, just to negotiate staying put.'**

Another respondent took this last point a lot further and told us that twice they had been unable to renegotiate staying in their flat, only for it then to be 'tarted up' and re-let to someone else at a **lower rent**. They could not understand the business sense of this at all – why not just let them stay on at a slightly reduced rent, without the associated costs of improving the flat and a void period? They felt 'cheated' and also felt that it showed that no-one actually cared whether they stayed or moved out.

#### Certainty on rent

Several respondents mentioned **uncertainty on rent** as an issue that causes them some stress, and they felt that longer tenancies that gave them some certainty on what their rent might look like for a longer period would be a welcome change.

#### Better for families

Some people pointed out that longer tenancies are often better for families who might be looking for security of tenure, and harked back to the question about inclusivity with the suggestion that it is a good way of attracting a range of people to Dolphin Square.

### Question 14:

Which services are most important to you? What services would you like to see at Dolphin Square?

#### Enthusiastic support for the services

There was enthusiastic support for **security, maintenance, the post room** and **rubbish collection**, plus a mention for **dry cleaning** (although they thought it would 'nice' if it was delivered to your door.) The only criticism was for the cleaning, where one resident complained it was **'not what it was'** and another pointed out that leaving the older residents to clean their own windows (especially as some of them seem quite dangerous) is 'erratic' and they felt strongly that **internal window cleaning** was **'vitaly important'**.

#### Services we would like to see

A couple of respondents took the opportunity to plead again for the re-introduction of the **porters** in the lobbies and a **free cashpoint**.

One respondent felt that the **'parcel office is good'**, but they would benefit from parcels being **delivered to their door** when couriers drop them off.

**Question 15:**

Do you feel Dolphin Square is a secure estate?  
Do you feel safe living and working here?

**Most people feel safe indoors**

The majority of the respondents felt very safe and secure either living or working in Dolphin Square. The security team were praised again.

**There is less certainty outdoors**

It appears that a lot of uncertainty stems from the question that was raised earlier under Q 4, as to whether or not Dolphin Square gardens are **private**. Those who tend to think of the gardens as private space tend to be uncomfortable about non-residents using the space and raised concerns about the need for a greater security presence in the gardens, more CCTV cameras and closing the gates at certain times of day.

Another respondent mentioned that their tyres had been slashed (they have a parking space on the road) and they felt that security was not doing enough to patrol the outside.

**Question 16:**

How do you feel about restricted access to each house?

**No-one wants to 'live in Fort Knox'**

This was quite a contentious topic although the general consensus was against restricting access to each house. Arguments against it included: **noise** (of buzzers from people wanting to be let in); problems for **emergency services, delivery drivers** pressing any button just to be let in; the need to **regularly change keys/codes** if they are to be secure and general **inconvenience**.

The most commonly cited argument against it was, rather pragmatically, that people like to walk round the inside of the building when it is raining and they do not want to stop and enter a special code every time.

**Times are changing**

There was however some support for the idea, including from one of the employees interviewed. These respondents felt that the buildings would benefit from a greater level of security as it is easy to walk in off the street and get in from the underground car park. Crime is not a major problem (it was rarely mentioned in all the interviews, apart from the tyre-slashing incident) but one respondent felt that times are changing and greater security may become a necessity.

One respondent felt very strongly that it should be possible to deal with inevitable increasing security risks by more frequent security patrols, CCTV cameras and 'taking personal responsibility' (ie calling security when you spot someone where they should not be). They felt that was a better way of preserving the spirit of Dolphin Square than introducing physical security barriers.

**Question 17:**

The location of Dolphin Square is an important part of its appeal. What about the location appeals to you?

For the majority of respondents, the convenient central location and proximity to Victoria are big draws. Other local destinations like Pimlico Tube and local shops, and attractions like the river and the Tate Gallery are also identified as part of the appeal.

Basically everyone has their own favourite part of London, or a place where they have to get to for work and because they are so easy to get to from Pimlico, either on foot or by public transport, we got lots of responses like 'I can walk to Leicester Square... I am ten minutes from Westminster...I can walk to Waterloo.'

In summary, the central location is quite simply **convenient**.

**Question 18:**

Does Dolphin Square contribute to the local community?

**Different interpretations**

One person mentioned several thousand people '**paying council tax**'; another said they '**volunteered**', while another said that they '**created demand in the local shops**'.

Quite a few people felt that the **gym and spa** were useful facilities for the local community (and seem to be used more by them than the residents) and, of course, the **gardens** were open to the public and were frequented by non-residents.

One respondent felt that Dolphin Square '**adds character**' to Pimlico. This is a theme that was picked up by another respondent who focused on the **significance** of the architecture in the landscape and heritage of Pimlico and the contribution Dolphin Square has made to the social make-up of Pimlico by providing **affordable housing** for a range of **interesting people**.

**And general indifference**

We detected a sense that most respondents were not that bothered about contributing to the local community, other than in the sense of being locals themselves and part of the local economy.

This reflects the trend detected in answer to Q 12.

**Question 19:**

How would you describe a Dolphin Square address?

Dolphin Square means something different to everybody who lives there. Most of it is hugely positive and deeply felt, which is probably why people get so worked up about it and is surely what is behind any 'hands off our square' resistance that we are sensing at the moment.

We frequently detected a sense of 'if it isn't broken, don't fix it' in our discussions with people, whether we were talking about the decor, the gardens, or the arcade of shops. It is perhaps best summed up by the local councillor, who said: **'During the last planning application, the huge ground-swell of intense feeling that Dolphin Square should stay largely as it is, showed how important it is to everyone in Pimlico. It is part of the aesthetic of the whole of the Pimlico area.'**

These are the reactions of a small group of people, but the indications are that a persuasive and co-operative approach will be the most effective going forward.

Another trend we detected was a sense that rents are 'high enough' for what is on offer at Dolphin Square (although, to paraphrase a famous line from the Profumo affair, 'Well, they would say that, wouldn't they?') Interestingly, this was supported by the lettings manager who cited pricing as the main reason prospective tenants walk away (see Q 25).

It would seem that residents are expecting money to be spent on Dolphin Square – indeed they are clamouring for it – but they want it spent wisely, which we presume to mean fixing the problems and restoring the Square to something of its former glory, but not making it too 'luxury' and pricing them out of their homes.

**Question 20:**

If you could change one thing about Dolphin Square, what would it be?

**'Nothing' means something**

It is quite telling that the top answer here was **'nothing'**, closely followed by the **'windows'**.

**The windows are a priority**

These are known to be an issue and they were flagged up several times as being verging on the dangerous.

**An easy win: the human touch**

One thing that came up here, which perhaps is linked to the earlier lamentations about the loss of the porter service, was a feeling that dealings with the management can sometimes be a little impersonal, or that people do not always feel they are listened to, or do not know who to speak to.

DOLPHIN  
SQUARE  
RESTORATION  
PROGRAMME

## Press Release

**NEW CHAPTER FOR ICONIC LONDON ADDRESS**  
DOLPHIN SQUARE SET TO BE RETURNED TO FORMER GLORY

7 April 2021

Dolphin Square, the historic riverside residential estate and much-loved feature of Pimlico is set to begin a new chapter this year.

Under new ownership since being acquired in September 2020 by AXA IM Alts, a long term investor acting on behalf of clients, the estate is now entering the early stages of a restoration programme designed to protect and enhance Dolphin Square and its gardens for the long-term.

This week, the Dolphin Square management team is sharing details on the scope and philosophy for the restoration programme with residents and neighbours. The goal is to make the estate greener and more sustainable, while improving the comfort and quality of life of residents. A key element of the programme will be to positively address the overall environmental performance of the estate and reduce its carbon footprint, both as part of the restoration programme as well as for its future day to day operation.

The programme includes modernisation of the inner workings of the buildings with significant investment in the estate's infrastructure, harnessing innovation and technology, combined with good estate management. Interiors and apartments will be refreshed and updated, with a design approach inspired by Dolphin Square's heritage and a focus on quality and craftsmanship. The on-site amenity offering for residents will also be considerably enhanced.

Federico Faravelli, Director of Dolphin Square Operator Ltd (DSQ) said,

"Dolphin Square has always been an incredible place to live, work and visit – it really is the quintessential London address. This multi million-pound restoration protects the buildings and gardens, preserving what makes the estate so special, while creating high quality rental accommodation fit for contemporary living. This is an exciting project and one that will ultimately improve the quality of life and experience for all our residents and visitors. It's also one that we expect to be a catalyst for investment in the community, as well as a driver of job creation in Westminster."

Scheduled to start in the Autumn of 2021 with work spread over seven years, each building in turn will be improved.

Plans put forward by the previous owners to demolish part of the estate have been abandoned and the new programme will focus on preserving the existing estate and restoring its attraction.

DOLPHIN  
SQUARE  
RESTORATION  
PROGRAMME

### ENDS

For more information or images, please contact Paul Browne on 07966 297 745 or paul@meaningful.agency

### NOTES TO EDITORS

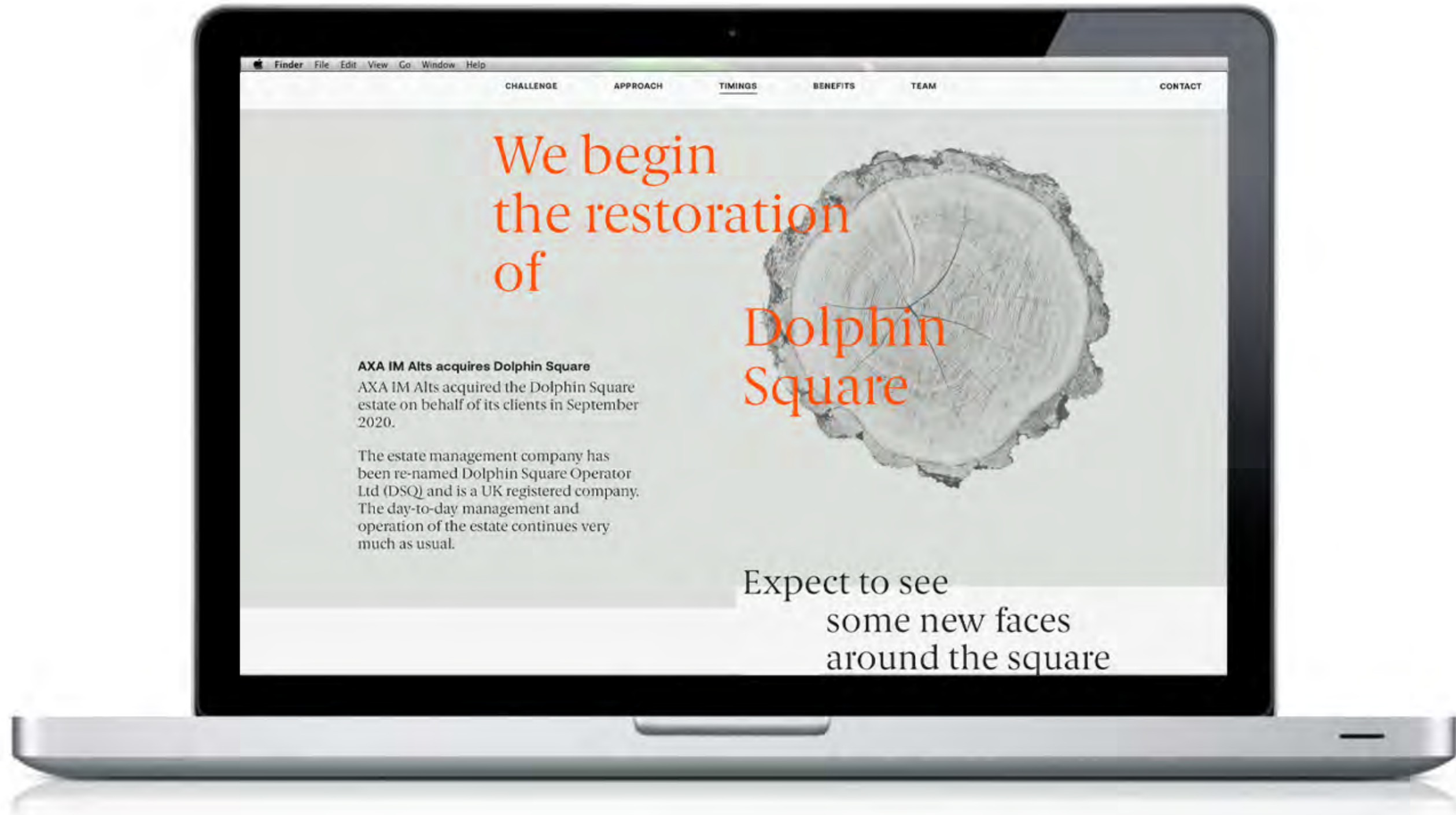
#### The Dolphin Square restoration programme

- Work on site is scheduled to start in Autumn 2021, subject to planning applications expected later this year
- Residents will be temporarily relocated elsewhere in the Dolphin Square estate during works to their building and apartment
- Project plans tabled by the previous owner of the site included a partial demolition and rebuild – these plans are not being taken forward by the new owner
- The Dolphin Square team is committed to full and comprehensive community engagement and will be launching a website, newsletter, community suite and app as the project moves forward

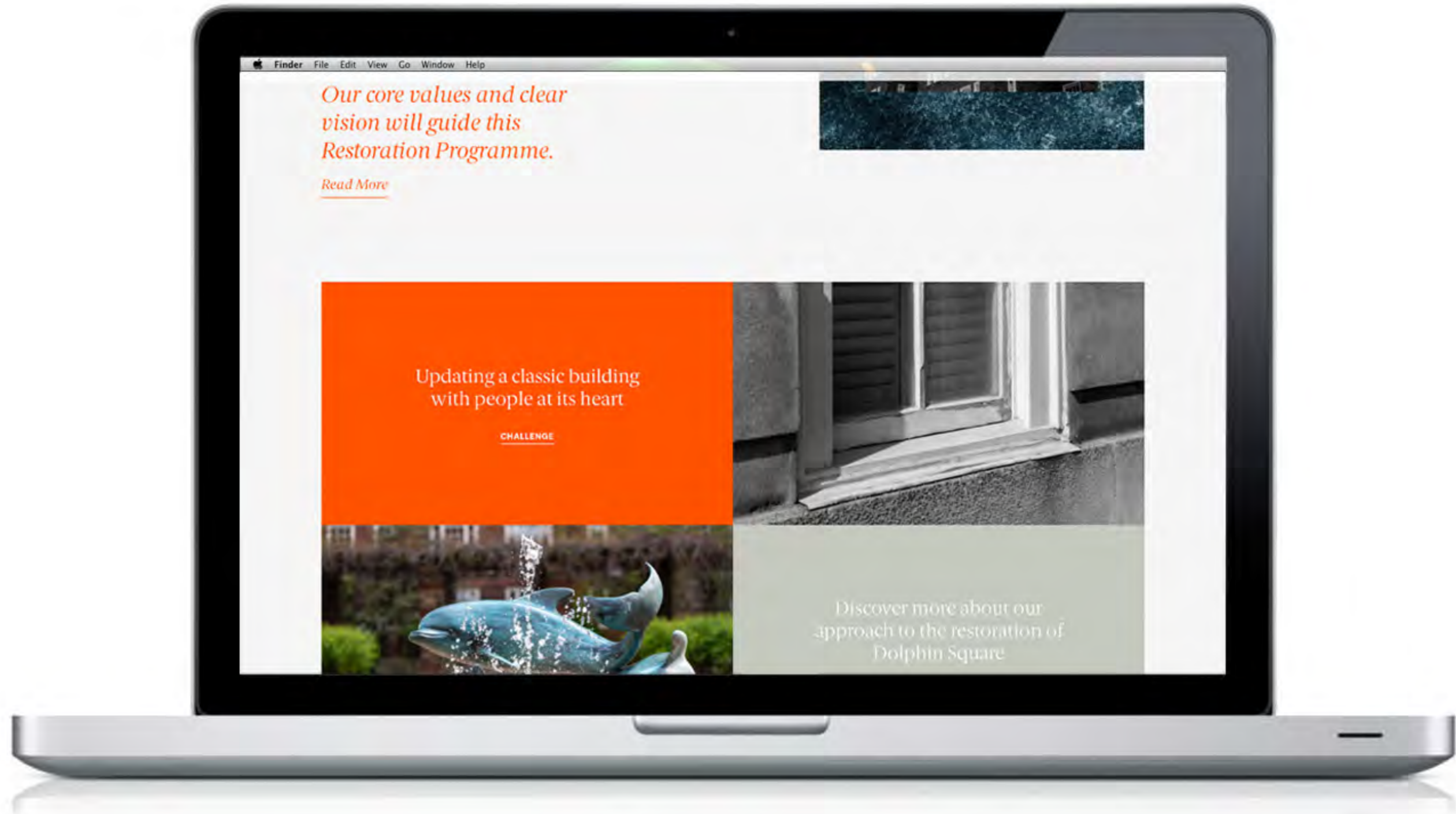
#### Dolphin Square history

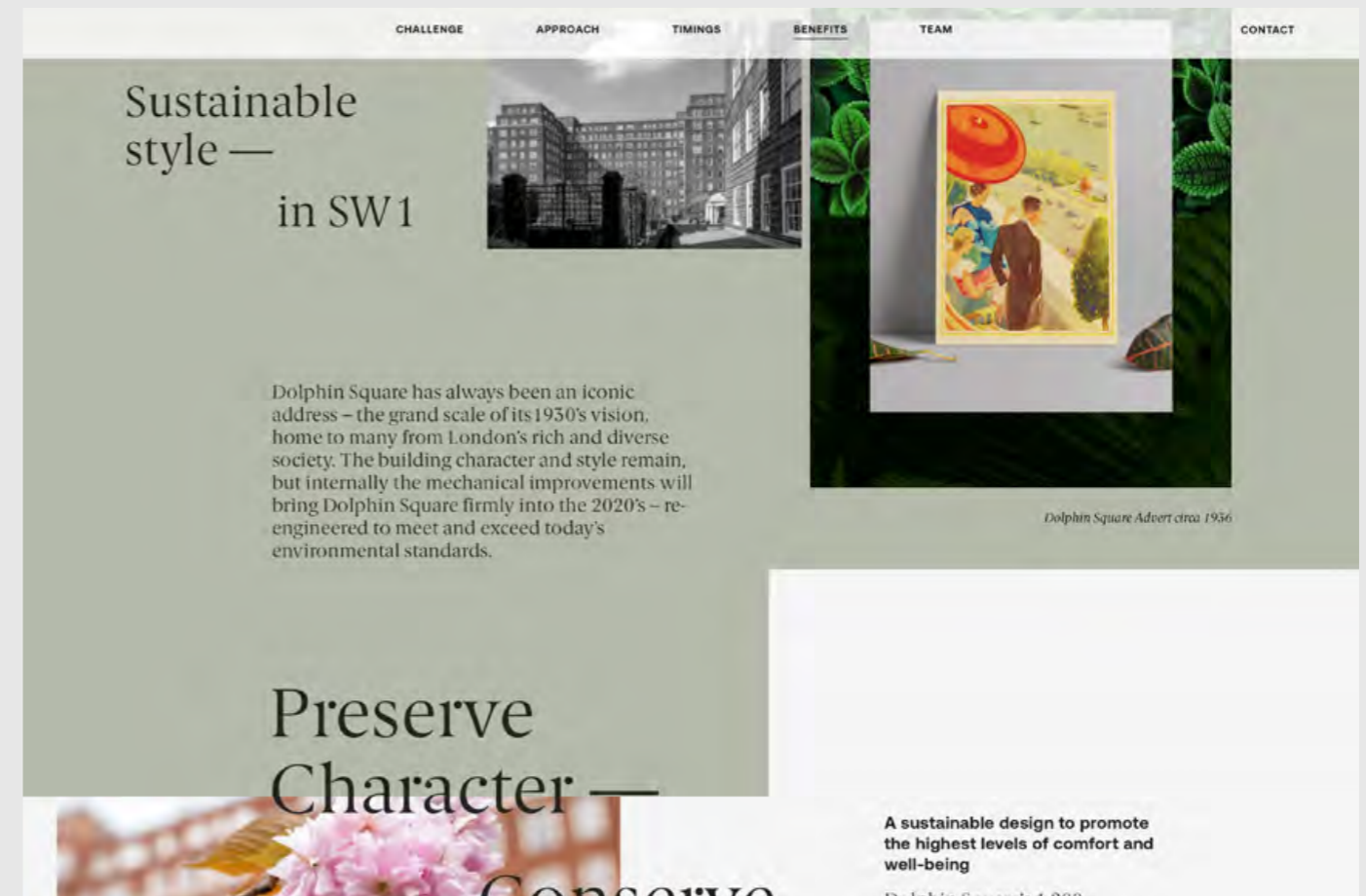
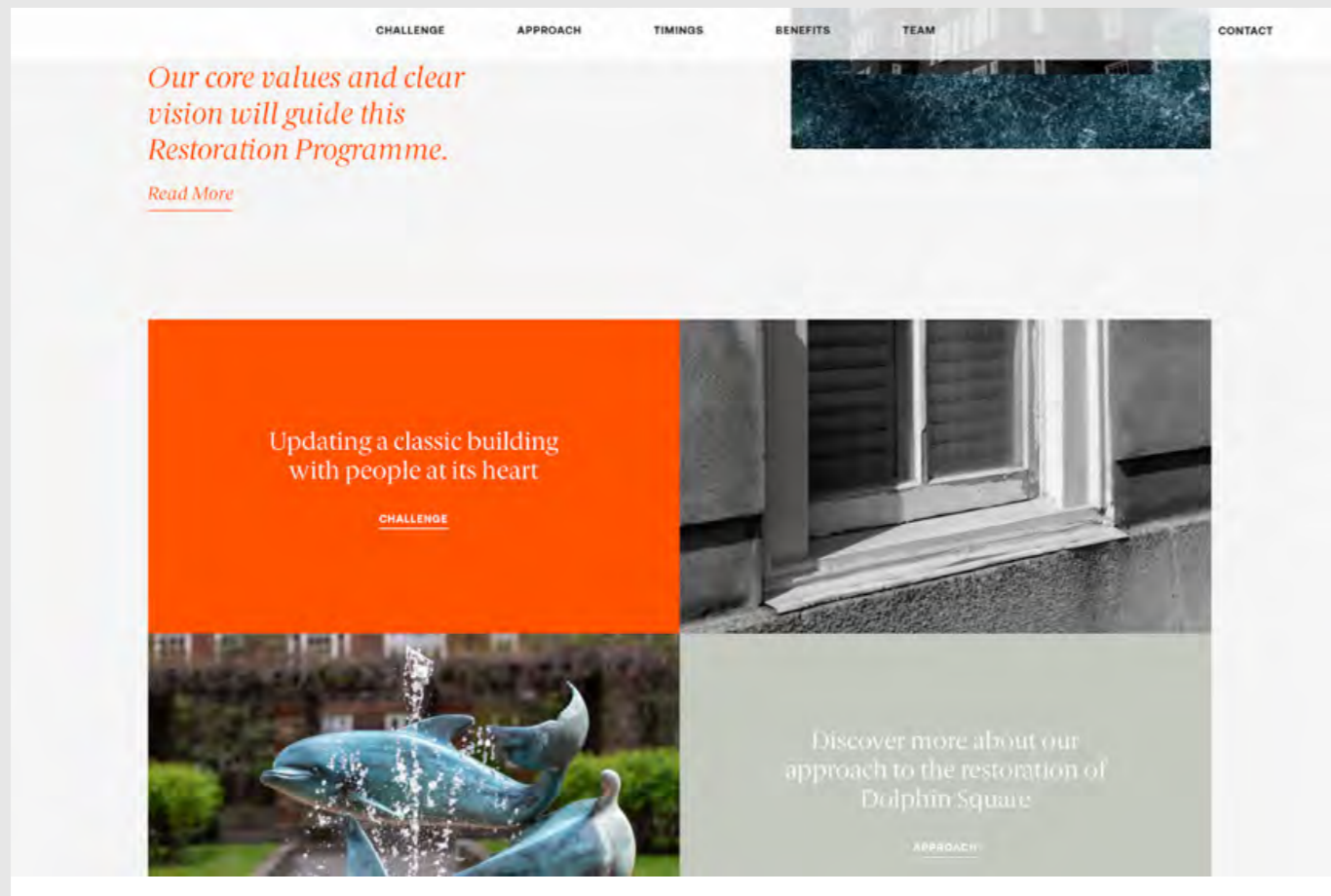
- Dolphin Square was completed in 1937 by the builder Costain, on the former site of a government-owned army uniform factory
- At the time of its construction it was billed by Sir Nikolaus Pevsner as the largest self-contained block of flats in Europe, and remains the UK's largest private residential development
- During World War 2 it was the HQ of General de Gaulle's Free French, an ambulance station and a hospital
- The estate includes 1,234 residential units across 13 individual 'houses' set around a 3.5 acre landscaped garden. The estate also offers extensive retail and leisure facilities including a fitness club, swimming pool, spa, squash and tennis court and shopping arcade
- Dolphin Square was acquired by AXA IM Alts, the new operating name of AXA IM -Real Assets, in September 2020 as a long term investment on behalf of clients. The acquisition adds to AXA IM - Real Assets' €20 bn portfolio of various residential asset classes across 15 countries. For more information please read the press release





Restoration Website  
[www.dsqrestoration.co.uk](http://www.dsqrestoration.co.uk)







DSQ&A App





## Our vision for the Restoration Programme

**To preserve** the building.

**To modernise** the mechanical services, and the environmental performance of the building.

**To improve** the interiors, amenities and apartments for contemporary living.

**To protect** the gardens, residents and character.

**To include** and value diversity in our community.

**To restore** the attraction of living at this quintessential London address.





CHALLENGE


## Our vision for the Restoration Programme

- To preserve the building.
- To modernise the mechanical services, and the environmental performance of the building.
- To improve the interiors, amenities and apartments for contemporary living.
- To protect the gardens, residents and character.
- To include and value diversity in our community.
- To restore the attraction of living at this quintessential London address.

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## Our ambition —



*begins with the challenge*

Previous plans to partially demolish and rebuild will not be taken forward but preservation, improvement & restoration works are required to protect the fabric of Dolphin Square & maintain the estate.

Every building will undergo works at some point over the next seven years, on a house-by-house basis starting in October 2021 with Duncan House.

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CHALLENGE

HOME SWEET HOME

Throughout the 1,200+ apartments, Dolphin Square is already home to approximately 1,500 residents. To ensure we look after everyone, we have created our guiding principles for the Restoration Programme.

### Our guiding principles:

- Firstly, and critically, we recognise that this is your home.** Behind the language of projects, phases and works, ultimately this is your home and we understand and respect that. Your comfort, well-being and happiness are our priority and we will never lose sight of that. We will listen to what you have to say and where you have questions, concerns or queries, we will always endeavour to respond as quickly as we can.
- We want to and will engage with you individually.** There will be no 'one size fits all' approach and, as each phase is launched, every affected resident will be contacted individually by a dedicated team to discuss their own particular situation.
- We will always respect your legal rights.** There is no question of us acting in any way other than is set out in the terms of your lease. We will always carry out our own responsibilities in a full and proper manner.
- We will ensure we give appropriate, and the maximum possible notice, before the works are due to start.** We recognise people will need time to adjust and will begin the process of engagement with affected residents at the earliest possible opportunity.



4

APPROACH

## Preserve Character



## Conserve Energy

Hidden works  
Key to the sustainable future of Dolphin Square is investment in its inner workings – the utilities infrastructure, including plumbing, heating and electrical system upgrades. These improvements are designed to enhance the comfort of our residents and secure the long-term future of the estate, whilst addressing some of its more immediate challenges – all dramatically improving the estate's overall environmental performance.

Interior canvas - modern heritage  
The interior design approach will take its inspiration from Dolphin Square's heritage, with a focus on quality and craftsmanship. The scale of the Restoration Programme creates the opportunity to bring a holistic vision to the entire estate.

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## ESG

### The three strands that are central to our approach:

- Environmental**  
Embracing sustainable technologies to reduce energy consumption and carbon emissions.
- Social**  
Creating short and long term employment, increasing diversity and inclusion – nurturing this special place in the heart of our Pinicko community.
- Governance**  
Our objective is to preserve all that is valued about Dolphin Square, restoring its reputation as a quintessential London address. Long term investment ensures responsible and considered stewardship.

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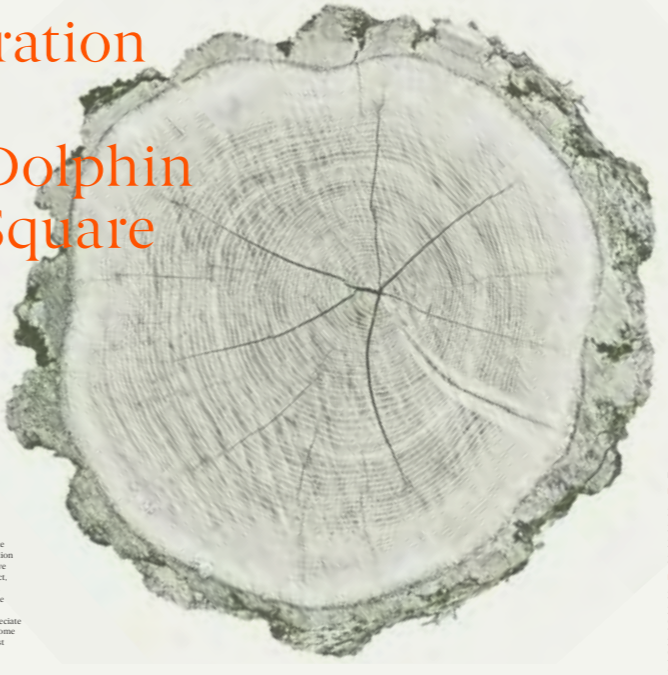
TIMINGS

## We begin the restoration of Dolphin Square

First works in Duncan House

To minimise the impact of the works for our residents, the Restoration Programme will be delivered in a phased house by house approach – starting with Duncan House in autumn 2021. Following strip out, the servicing, utilities and interior works will see a preserved, improved and restored Duncan House return for re-occupation in early 2023.

We have already been in contact with all our Duncan House residents individually. All residents who wish to stay will be relocated to other houses around the square and our dedicated moves team are liaising with everyone to answer questions and share how we'll be supporting their relocation, ensuring as smooth a transition as possible.



AXA IM Alts acquires Dolphin Square  
AXA IM Alts acquired the Dolphin Square estate on behalf of its clients in September 2020.

The estate management company has been re-named Dolphin Square Operator Ltd (DSO) and is a UK registered company. The day-to-day management and operation of the estate continues very much as usual.

Expect to see some new faces around the square

**Surveys & Inspections**  
The Restoration Programme is assessing every aspect of Dolphin Square, such as the use of space and energy, as well as the demands and expectation of London living in the 21st Century. To ensure we appropriately and responsibly assess every aspect, our surveys and inspections span the length and breadth of the entire estate and gardens. All those visiting Dolphin Square will follow strict Covid testing procedures – and most importantly, appreciate and respect that the estate and apartments are home to our residents and always mindful of this whilst carrying out any works required.

**Planning application**  
Previous plans for the partial demolition and rebuild of Dolphin Square will not be taken forward. The works to the utilities, services and windows will however require planning consent and we anticipate submitting the application to Westminster Council in coming months. We look forward to keeping our residents and neighbours updated on progress.

### Restoration Programme indicative timeframe — 2021 - 2028

House	Estimated Start	Estimated Completion
<b>Phase 1</b>		
Duncan	October 2021	Early 2023
Bodley apartments	Early 2022	Mid 2023
Bodley reception	Early 2022	Late 2023
Levity	Mid 2022	Mid June 2023
<b>Phase 2</b>		
Reves	Late 2023	Late 2024
Hans	Late 2023	Late 2024
Callingham	Late 2024	Mid June 2025
Frutcher	Mid 2025	Mid 2026
Greenhill	Early 2026	Early 2027
Drake	Early 2026	Early 2027
<b>Phase 3</b>		
Howard	Late 2026	Late 2027
Nelson	Mid 2027	Mid 2028
Hawkins	Early 2028	Late 2028
Balfeigh	Early 2028	Late 2028

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## Appendix 7

### Community engagement exhibitions – Residents personalised email

Update Is this email not displaying correctly?  
View it in your browser.

# DOLPHIN SQUARE

RESTORATION  
PROGRAMME



22nd October 2021

**An invitation to learn more about the Restoration Programme & meet the team**

Dear Resident,

In recent months we have written regularly with updates about the restoration of Dolphin Square, as this important and essential programme gains momentum and moves closer to becoming a reality.

In addition to sharing information on email, many residents have also visited our Restoration Programme [website](#), and an increasing number have also downloaded from the Apple App Store or Google Play Store our dedicated app *DSQ&A*.

Now with COVID restrictions more settled and having reached important milestones in our journey, we'd like to offer all our residents the opportunity to meet with us in person and so we're arranging a series of informal exhibition style meetings in November.

Hosted in the Restoration Programme Community Suite (aka Dolphin House Club Lounge), these interactive sessions will allow you to meet some of the core team overseeing the Restoration Programme, hear more about the plans and ask questions.

We're proposing two dates initially, with different one hour time slots, to ensure everyone interested has the chance to attend in safety and comfort. Timings are as follows:

- 2pm to 3pm on Tuesday 9 November
- 4pm to 5pm on Tuesday 9 November
- 4pm to 5pm on Thursday 11 November
- 7pm to 8pm on Thursday 11 November

If there's sufficient interest, we're happy to add additional dates and times.

Because space in the room is limited, we're operating a system to carefully manage guest numbers. If you'd like to attend one of the sessions, please [RSVP here](#).

We do hope you'll be able to join us for what we're hoping will be an enjoyable and informative conversation – and one we look forward to continuing with you.

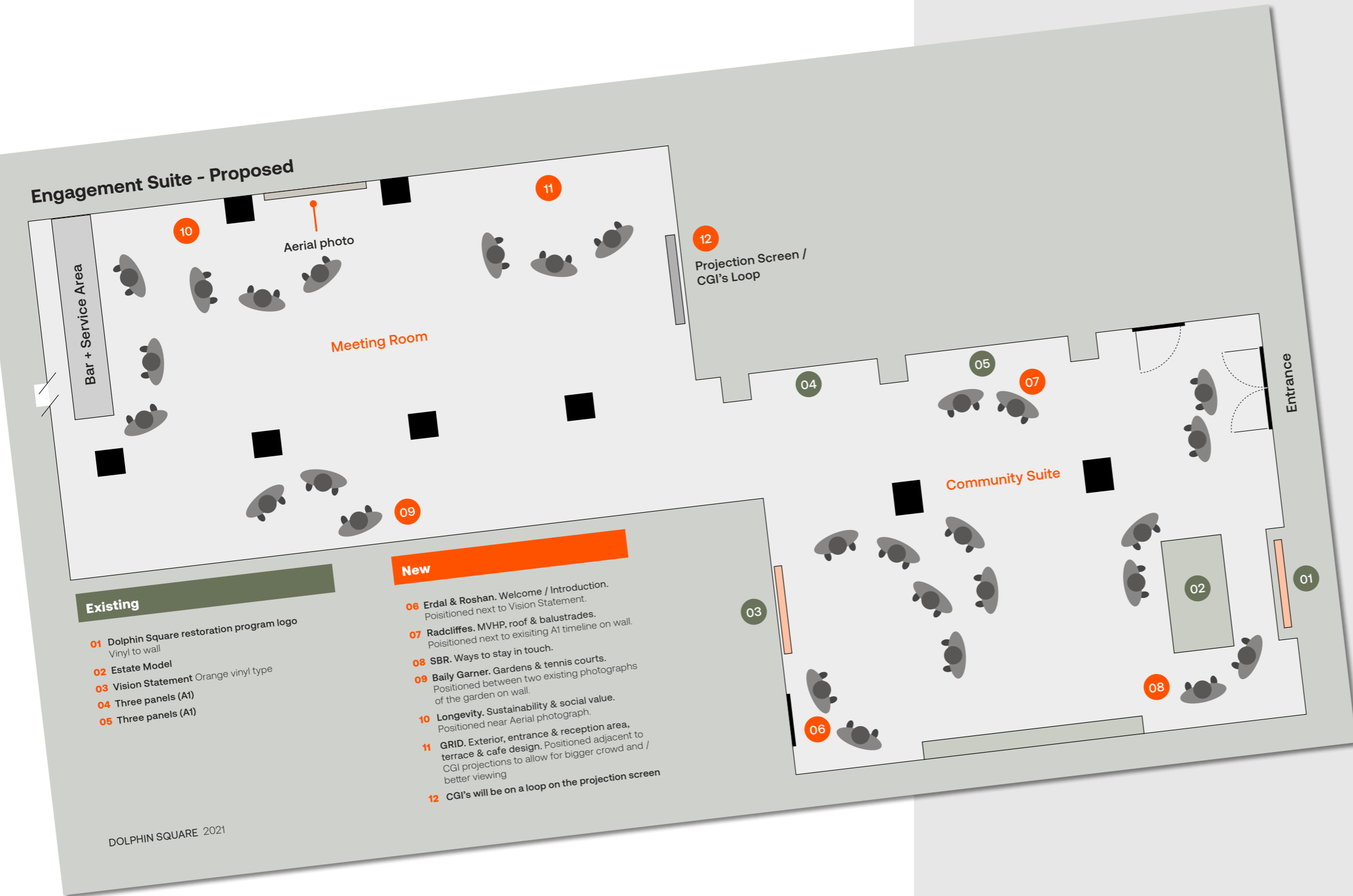
Yours faithfully,  
**Dolphin Square Management Team**

**DSQRESTORATION  
CO.UK**

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Energy strategy:  
What's proposed for the roof?

Chris Husband  
Radcliffes

Mechanical Ventilation with Heat Recovery (MVHR) is a whole house ventilation system that both supplies and extracts air throughout a property. This offers a balanced low energy ventilation solution, and its installation will have the largest impact on reducing the carbon footprint of the estate.

MVHR systems require two ducts, one to supply air to the heat exchanger within the apartment and one to extract it. Both need to terminate to the external face of the building.

MVHR terminations (also known as 'grilles' or 'air bricks') will affect the appearance of the building – and therefore will be high quality and distributed carefully on the façade to ensure a balanced and considered appearance .



MVHR  
Brick Elevation



MVHR  
Detail

Energy strategy:  
What's proposed for the roof?

Chris Husband  
Radcliffes

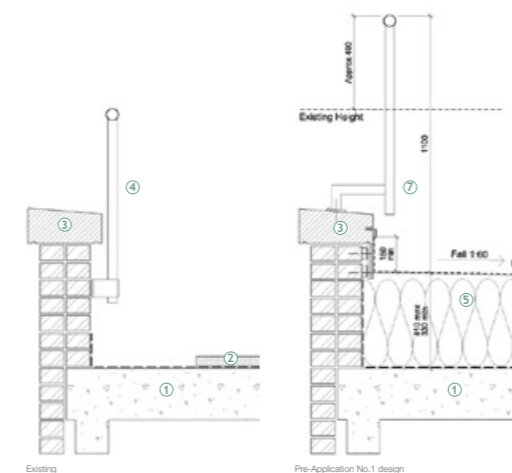
Aerial diagram  
Roof intervention opportunities



Typical roof  
Intervention opportunities



Roof Amendments  
Balustrades



- ① Existing concrete slab (No falls)
- ② Paving slabs
- ③ Existing coping stone
- ④ Existing railing system
- ⑤ New mineral wool insulation, tapered for falls
- ⑥ New waterproof layer
- ⑦ Railing system bolted to top of coping

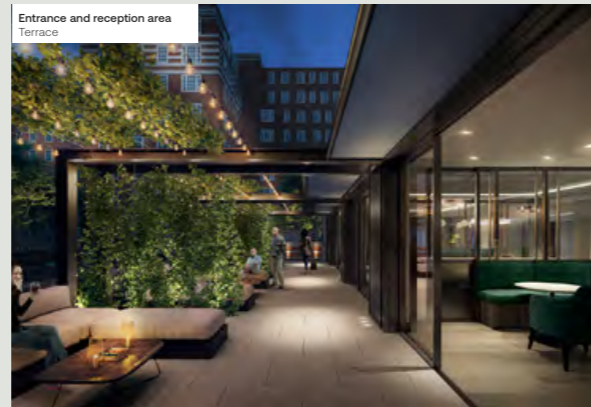
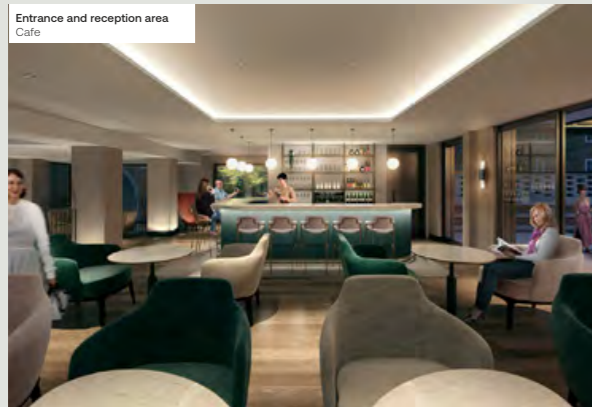
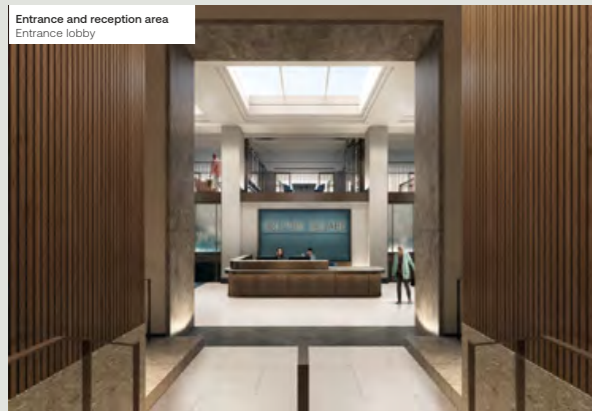
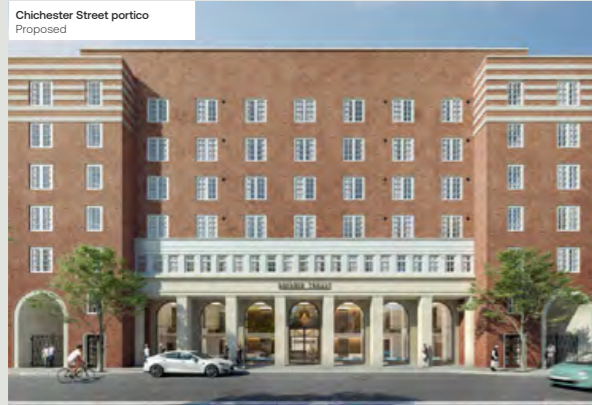
The existing roofs to the houses are not insulated and have an asphalt roof covering. We propose to install a 'warm' roof single ply membrane system and to 'de-clutter' the roof scape.

However, all existing balustrades to the roofs, terraces and setbacks will be too low due to the thickness of the new roof build. Therefore, it's proposed to replace the balustrade with a replica to the compliant height.

Although we are removing extensive quantities of the existing 'visual clutter' there will be requirements for new rooftop plant to facilitate the enhancements proposed to fire safety within the buildings, such as mechanical smoke extract fans.

Exterior, entrance and reception area, terrace and cafe design

**Ilaria Ferraboli**  
GRID architects



**DOLPHIN  
SQUARE**  
RESTORATION  
PROGRAMME

Living conscious - transforming Dolphin Square into a greener and more sustainable place

**Divya Hariramani Herrero**  
Longevity



**Net zero living**

Fossil free estate (100% renewable energy)  
Ground source heat pumps  
Solar energy



**Enhanced landscape**

10% biodiversity net gain  
Urban greening  
Ecologist collaboration



**Building certification**

BREEAM Refurbishment EXCELLENT  
WELL v2 Certification GOLD/PLATINUM



**Sustainable transport**

Secure cycle storage  
Electric vehicle charging stations  
Car sharing and active travel



**Water & waste**

Low water fittings & appliances  
Targeting zero waste to landfill



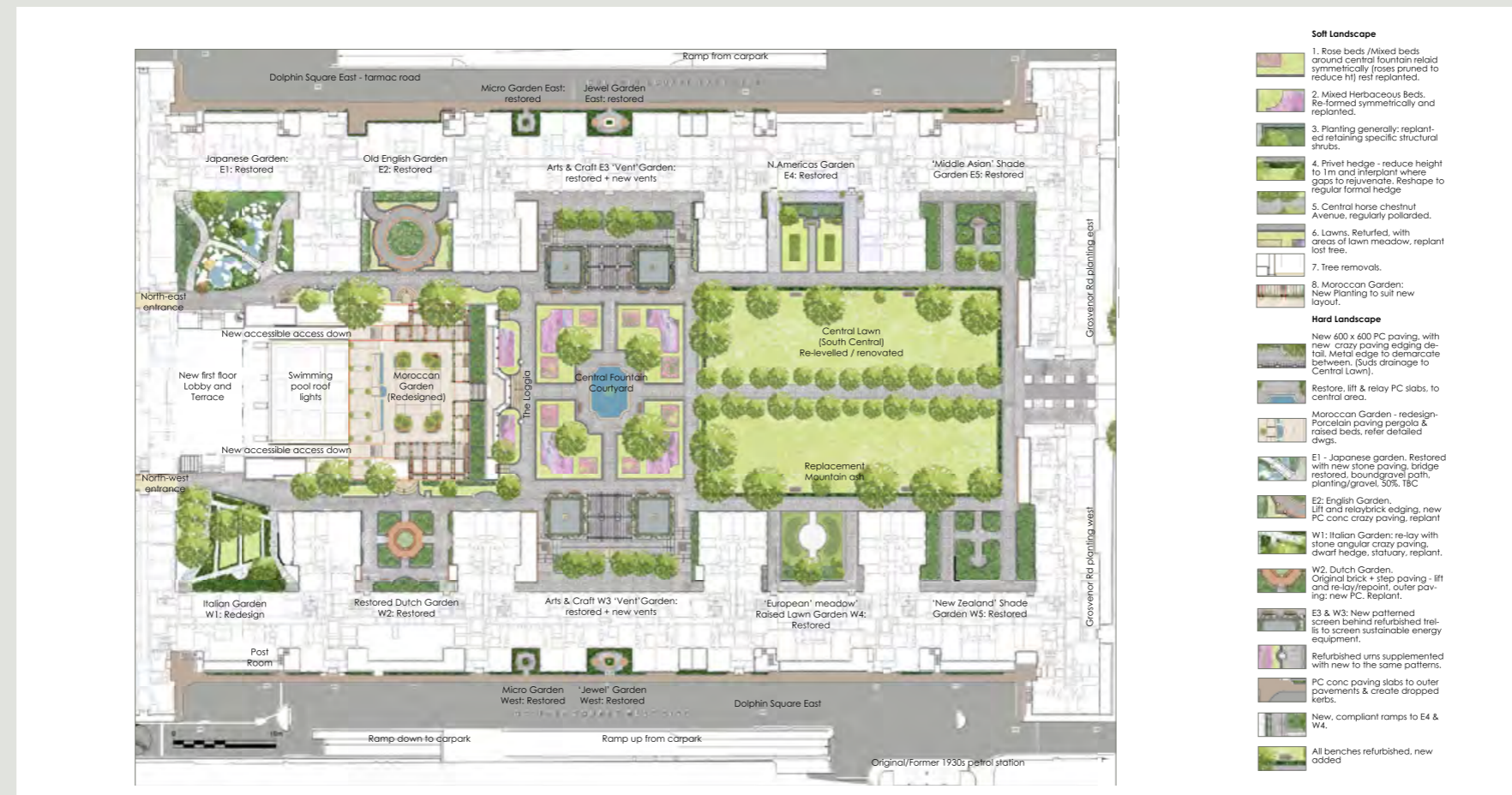
**Social value**

Social return on investment  
Health & wellbeing metrics  
Neighbourhood community engagement

**DOLPHIN  
SQUARE**  
RESTORATION  
PROGRAMME

## What's proposed for the gardens?

Ben Nixon Baily Garner



DOLPHIN  
SQUARE  
RESTORATION  
PROGRAMME

### What's proposed for the tennis courts?

Ben Nixon  
Baily Garner



Aerial Plan

**Key to Proposals**

1. New 1930s style gates to Tennis Court Garden, privet hedge to be pruned to restore shape.
2. New planting to Grosvenor Rd street frontage.
3. Tennis court re-laid with club standard, porous, synthetic surface.
4. New bound gravel, porous paving to path.
5. Covered seating shelter to boundary, with storage facility for folding seats / gardening tools. Climbing plants to posts.
6. Lawn levelled & re-turfed, and with spring bulbs.
7. Ornamental planting & anchor, relocated from Moroccan Garden.
8. New south & west facing seating.
9. New york-stone paving to main entrance, granite setts lifted and relaid level on Grosvenor Rd entrance.
10. New railings over existing river wall.



Covered seating shelter & storage

It's proposed that the incredible River Thames panorama will be further enhanced by a lower fence to allow for even better views, alongside the installation of comfortable courtside benches offering spectators front-row seats.

The current uneven tennis court surface will be dug up and the undersoil levelled, before a new hard surface or high-quality Astroturf is laid to ensure match-perfect play. The croquet lawn will also be re-laid and given new life as a multipurpose space. The landscaping will be reimagined and revitalised, with brand new planters to create a rich urban oasis and enhance local biodiversity. Attractive new cabins will be constructed to provide ample storage, solar panels will power new low-level lighting, and a smart fob-operated gate installed to enhance security.

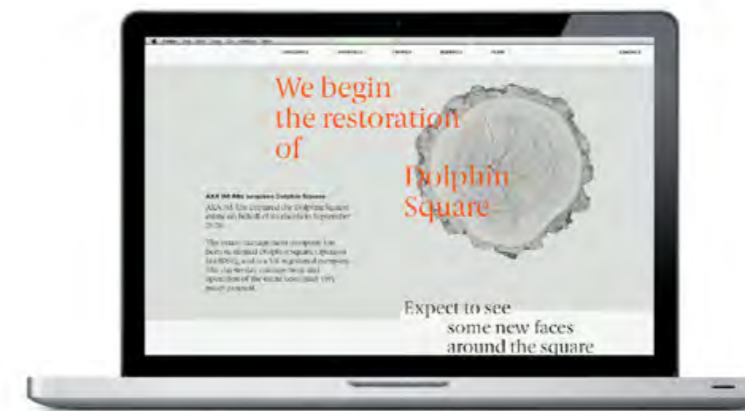
### Staying in touch with our residents and neighbours

Paul Browne  
Small Back Room

DSQ&A App



Restoration Website  
[www.dsqrestoration.co.uk](http://www.dsqrestoration.co.uk)





Thank you for attending our community exhibition

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**DOLPHIN  
SQUARE**  
RESTORATION  
PROGRAMME



16th November 2021

Thank you for attending our community exhibition

Dear Resident,

Thank you to everyone who attended our community engagement exhibition last week. It was fantastic seeing and meeting so many of our residents, neighbours and local community groups. We really appreciated your time, and your queries and insights were incredibly helpful to our team who were careful to capture all your more detailed comments and questions.

We also received lots of encouraging messages and reactions about our overall direction of travel which we're hugely encouraged by.

In this spirit, and whilst still fresh in minds, I'd welcome your comments, feedback and reflections on the Restoration Programme (before Friday this week please) – either by return or by dropping a note to our reception team for my attention.

Thanks again for your time and interest and I look forward to hearing from you.

Kind regards,

Erdal Kacar  
**Managing Director**  
**Dolphin Square**

**DSQRESTORATION**  
**CO.UK**

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Dolphin Square  
Restoration Programme  
Community Engagement  
Exhibition  
Resident Questions

DOLPHIN  
SQUARE  
RESTORATION  
PROGRAMME



The following questions have been submitted by residents, following the community exhibition in November. We are committed to addressing all questions, comments and concerns in due course. We're currently compiling a Q&A document responding to queries raised. This will be shared with all residents, as appropriate, ensuring open lines of communication and information sharing.

## Option B residents

### Pre-move

1. Will there be an opportunity for residents to meet with a member of the estate team ahead of relocations to discuss individual circumstances and ask questions?

### Resident apartments

2. Will there be any visuals or architect impressions showing the planned changes to resident apartments and common areas? Will residents have an opportunity to comment on these plans?
3. What will happen to existing bathrooms and kitchens?
4. What will happen to fitted furniture, such as bedroom wardrobes and home office furniture?
5. How will the heating work in the apartments?
6. What about the new storage cupboard for heating and hot water? How big will it be, where will it be located, will it be warm and reliable enough to heat entire homes throughout the winter?
7. Will water consumption, including hot water, be metred in resident apartments? Will residents be liable for water and sewerage rates?
8. What are the plans for resident post and deliveries? Will post still be delivered to personal mailboxes at front doors, will there be a central point for post collection?
9. How will rubbish disposal work? Will the bins still be collected from front doors or will residents dispose of rubbish themselves at a central point?
10. In the future, will it be possible to get Freeview at Dolphin Square?

### General

11. Will the corridors remain open between houses? Will residents be able to walk between houses and have internal access to the Arcade and main reception?
12. Is it possible to put a Hold button in the house lifts, to help with the likes of luggage, heavy shopping etc?
13. What's the best way to stay up to date with the Restoration Programme's indicative timeframe of works? Will residents receive written notice of any changes to the timetable?
14. Will there be any further community engagement exhibitions planned in the future?

## AST Residents

1. What support will be available to non-Option B residents during relocations?
2. Will there be any changes to tenancy contracts?
3. What kind of flooring will be put into refurbished resident apartments? Will the carpets remain or will there be new hard flooring (e.g. wooden floors)?

# Dolphin Square

LONDON SW1

Tuesday 23 February 2021

Dear Resident

I wrote to you in September last year with news of the acquisition of Dolphin Square. I am moved to write again following the Prime Minister's announcement yesterday about the eventual lifting of restrictions. I am sure you share my optimism that life will slowly begin to return to normal.

Naturally there is a significant appetite amongst the Dolphin Square Estate and the wider local community for further detail as to what the future holds for this iconic building, which is dear to so many of our hearts.

I am delighted now to be able to share with you some of the thinking that will guide the next chapter for Dolphin Square.

Our ambition is to return this classic building to its best, whilst embracing advancements in technology. It is about good estate management and making Dolphin Square greener and more sustainable, to improve the comfort and quality of life of its residents now and into the future.

I would like to re-iterate that the planning proposals of the previous owner to demolish and re-build will not be taken forward.

## So, what will the project cover?

The focus of the project will be the inner workings of the building. We'll be investing heavily in the estate's utilities infrastructure – this includes plumbing, heating, and electrical system upgrades. New services will be designed to enhance comfort and dramatically improve Dolphin Square's environmental performance.

Interiors, where required, will be updated, with a design approach that takes inspiration from Dolphin Square's heritage and maintains a focus on quality and craftsmanship.

## What can you expect?

It's our intention to commence works towards the end of this year and so you are likely to see some new faces around Dolphin Square well in advance of that, carrying out surveys, inspections, and preliminary works.

We understand that there may have been some residents who had concerns about the future of the estate. We want to reassure you and all our local neighbours that this is now a new chapter for Dolphin Square. Since I last wrote to you, we have continued to work on plans which will secure the long-term future of this classic building whilst addressing immediate challenges.

We appreciate that this is a broad-brush outline of the direction of travel, but this letter marks just the start of what will be on-going open communication with you throughout.

We know how important it is to keep you fully informed at every stage of this project. To that end, there will be a range of ways you can choose to access information about what is happening, including a dedicated project website, a newsletter, an app which will offer real time updates and allow you to contact the team, and a community suite.

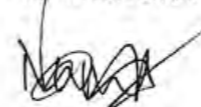
We have also set up a dedicated email address and this will be the fastest way to contact the team. This email address is [future@dolphinsquare.co.uk](mailto:future@dolphinsquare.co.uk).

Beyond that, as always, I am available should you need to contact me.

The timetable announced yesterday for the easing of restrictions gives me cause for hope that later in the year there will be opportunities for us to meet in person, in order that we can more fully explain the works that are being planned and answer any questions you may have.

Dolphin Square is an incredible place, and I believe that the programme of works will preserve all that we value about the estate, whilst incorporating everything it needs to continue to be a special place to live and work in the heart of our Pimlico community.

Neil Miller-Chalk



General Manager  
Dolphin Square Limited

06.04.24(A)

**Dolphin  
Square**  
LONDON SW1

Tuesday 6 April 2021

Dear Dolphin Square resident

### The restoration of Dolphin Square – our guiding principles and next steps

I wrote to you on 23 February about the programme of works that is being planned to preserve Dolphin Square. I am writing today to provide more detail on what this will involve and to share with you the guiding principles underlying our approach.

Works are required to protect the fabric of Dolphin Square and maintain the estate. Every building will undergo works at some point over the next seven years, on a building-by-building basis. This work will be carried out carefully, in phases, starting in the Autumn of this year.

The practical implication of this is that, when the time comes for your building to undergo works, we will need to relocate you to alternative accommodation within Dolphin Square.

Appreciating the significance of this to all our residents, the purpose of this letter is to start to explain what you can expect when the time comes for your building to undergo works. Below I have set out some guiding principles that will inform our approach to each phase of this essential work as it is rolled out.

I can confirm that the first building that will undergo works is Duncan House. Shortly, all residents of Duncan House will receive a separate letter explaining more about how they will be supported.

### Guiding principles

#### Firstly, and critically, we recognise that this is your home.

Behind the language of projects, phases, and works, ultimately this is your home, and we understand and respect that. Your comfort, wellbeing and happiness is our main priority, and we will never lose sight of that. We will listen to what you have to say and, where you have questions, concerns, or queries, will always endeavour to respond as quickly as we can.

#### We want to and will engage with you individually.

There will be no 'one size fits all' approach and, as each phase is launched, every affected resident will be contacted individually by a dedicated member of the team to discuss their own particular situation.

#### We will always respect your legal rights.

There is no question of us acting in any way other than is set out in the terms of your lease. We will always carry out our own responsibilities in a full and proper manner.

06.04.24(A)

**Dolphin  
Square**  
LONDON SW1

#### We will always aim to give at least 3 months' notice before works are due to start, but in most cases longer.

We recognise people will need time to adjust and we will begin the process of engagement with affected residents at the earliest possible opportunity.

#### We will honour our contractual obligations to all residents with Assured Shorthold Tenancies (AST).

When the time comes for us to start work on your building, we will contact you directly, to explore options open to you. We will be flexible and provide support for moving your possessions, transferring utilities, and forwarding mail when relocating you elsewhere in Dolphin Square.

### Next steps

There will inevitably be a degree of inconvenience, however I want to assure you that we have thought very deeply about how best to keep disruption to a minimum.

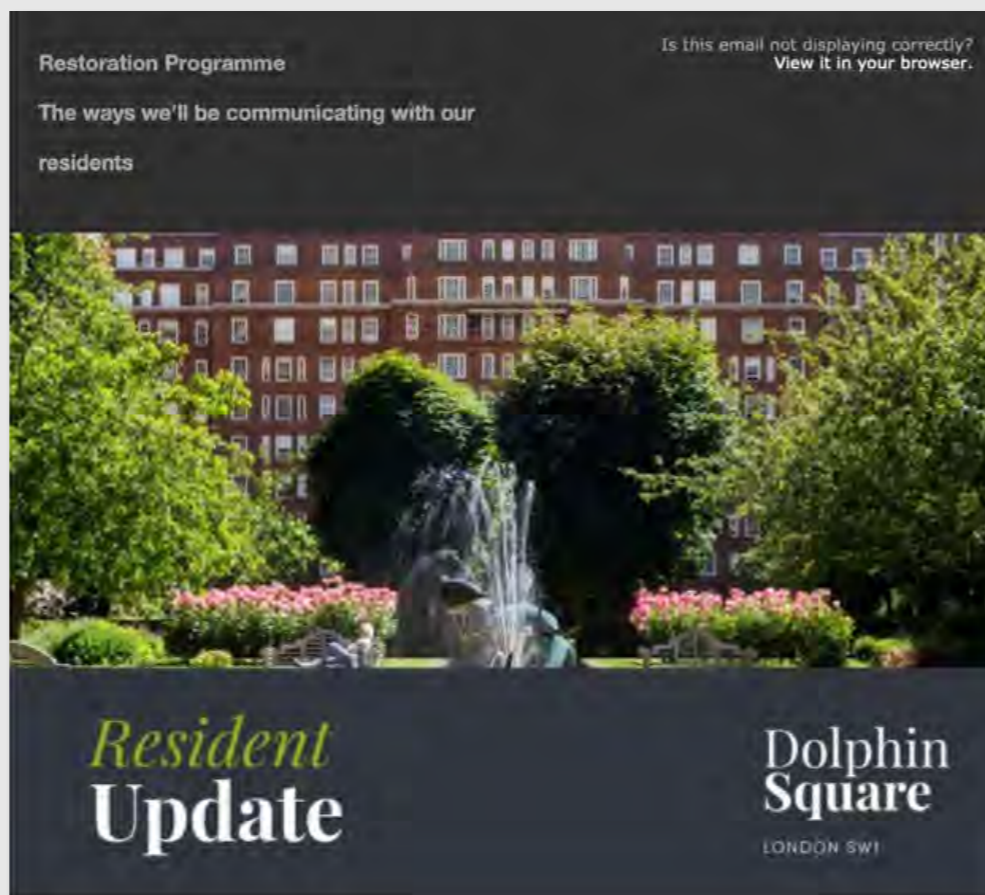
Further details and the longer-term building-by-building programme and timescales will be made available in due course and there will be plenty of opportunities for questions and answers with the project team.

We will be very busy over the coming weeks following up with all our Duncan House residents individually so, if you have any queries about the contents of this letter, I would be grateful if you could direct these to our dedicated email address [future@dolphinsquare.co.uk](mailto:future@dolphinsquare.co.uk).

Yours faithfully,



Neil Miller-Chalk  
General Manager



20 July 2021

Dear Dolphin Square Resident,

**The Dolphin Square Restoration Programme – the ways we'll be communicating with our residents**

We've written on a number of occasions this year with updates about the programme of works that is now in train to improve the comfort and quality of life for all our residents at Dolphin Square. As you may have seen from activity around the estate, the project is gathering pace and we're delighted with the progress we are now making towards work beginning in earnest in Autumn this year, starting with Duncan House.

From the outset, maintaining open lines of communication with all those who call Dolphin Square home, as well as our near neighbours and local stakeholders with an interest in the future of this iconic estate, has been a priority.

Today we're delighted to be able to provide more details on the variety of ways in which the project team plan to share information on progress and create opportunities for you to connect, ask questions and stay up to date.

We're mindful of the safety and wellbeing of residents and visitors, as well as our team members, at this time when we're all still living with the impact of COVID-19. In this context we've put a great deal of thought into offering information and resources in a range of ways, both online, and in person – and how we manage face to face interactions to minimise risk and ensure we're following recommended guidance.

From now, and throughout the entire Restoration Programme, you'll be able to follow progress via:

[dsqrestoration.co.uk](https://dsqrestoration.co.uk)

Our new website is intended as a go to resource, keeping you updated throughout Dolphin Square's journey ahead. Here you'll find details about our approach and vision for the Restoration Programme, some of the benefits and improvements you can expect and the current proposed house by house project timeline. You'll also be able to learn more about the extensive team of experts leading this important project. We'll be updating the website regularly as the programme progresses.

**DSQ&A app**

Our dedicated app DSQ&A is designed to help our residents, local businesses and our surrounding community stay updated and in touch with the Dolphin Square Restoration Programme as it happens. Follow progress step by step and opt in for updates and news alerts. Use the app to stay connected to the project team, ask questions, make comments and pass along your views. The free-to-use app is available to download from the Apple App Store and Google Play Store, just search for DSQ&A.

**Community Suite**

The onsite Community Suite is a dedicated meeting space in the Dolphin House Club Lounge. Whether you want to discuss your moving arrangements when the time comes for you to relocate, or if you have other specific questions or queries, you can book a session with a member of our dedicated moves team who'll be available to you in person, by appointment. Here at the Community Suite, you'll find information displays as well as copies of our community project newsletter.

For the time being we're prioritising Duncan House residents as they'll be the first to be temporarily relocated. If you are a Duncan House resident, please contact Calum Andrews on [dsquare.housekeeping@dolphinsquare.co.uk](mailto:dsquare.housekeeping@dolphinsquare.co.uk) or 020 7798 5614 (internal extension 6030) to schedule your appointment with Chrissy Hodges (and a representative of DS2005 if you wish). After Duncan House, our next priority is to offer residents without access to the internet (and who are therefore unable to visit the [dsqrestoration.co.uk](https://dsqrestoration.co.uk) website), the opportunity to make an appointment. We look forward to being in touch again when the Community Suite is open for bookings for residents from other houses.

We're excited to see the Restoration Programme really taking shape now. Dolphin Square is an incredible place and one we're working hard to make even better, as we begin the work necessary to preserve all that is cherished and create a modern, sustainable living environment and experience for everyone. As ever, your comfort, wellbeing and happiness is at the heart of our work, and we'll continue to endeavour to share information as fully and regularly as possible and make ourselves available to answer any questions you have at every stage.

Outside of the channels outlined above, we also welcome questions and comments to the team via email – you can reach them at [future@dolphinsquare.co.uk](mailto:future@dolphinsquare.co.uk).

Yours faithfully,

The Dolphin Square management team

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LONDON SW1

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### OPTION B RESIDENTS: TEMPORARY RELOCATION Q&A

The restoration project is gathering pace and we're delighted with the progress we're now making towards work beginning in earnest in Autumn this year, starting with Duncan House.

With this note we're pleased to be able to address some practical questions that residents have raised about the moving process, as well as provide some additional information which may be helpful as your relocation approaches.

This document is designed to signpost all the relevant information and walk you through everything you need to know to make the transition into your new temporary home as smooth and comfortable as possible.

We'd like to assure you that our dedicated team is on hand to support you throughout your move and beyond, and we'll do everything we can to minimise disruption and assist with your relocation.

Due to data protection reasons, there are some things you'll need to action personally, such as notifying your doctor of your new address. As above however and at the appropriate time, our dedicated moves team is on hand to help you every step of the way – including supporting you with phone calls to relevant service and utility suppliers and the completion of any necessary forms. All you need to do is get in touch and we'll make arrangements with you as convenient.

Our team will be contacting you to discuss the specifics of your relocation, and individual meetings will be arranged with Chrissy Hodges (and a representative of DS2005 if you wish) to answer any questions you may have. If there are any queries that we aren't able to address immediately, we'll endeavour to find out the answers and come back to you as soon as possible. For the time being we are prioritising Duncan House residents as they will be the first to be moved.

Should you require any additional assistance, the following options are available to you at any time:

1. Email our team with any questions or comments at [future@dolphinsquare.co.uk](mailto:future@dolphinsquare.co.uk)
2. Make an in-person appointment at the Community Suite by contacting Calum Andrews on [dsquare.housekeeping@dolphinsquare.co.uk](mailto:dsquare.housekeeping@dolphinsquare.co.uk) or 020 7798 5614 (internal extension 6030)

We're excited to see the Restoration Project really taking shape now. Dolphin Square is an incredible place and one we're working hard to make even better, as we begin the work necessary to preserve all that is cherished and create a modern, sustainable living environment and experience.



We'd like to reiterate that your comfort, wellbeing and happiness is at the heart of our work, and we'll continue to share information as fully and regularly as possible and make ourselves available to help and answer any questions you have at every stage.

### The Dolphin Square management team



### Change of address

#### 1. Do I need to notify my doctor about my change of address?

Yes. You can call or email your GP to provide them with your new address.

We are on hand to support you in any way we can. Should you require assistance contacting your GP, please don't hesitate to get in touch and our dedicated moves team will help you in ensuring your records are updated.

#### 2. Does the Council need to be notified of my change of address for Council Tax purposes?

Yes, Westminster City Council needs to be informed so that future correspondence can be sent to your new address. There are a number of ways to contact the Council:

- By phone: 0343 178 2743 (select option 5)
- By email: [westminster.counciltax1@secure.capita.co.uk](mailto:westminster.counciltax1@secure.capita.co.uk)
- By completing this [online form](#)

Your Council Tax amount should remain the same, however in the unlikely event of an increase, the landlord has agreed to cover the additional cost.

We are on hand to support you in any way we can. Should you require any help contacting the Council or completing the form, don't hesitate to get in touch and our dedicated moves team who will assist you in ensuring your records are updated.

#### 3. How do I change my address on the Electoral Roll?

Please visit [www.gov.uk/register-to-vote](http://www.gov.uk/register-to-vote) to register to vote or change your address on the Electoral Roll. Paper forms will also be available to residents in the Community Suite.

For more information or to contact the Electoral Roll, please call 020 7641 2730 (Monday to Friday, 9am to 5pm).

We are on hand to support you in any way we can. Should you have any questions or require any help with completing the change of address form, don't hesitate to get in touch and our dedicated moves team who will assist you in ensuring your contact records are updated.



#### 4. How do I redirect mail to my new address?

A Royal Mail Redirect form is enclosed with this document. Please complete this form, return it to us and we will send it to Royal Mail on your behalf. Additional forms will be available from our onsite Community Suite, or you can email us at [future@dolphinsquare.co.uk](mailto:future@dolphinsquare.co.uk) to request an online version. The landlord has agreed to cover the cost of this redirect service.

We are on hand to support you in any way we can. Should you have any questions or require any help in completing the redirect form, don't hesitate to get in touch and our dedicated moves team who will assist you in ensuring your address records are updated.

#### 5. Do I need to update the address on my driving licence?

The DVLA has confirmed that there is no need to change the address on your driving licence or vehicle logbook, providing your post is being redirected – please see point 4 above on how to arrange this or get in touch so we can help you with any queries or completion of postal redirect forms.

#### 6. Do I need to update the address on my passport if I intend to travel?

The Passport Office has confirmed that there is no need to change the address on your passport.

#### 7. Do I need to change my TV Licence?

Your TV Licence can be temporarily moved to your new address. This can be done either before or after you move by calling 0300 790 6165 or by visiting [www.tvlicensing.co.uk](http://www.tvlicensing.co.uk).

Ideally, you will need to have your TV Licence number to hand before contacting TV Licensing. Should you have any questions or require any help in making contact with TV Licensing or completing the required forms, please get in touch with our dedicated moves team who are on hand to support you.

#### 8. Do I need to notify my internet and TV provider of my change of address?

We are in contact with Virgin Media and exploring the possibility of migrating over all Duncan House residents (who are with Virgin Media). Once further details are confirmed, we'll be in touch to advise next steps.

If you use a different internet and TV provider, you will need to contact the company directly to arrange switching these services over to your new address. If you need any help in making contact with your internet and TV provider, please don't hesitate to get in touch and our dedicated moves team will support you with the appropriate next steps.



#### 9. How do I transfer my BT phone line to my new address?

Internal telephone extensions will be redirected internally by us via our telephone system software.

To transfer your BT line to your new address, please call 0800 800 150 and select option 3, 'Home Move Customer Value'. If you need any help in making contact with BT, please don't hesitate to get in touch and our dedicated moves team will support you with this.

If your new flat doesn't have a BT line, there will be a charge to install a new one or switch over an existing line (any costs will be covered by us. We will call BT on your behalf and pay this charge over the phone).

#### 10. Do I need to notify my home insurance provider of my change of address?

Yes, you can do this by calling or emailing your home insurance provider directly. Alternatively, we are on hand to help you make contact with your insurance provider – just get in touch and our dedicated moves team will arrange the necessary next steps with you.

#### 11. Do I need to contact my electricity provider with a meter reading?

If your electricity provider is SSE, we will manage the transition on your behalf. A meter reading will automatically be taken and sent to SSE, along with your new address details, when you move out of your current flat. SSE will contact you at your new address within the first few weeks of being in your new flat.

If you use a different electricity provider, you can transfer your account to your new temporary home. Please note that it's recommended that you give your supplier 3 weeks' notice to ensure a smooth and timely transition and that they will require the serial number of the meter for your new flat. Chrissy Hodges will write to you to confirm your moving date, flat address and to provide the serial number for the new meter.

We are also on hand to help you make contact with your electricity provider – just get in touch and our dedicated moves team will arrange the necessary next steps with you.

#### General considerations

#### 12. What will happen to things like bespoke kitchens, bathrooms, fitted carpets and built-in furniture?

We recognise that each apartment is highly unique, so we'll discuss your specific circumstances during the dedicated in-person meetings with our team. In order for the necessary work to be completed, all apartments will be completely emptied by our professional team, including things like bespoke fitted kitchens, bathrooms, carpets and furniture being disassembled and removed.

Dolphin Square Operator Limited  
Chichester Street, Pimlico  
London SW1V 3LX

Telephone 020 7834 3800  
Email [info@dolphinsquare.co.uk](mailto:info@dolphinsquare.co.uk)  
[www.dolphinsquare.co.uk](http://www.dolphinsquare.co.uk)

Dolphin Square Operator Limited, a company incorporated and registered in England and Wales with number 12845952, which has its registered office at 1 Bartholomew Lane, London EC2N 2AX.



Where possible, we'll put everything back exactly as we found it. In cases where it's found this isn't possible, for example in bathrooms that no longer meet the required building standards, we'll provide a high-quality replacement at no cost to residents.

In circumstances where a sizeable piece of furniture, for example, cannot be easily dismantled and removed from your existing flat, our team will ensure this is thoroughly wrapped and protected throughout the duration of the works. Furthermore, where a piece of furniture or other specific items cannot be easily accommodated in your new temporary flat, our team will oversee and cover the cost of appropriate temporary storage arrangements.

#### 13. Will someone explain the specific work that is going to happen in my apartment?

You'll be informed about all the works to your apartment by a member of our dedicated moves team, who will arrange to meet with you in person, talk you through the process and address any questions or concerns you may have. For the time being we are prioritising Duncan House residents as they will be the first to be moved.

#### 14. Does the appointed removal firm have insurance and will my belongings be safe during the move to my new temporary accommodation?

Yes but please see the terms and conditions information which will be supplied to you as part of your move meeting.

#### 15. What if I can't work out how to use the heating system once I return to my flat once works are complete – will someone be able to help me?

All the new services are designed to be simple and straightforward to use. However, our team will be on hand to help you settle in and become familiar with your new surroundings, including all the services.

#### 16. When does the 50% reduction on my rent begin?

The 50% reduction is applicable from the day you move to your new address. The rent you pay will be based on your current property, not your temporary accommodation. Since the rent is paid in advance, if your move occurs part way through the month, any 'overpayment' will be taken into consideration and the rent will be recalculated on a pro rata basis.

#### 17. Will there be opportunities to address individual questions and concerns?

The onsite Community Suite is a dedicated meeting space in the Dolphin House Club Lounge. Whether you want to discuss your moving arrangements when the time comes for you to relocate, or if you have other specific questions or queries, you can book a session with a member of our dedicated moves team who'll be available to you in person, by appointment.

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Here at the Community Suite, you'll find information displays as well as copies of our community Restoration Project newsletter.

For the time being we are prioritising Duncan House residents and we'll be in touch when the Community Suite is open for bookings for residents from other houses.

#### 18. Will residents receive regular progress updates so that we can plan ahead?

Keeping residents informed and up to date is a priority for us, and we've put a great deal of thought into offering information and resources in a range of ways, both online and in person. From now, and throughout the entire Restoration Programme, you'll also be able to follow progress via our new website [dsqrestoration.co.uk](http://dsqrestoration.co.uk); our dedicated app *DSQ&A*; or in person at our Community Suite.

Draft prepared 20 July 2021

Dolphin Square Operator Limited  
Chichester Street, Pimlico  
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## Resident Relocation

### FEEDBACK FORM

Dear

**Your move to your new temporary accommodation – inviting your feedback to help us improve**

We hope that the move to your temporary accommodation went as smoothly as possible, and that you are now settled and comfortable in your new home.

We appreciate that the moving experience is a disruptive one and as such we are committed to doing everything we can to ensure our support and service is the best it can be – both for the move back to your permanent home when the time comes, and for fellow residents who will also be temporarily relocating during the course of the Restoration Programme.

We're seeking to learn from this first phase of relocations and hope you might kindly spare some time to share your experiences with us openly and honestly. This will help make sure we leave no stone unturned in ensuring the ongoing relocation process is as seamless as we can achieve.

Enclosed with this note, you'll find a short survey with some questions designed to help us understand your personal experience – both what worked well, and what we could do differently next time.

Here's how to return your completed survey to us:

- Email your responses to [future@dolphinsquare.co.uk](mailto:future@dolphinsquare.co.uk)
- Or
- Return your form with responses to the Dolphin Square main reception desk

We'd like to thank you for your participation and ongoing co-operation as the Restoration Programme gathers pace and we begin the important work necessary to preserve all that is cherished about Dolphin Square.

If you have any questions or concerns at any time, please don't hesitate to contact our team by email at [future@dolphinsquare.co.uk](mailto:future@dolphinsquare.co.uk). Alternatively, you can also arrange a conversation with Chrissy Hodges by contacting Calum Andrews on 020 7798 5614 (internal extension 6030).

Yours faithfully

The Dolphin Square Community Engagement Team



**Please share your feedback - survey questions**

Contact details (optional)

Name: ..... House / Number: .....

1. How would you describe your overall move experience on a scale of 1 to 5 (with 1 being poor and 5 being excellent)?
2. How satisfied are you with your new temporary accommodation on a scale of 1 to 5 (with 1 being poor and 5 being excellent)?
3. How would you rate the pre-move support provided to you on a scale of 1 to 5 (with 1 being poor and 5 being excellent)?
4. How satisfied are you with the general communications you have received about your relocation on a scale of 1 to 5 (with 1 being poor and 5 being excellent)?
5. How would you rate the Pegasus removals team on a scale of 1 to 5 (with 1 being poor and 5 being excellent)?
6. Is there anything you wish you'd known ahead of your move?
7. What tip or piece of advice would you give to fellow residents who will also be temporarily relocating as part of the Restoration Programme?
8. Do you have any other comments, questions or suggestions about the moving process? For example, what might assist in making the transition back to your new permanent home more seamless?



Restoration Programme Update is this email not displaying correctly? View it in your browser.

**DOLPHIN SQUARE**  
RESTORATION PROGRAMME

5th October 2021

**The Restoration Programme has reached an important milestone**

Dear Resident,

September saw us mark an important milestone in our Restoration Programme with the successful relocation of all Duncan House residents into their new temporary accommodation within the estate. Our dedicated moves team was on hand to help every step of the way, working hard to make the process as smooth as it possibly could be. We're keen to learn from this first round of resident relocations, so that we can ease the process even further next time and so we're engaging with our Duncan House residents, now settled in their new homes, to gather feedback on their experiences.

**What happens next**

Now that Duncan House is empty, the 8<sup>th</sup> of October sees the start of the building 'strip out' phase. We've appointed a contractor who will carefully and safely remove all the interior fittings and fixtures and inner workings of Duncan House, before disposing of everything in an environmentally sustainable way. This specialist firm is [KpH Group](#) – industry leaders with a reputation for working on sensitive projects with historic significance, including Somerset House, the Science Museum and the National Portrait Gallery. KPH are members of the Considerate Constructors Scheme, which means we can be confident that their work will be carried out to the highest industry standards.

The critical enabling work being undertaken by KPH involves the hand extraction of outmoded mechanical services, radiators and electrical wiring and data cabling to make way for new state-of-the-art eco-friendly systems.

The strip-out of Duncan House is scheduled to last for approximately 3 months. During this period and for safety, it will be cordoned off with temporary fencing. To keep noise and disruption to a minimum, work will not start before 9am and will finish each day by 5pm, with a two-hour break for lunch from 12pm until 2pm, with no weekend work.

**Recycling and zero waste to landfill**

98% of all material being removed from Duncan House will be recycled, with zero waste going to landfill. Furniture will be redistributed and reused around the estate or donated to various charities. We're already liaising with a charity supporting former services men and women, but please do get in touch if you'd like to put forward other charities or organisations that you think might be able to find a good home for some pre-loved furniture.

**Isolating services to Duncan House**

The houses at Dolphin Square share services such as hot and cold water, heating and electricity. Taking every effort to minimise any potential disruption to residents, the Restoration Programme team has been working hard to come up with a cutting-edge solution to 'isolate' Duncan House from its neighbouring houses. As a result of this painstaking effort we don't anticipate any interruption to services elsewhere in the estate while work on Duncan House is ongoing. That said, given the complexity of the project and the age of the building, there is a chance of some temporary loss of hot water overnight (between the hours of 10pm and 6am). In the unlikely event

that this happens, our immediate priority will be to restore services as quickly and as safely as we can.

To allow this work to take place, a crane will be in operation on Wednesday for a few hours to lift new pipework onto the roof of Duncan House. The crane will be parked in the isolated bays outside of Duncan House and the area around the crane and access through will be closed with barriers and there will be specially trained people in situ to ensure everyone's safety while the crane is being set up and is being used. This work is weather dependent however and if delayed we will let residents know via the DSQ&A App.

#### Lifts

The current state of the lifts – which are very old, liable to breaking down, and are difficult to repair – is something that is concerning us all greatly. We fully appreciate how frustrating it is when lifts are out of commission for any length of time, particularly for residents living on the upper floors. Taking this into consideration, we have looked again at the Restoration Programme schedule and we have identified a way to bring forward the lift replacement works, to commence in 2022. Our services engineer has now been engaged to progress this element of the works and they are now in discussions with lift suppliers to ensure that the installation of the new lifts occurs as swiftly as possible.

#### Windows

The Restoration Programme is going to include the removal of all 6,800 windows at Dolphin Square and the installation of replacements in keeping with the current design but double glazed to ensure that the apartments stay cool in summer and warm in winter. These new timber frames are of a durable, hardwearing design which require very little maintenance and are easier to clean. If you'd like to see an example, we have arranged for a model to go on display in our dedicated Community Suite in Dolphin House.

#### Resident town hall meetings

I appreciate that you might have questions about the Restoration Programme and, with that in mind, we're arranging a series of town hall-style meetings in October and November, open to all Dolphin Square residents. Hosted in our Community Suite, these sessions will be an opportunity for you to meet some of the core team overseeing the Restoration Programme, hear more about the plans and have an opportunity to ask questions. We will be writing to you again in the near future with dates.

#### More information and feedback

If you do have any questions or queries as work progresses, the best way to resolve them is to contact us direct by [email](#) or via our dedicated Restoration Programme app *DSQ&A*, which is available to download for free via [Google Play](#) and the [App Store](#).

We're excited to see the Restoration Programme gathering pace and, as always, we'd like to thank you for your ongoing co-operation as we begin the important work necessary to preserve all that is cherished about Dolphin Square and create a modern, sustainable living environment.

Yours faithfully,

Dolphin Square Management Team

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**CO.UK**

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## **DSQ stakeholder database**

### **Ward Councillors**

Cllr Jim Glen  
Cllr Angela Harvey  
Cllr James Spencer

### **Immediate neighbours**

Pimlico Academy  
St Saviour's Church  
Churchill Gardens Residents Association  
St George's Square Residents Association

### **Wider community**

Westminster Boating Base  
St Gabriel's Church of England Primary  
Churchill Gardens Primary Academy  
Pimlico Library  
Pimlico Toy Library  
Pimlico Million  
SouthWest Fest  
Eaton Square Nursery Schools  
Young England Kindergarten  
The Grosvenor pub  
The Marven Health Centre  
Pimlico Neighbourhood Forum  
Pimlico Road Farmers Market



By Email

24 March 2021

Dear Mr Hug

### The restoration of Dolphin Square

I would like to take this opportunity to provide an update on the Dolphin Square restoration programme. I appreciate you have long taken an interest in this iconic site and share an appreciation of how much it means not only to the residents who call it home, but to the wider community as an important Pimlico estate.

You are no doubt aware that in September 2020, the acquisition of Dolphin Square by AXA IM Alts, on behalf of clients, was announced. We are now at a stage where we are beginning to share with residents and neighbours more detail on what the future holds, as we develop our plans to restore this very special place.

From the off, we would like to reiterate the message we have communicated to residents: **the planning proposals of the previous owner which included a partial demolish and rebuild programme will not be taken forward.**

Our ambition, rather, is to return this much-loved building to its best, to make it greener and more sustainable, and to improve the comfort and quality of life of residents now and for the future. The project will focus on improving and modernising Dolphin Square, protecting the building and its gardens for the long term. Elements will require the preparation and eventual submission of a planning application (or applications) and we are due to start pre-application discussions with Westminster City Council planning officers next month. I will write to you again at the appropriate time to explain in more detail the nature of these improvements.

We are fully committed to community engagement good practice and clear communications with our residents and our neighbours. To that end we will be creating a website, newsletter, community suite and stakeholder app to provide regular updates as the project moves forward.

### What will the programme cover?

The focus for the programme will be the inner workings of the building. We will be investing heavily in the estate's utilities infrastructure – this includes plumbing, heating, and electrical system upgrades. New services will be designed to enhance comfort, and dramatically improve Dolphin Square's environmental performance. Interiors, where required, will be updated with a design approach that takes inspiration from Dolphin Square's heritage and maintains a focus on quality and craftsmanship.



### False, inaccurate and misleading information on change.org petition

You are probably aware that you have been identified as a 'decision maker' in a recently reignited change.org petition 'Save Dolphin Square and its Beautiful Grade II Listed Gardens'. This petition pre-dates AXA IM Alt's involvement with Dolphin Square and was originally set up in response to the previous owner's plans to redevelop the site. It includes dishonest, inaccurate and misleading statements. We have now written to the petition originators, requesting it is taken down as a matter of urgency (please find a copy of this correspondence attached).

### A new chapter

The restoration of Dolphin Square is a long-term endeavour to preserve this quintessential London estate and create amenities and apartments fit for contemporary living. We recently wrote to all residents to share a broad brush outline of our direction of travel and we are delighted by the positive messages of support this has generated.

We are excited about this new chapter for Dolphin Square and we would welcome the opportunity to discuss our ambitions for the estate in more detail. A member of our communications team will be in touch with your office shortly to offer a briefing. In the meantime, I hope you will welcome further updates on our restoration programme.

Yours sincerely

Federico Faravelli  
Director  
Dolphin Square



By Email

22 March 2021

**Re: False, inaccurate and misleading information on change.org petition – ‘Save Dolphin Square and its Beautiful Grade II Listed Gardens’**

Dear team@savedolphinsquare.com,

We have noticed that the ‘Save Dolphin Square and its Beautiful Grade II Listed Gardens’ petition was re-ignited on change.org on 21 February 2021. We have seen that this has been accompanied by a petition update on that same date titled ‘Angry tenants demand action’, in addition to a further update on 7 March 2021 titled ‘Unknown owner moves to Luxembourg’ and 21 March titled ‘Top tenant director quits in row’.

While we fully appreciate, and share, your passion for the Dolphin Estate and gardens, and support your right to petition, we feel compelled to write to you to as there are a number of false, inaccurate and/or misleading statements within the text of your petition and associated updates that are of serious concern. These baseless statements are being hosted on a public platform by yourselves, and this in turn is misleading to the general public. We are very concerned because these inaccurate, untruthful and misleading statements are detrimental to AXA IM Alts’ reputation, market perception and are libellous / defamatory in nature. We have set out the facts below in relation to some of your statements.

We also note that you have used an existing petition which related to a completely different subject matter, i.e. proposed redevelopment of Dolphin Square by previous owners, Westbrook (please see below).

#### **I. Using the Original Petition platform**

Your Original Petition related to opposing the redevelopment plans in relation to Dolphin Square by the then owners, Westbrook. The Original Petition was set up over two years ago and by 16 March 2020 it had garnered support from over 3,000 people – a full six months before AXA IM Alts (acting on behalf of its clients) acquired Dolphin Square.

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Registered office 5th floor, 37 Esplanade, St Helier, Jersey JE1 2TR Channel Islands



In the update to the Original Petition on 17 September 2020 titled “Westbrook sells Dolphin Square to AXA”, you stated “We are glad that we appear to have reached a happy ending to our fight, SaveDolphinSquare, and we are grateful to all of you who assisted in our campaign.”. By your own admission, the Original Petition had ended at this point.

We feel that it is dishonest and disingenuous of you to use the Original Petition which related to a different subject matter, targeting a completely unrelated company (Westbrook), as the basis to start a new campaign against AXA IM Alts. Furthermore, it is an abuse of the goodwill of the more than 3,000 people who signed the Original Petition.

#### **II. False, inaccurate and misleading information concerning the acquisition of Dolphin Square and its new ownership**

On 21 February 2021 you published a series of completely false statements deliberately designed to suggest that there is something irregular about the way AXA IM Alts (acting on behalf of its clients) acquired Dolphin Square and made the announcement public. You followed this up on 7 March 2021 by casting doubt and suspicion over the ownership of Dolphin Square. The position is clarified as follows:

As AXA IM Alts stated in its press release of 16 September 2020, the company acquired the Dolphin Square estate ‘on behalf of its clients’ and has therefore been absolutely clear on this point. AXA IM Alts acts as investment and asset manager for its clients under arrangements that are routine and which AXA IM Alts has been fully transparent in respect of. Categorically, AXA IM Alts’ clients are respectable long-term institutional investors; and AXA IM Alts’ clients have not acquired Dolphin Square in partnership with a developer or any other party – they hold 100% of the shareholding in Dolphin Square.

Following the acquisition, a new estate management company has been set up to come into operation on 1 April 2021 called Dolphin Square Operator Ltd (DSQ), as part of routine change of ownership procedures and legal structure requirements that would usually be expected following a sale such as this. As far as residents are concerned, however, this structure in no way affects the day-to-day management or operation of the estate.



### III. False, inaccurate and misleading information concerning the maintenance of Dolphin Square and our timetable for investing in the estate

Even in normal times, projects of this nature and scale take appropriate time to plan and execute, let alone when the nation is in the grip of the Coronavirus pandemic. For safety and public health reasons, it has not been the time to forge ahead with onsite works, however the fact remains that our longer-term plans have not changed in any way.

You state that *'many flats are becoming vacant as tenants leave and are not replaced and the shops in the Art Deco mall report ever decreasing trade.'* Falling trade in the mall and vacancies in the properties are, sadly, consequences of the national lockdown and cannot possibly be blamed on any inaction on the part of AXA IM Alts.

You also claim that the gardens are being neglected. The gardens are a treasured part of Dolphin Square, and it is our intention to ensure they remain so. Respecting and working within Government guidance and restrictions on Coronavirus, our priority over the past six months has been to ensure the continued safe and secure running of the estate and well-being of its residents.

You state that *'There have been many problems for tenants with roof leaks, flooding, plumbing problems and central heating failures.'* As recognized in the General Manager's letter of 23 February 2021 to residents (enclosed), the planned investment in the estate's utilities infrastructure includes plumbing, heating and electrical system upgrades.

In the meantime, any reports of maintenance issues have been dealt with promptly by the professional and highly respected onsite management team and should continue to be directed so as they arise.

### IV. False, inaccurate and misleading information questioning both AXA IM Alts's commitment to its promise and its ability to invest into the estate

Our stated ambition is the preservation of Dolphin Square, returning it to its best, employing the principles of good estate management and sustainability, along with modern building methods and technology. As a global leader in alternative investments with over €150 billion of assets under management and an expansive team of expert real estate professionals around the world, it is defamatory to AXA IM Alts reputation to suggest that AXA IM Alts' clients do not have the funds or



have *'bitten off more than it can chew'* with regards to their investment into the estate, particularly after such a short period of time since acquisition.

AXA IM Alts' investment decisions are representative of its long term approach to responsible investment and management, driven by an overarching objective to improve the social, environmental and economic well-being of the places and communities in which it invests – guiding principles at the heart of its acquisition of Dolphin Square.

**We therefore respectfully request that you take down the Original Petition as a matter of urgency – as this is dishonest and misleading to the public for the reasons we have highlighted above. We also request you not to make any false, inaccurate or misleading statements about AXA IM Alts (and its clients) and Dolphin Square in the future. Dolphin Square and AXA IM Alts (and its clients) reserve all rights and remedies in relation to this matter.**

Dolphin Square is a much-loved London residence and AXA IM Alts (acting on behalf of its clients) is a respected and committed long-term investor. Your petition, in addition to being dishonest, misleading, false and / or inaccurate, is potentially damaging to our relationship with the estate's stakeholders as it sows mistrust where none is needed. Please be assured that Dolphin Square's future is in good hands – through our investment, hard work, commitment and ongoing open communication with residents and the estate's neighbours.

If, on reading this letter, you are still unclear as to our good intentions for Dolphin Square or any of the details addressed, then I am willing to meet a representative of the 'Save Dolphin Square' petition. I make this offer in good faith but on the understanding that the main point of contact for Option B tenants is Dolphin Square 2005. I stress this because your identity is not immediately apparent, nor is it entirely obvious on whose behalf you believe yourself to be acting.

Yours faithfully

Federico Faravelli  
Director  
Dolphin Square



By Email: [enquiries@pimlicoacademy.org](mailto:enquiries@pimlicoacademy.org)

3 August 2021

Dear .....

### **The restoration of Dolphin Square**

You may be aware that in September 2020 Dolphin Square was acquired by AXA IM Alts, as a long term investment on behalf of clients, and that a Restoration Programme is planned to take forward critical works to preserve and modernise the estate.

In appreciation of how much Dolphin Square means not only to the residents who call it home, but also to our neighbours and local stakeholders within the wider Pimlico community, I would like to take this opportunity to introduce ourselves and offer you some key information about what the future holds as we develop our plans to restore this very special place.

### **What does the Restoration Programme involve?**

From the off, we would like to be clear that the planning proposals of the previous owner to partially demolish and rebuild will not be taken forward but every building will undergo important refurbishment and improvement work at some point over the next seven years. Our ambition is to return this much-loved building to its best, to make it greener and more sustainable, and to enhance the comfort and quality of life of residents now and for the future. The project will focus on improving and modernising Dolphin Square, protecting the building and its gardens for the long term.

### **Keeping you informed each step of the way**

Maintaining open lines of communication with our near neighbours and local stakeholders with an interest in the future of this iconic estate is a priority and I'm delighted to be able to provide some information on the variety of ways in which the project team will be sharing updates on progress and create opportunities for you to connect and ask questions.

### **[dsqrestoration.co.uk](http://dsqrestoration.co.uk)**

Our new website is intended as a go to resource, keeping you updated throughout Dolphin Square's journey ahead. Here you'll find details about our approach and vision for the Restoration Programme, some of the benefits and improvements and the current proposed project timeline. You'll also be able to learn more about the extensive team of experts leading this important project. We'll be updating the website regularly as the programme progresses.



### **DSQ&A app**

Our dedicated app DSQ&A is designed to help our residents, local businesses and our surrounding community stay in touch with the Dolphin Square Restoration Programme as it happens. Follow progress step by step and opt in for updates and news alerts. Use the app to stay connected to the project team, ask questions, make comments and pass along your views. The free-to-use app is available to download from the Apple App Store and Google Play Store, just search for DSQ&A.

### **Community Suite**

The Community Suite is a dedicated meeting space in the Dolphin House Club Lounge and here you'll find information displays as well as copies of our community project newsletter.

### **A new chapter**

We are excited about this new chapter for Dolphin Square and I would welcome the opportunity to discuss our ambitions for the estate with you in person, so that we can explain what the project entails in more detail and work to ensure minimal disruption or inconvenience to you during the course of the project.

We also believe the Restoration Programme may present new opportunities to come together and collaborate with community members such as yourself and this is something I would be very interested in discussing further.

A member of our communications team will be in touch with you soon to arrange a meeting – we'd very much like to make introductions in person and explore these possibilities together. In the meantime, please of course don't hesitate to contact me if you have any immediate questions or comments about the Restoration Programme.

Yours sincerely

Roshan Ramlugun  
Director  
Dolphin Square Operator Ltd

**DOLPHIN  
SQUARE**  
RESTORATION  
PROGRAMME

**Keeping you informed  
every step of the way**

**DOLPHIN  
SQUARE**

RESTORATION  
PROGRAMME

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**DOLPHINSQUARE.CO.UK**

13 September 2021

Dear neighbour

**The restoration of Dolphin Square**

As a near neighbour of Dolphin Square, I'd like to take this opportunity to make introductions and share with you some important information about a Restoration Programme that is now underway to preserve and modernise our much-loved residential estate.

**What does the Restoration Programme involve?**

Every building at Dolphin Square will undergo critical work at some point over the next seven years. We should emphasise that previous plans for the partial demolition and rebuild of Dolphin Square will not be taken forward. Instead, our focus is on improving the inner workings of the buildings through significant investment in the estate's infrastructure. Our ambition is to return the building to its best, to make it greener and more sustainable, and to enhance the comfort and quality of life of residents now and for the future. The project will focus on improving and modernising Dolphin Square, protecting the building and its gardens for the long term – as well as the introduction of new and enhanced amenities and services which we hope will also bring benefit to our neighbours and wider community.

**Keeping you informed each step of the way**

Maintaining open lines of communication with our near neighbours and local stakeholders is a priority and I'm delighted to be able to provide some information on the ways in which the project team will be sharing progress updates and creating opportunities for you to connect.

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**A new chapter**

We are excited about this new chapter for Dolphin Square and are working hard to ensure minimal disruption or inconvenience to our residents and neighbours during the course of the project. Dolphin Square is an incredible place, and we believe that the Restoration Programme will preserve all that is valued about the estate, whilst incorporating everything it needs to continue to be an iconic local landmark in the heart of our Pimlico community. We hope that, by following progress on our DSQ&A app and Restoration Programme website, you'll enjoy being part of the journey along with us.

**Roshan Ramlugun**



Director  
Dolphin Square Operator Ltd

# Contact

If you have any questions or require further details, please contact

**Paul Browne**

Dolphin Square community engagement team

T. 07966 297 745

E. [paul@meaningful.agency](mailto:paul@meaningful.agency)