



EMBASSY GARDENS

RIGHT TO MANAGE CAMPAIGN



LEASEHOLDER INFORMATION PACK • 2026



Love where you *live*? Let's run it.

Right to Manage is our chance to take charge of how Embassy Gardens is run, building by building. Same pool, same park, same neighbours, just a real say in the place we call home.

1,450+

neighbours across the estate

50%

at least half of each building's flats to take the reins, building by building

0

change to your lease or ownership

— Our building. Our money. Our fun.

We want you to have the full picture.

Dear fellow leaseholder,

Whether you live in your apartment, rent it out, or bought it as a long-term investment, you own a piece of Embassy Gardens, and you carry a share, through your service charge, of every pound spent running it. Over the past five years, the cost of running our estate has risen far faster than inflation, while many residents feel they have little visibility of where the money goes and little say in the decisions behind it.

The Right to Manage (RTM) is a legal right that Parliament gave leaseholders precisely for this situation. It allows the leaseholders of a building to take over its management through a leaseholder-controlled company, without changing who owns the buildings, without proving fault, and without the freeholder's permission.

Before any formal step is taken, we want to hear from you. This pack is for your information. It is not a commitment.

Inside, you will find a plain-English explanation of what RTM is and is not, the facts behind our service-charge concerns, the plan we are proposing, its honest limits and costs, and every way to ask questions, challenge the thinking, or register your support.

Nothing in this pack binds you to anything. Registering your interest is not a legal commitment, your lease is unchanged, and you can withdraw at any time. Formal membership of an RTM company would come later, as a separate and free step, once your building's company is established, and it is that membership which counts towards the legal threshold.

What we ask today is simple: read the pack, tell us what you think, and if you support the direction, say so, because every registration brings your building closer to its target.

The Embassy Gardens Residents' Association

A volunteer committee of your fellow leaseholders · info@egra.org.uk

What is the Right to Manage?

The Right to Manage is a statutory right under the Commonhold and Leasehold Reform Act 2002. It lets the leaseholders of a qualifying building take over its management through a leaseholder-controlled RTM company.

It is a no-fault right: leaseholders do not need to prove wrongdoing, negotiate with the freeholder, or obtain anyone's consent. The freeholder cannot simply refuse; if entitlement is disputed, the First-tier Tribunal determines whether the statutory requirements are met, and if they are, the claim proceeds. The freeholder keeps the freehold; what transfers is the management function: appointing the managing agent, setting the service-charge budget, awarding contracts, and overseeing maintenance, repairs and services.

In one line: Right to Manage puts a leaseholder-controlled company in charge of your building's management, including choosing the managing agent. It does not mean residents managing the estate themselves. The professional agent, engineers and estate team carry on the day-to-day work exactly as now. What changes is who they answer to. No fault. No fight. Just our right.

The law was strengthened by the Leasehold and Freehold Reform Act 2024, with the key RTM reforms in force since 3 March 2025. Each side now generally bears its own costs in an RTM claim, and buildings with up to 50% non-residential space now qualify, doubling the previous 25% limit.

RTM does

- ✓ Let leaseholders choose the managing agent, and the current agent is welcome to bid too
- ✓ Give leaseholders control of the service-charge budget, contracts and spending priorities
- ✓ Open the books to members: the RTM company answers to its members, you
- ✓ Put a documented trail behind repairs: what was reported, when, by whom and at what cost
- ✓ Apply building by building, with qualifying leaseholders of at least half of each building's flats becoming members

RTM does not

- ✗ Mean residents managing the estate themselves; professional management continues
- ✗ Transfer ownership of our buildings; ownership stays a matter for future discussions with the freeholders
- ✗ Change your lease, your ground rent or your ownership in any way
- ✗ Take over the shared estate facilities: on EGRA's current understanding of the estate structure, the cinema, gyms and Sky Pool stay estate-managed and recharged to the RTM company, to be confirmed by specialist advisers
- ✗ Guarantee lower costs; it guarantees control, transparency and accountability

Why now? The facts, stated once.

Our concern is not that Embassy Gardens is a bad place to live; it is one of London's landmark estates. Our concern is the trajectory of its running costs and the absence of leaseholder control over them.

+67.5%

growth in the estate service-charge budget between 2021 and 2026, around 11% a year compounded

+75.9%

growth measured against actual expenditure over the same period

~2.5×

the rate of CPI inflation (~28%) over the same five years

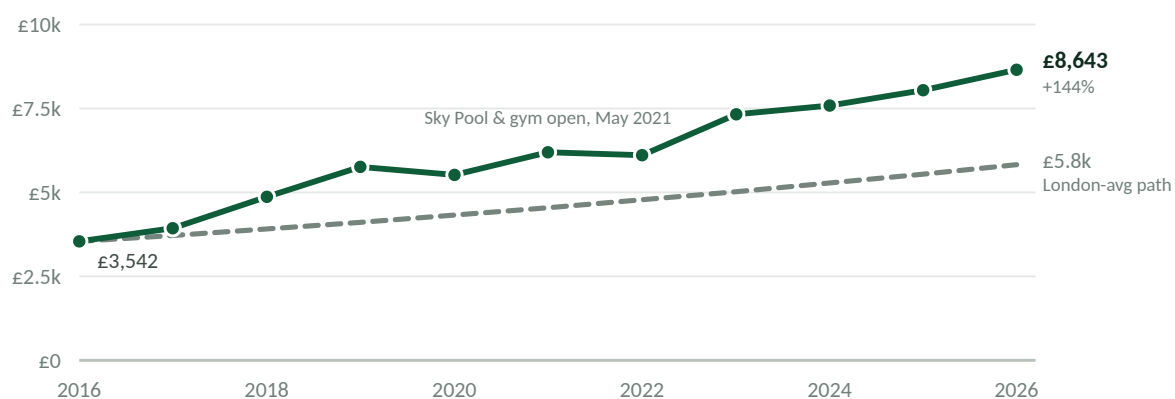
~16%

by which FY2025 expenditure exceeded the budget set for that year

One Ambassador apartment's service charge over time, 2016–2026

Actual annual billed totals — half-yearly demands plus year-end balancing — for a 753 sq ft apartment, against the same bill had it only tracked the London-average rise of 64.5% a decade

— Actual billed total --- If it had tracked the London average



+144%

A typical Ambassador apartment's service charge has risen about 144% since 2016 — more than twice the 64.5% rise across London flats over the same decade reported by Hamptons¹, and around three and a half times CPI (~40%). Even on the most cautious baseline, stripping out every credit and balancing charge, it is up 96.5%. Workings available from EGRA.

The average conceals a sharp split: part of Phase 2's steeper climb reflects developer support unwinding as the estate completes, rather than pure cost inflation, and costs have risen everywhere for legitimate reasons: insurance, utilities, wages and building-safety works. Our point is different: when costs rise this fast, the people paying deserve control over the decisions driving them. Today, the managing agent is appointed by and answerable to the freeholder's structure, budgets are set and contracts awarded without leaseholders holding the pen. RTM changes exactly that, and nothing more.

What happened to Option 4 and enfranchisement?

Our longer-term ambition remains greater leaseholder control of Embassy Gardens. We continue to believe that enfranchisement, or a genuinely balanced version of Option 4, could ultimately provide greater value than RTM, because they could bring both the buildings and the shared estate under community control. But those options depend upon reaching agreement with the freeholders. RTM does not: it is a legal right leaseholders can exercise themselves, which is why it is the most practical first step we can take today while longer-term discussions continue.

Estate figures derive from published service-charge budgets and accounts, 2021 to 2026; 2026 is a budget, not an outturn, recent budgets have been overshot, the figures exclude balancing charges (cash demanded since 2023 runs higher), and the phase split is an apportionment of the development-wide 2026 budget. Chart and callout values are the actual annual billed totals (demands plus year-end balancing) for one 753 sq ft Ambassador apartment, from its demands and year-end statements, FY2016–FY2026; FY2026 is the budget demand; the FY2016 baseline includes a one-off surplus credit — on the most cautious gross-demand baseline the rise is 96.5% rather than 144%. The London-average path applies Hamptons' London decade rise to the same 2016 starting bill. ¹ Hamptons Service Charge Index 2025: London flats +64.5%, 2015–2025; CPI ~+40% over the decade. Good-faith understanding; workings available from EGRA. Figures last updated 5 September 2026.

Some of the biggest overspends, line by line.

These figures come from the estate's own signed service-charge accounts and its published budget. Nothing here is an allegation. They are actual costs against the budgets residents were given, the kind of lines a leaseholder-controlled company would scrutinise before the money was spent, not months afterwards.

Landscaping

Nearly 3× budget

Residents were charged £348,844 against a budget of £124,194 in 2025, about 181% over, and it was over budget every year from 2022 to 2025.

Reactive repairs (M&E call-outs)

Nearly 6× budget

Reactive mechanical and electrical call-outs cost £672,444 against a budget of £115,009, about 485% over. This is the type of spend that effective planned maintenance should reduce.

General repairs & maintenance

2.3–4.9× budget, five years

For five consecutive years, in both phases, repairs spending came in at between 2.3 and 4.9 times the budget set, described in the accounts as historically under-provisioned.

Security staffing

50% over budget

Security staffing cost £1,584,205 against a budget of £1,055,518 in 2025, about 50% over. Staff costs overall ran 16.5% over budget that year.

Water (2024)

About 6.7× budget

Combined water charges reached £254,363 against a budget of £38,038, a further example of a budget residents could not rely on.

Balancing charges

About £2m in four years

Across 2022 to 2025, spending above the budgets residents were given was recovered from them through balancing charges of roughly £2 million, with no vote on any of it.

And no full audit has ever been commissioned. The accountant's report on the service-charge accounts states, every year, that the work is an agreed-upon-procedures engagement only, expressing no opinion and giving no assurance. That is not a full independent audit. A leaseholder-controlled company could choose to commission one. Under the current arrangements, leaseholders cannot.

Every figure is calculated from the printed numbers in the signed service-charge accounts and the published 2026 budget, and can be checked line by line. Percentages are never rounded up. The point is the scale of the overspends and the absence of any resident say, not any suggestion of impropriety. Where a single year is quoted it is the most recent signed year available. Figures last updated 18 July 2026.

A building-by-building plan, run by residents.

RTM is exercised building by building, not estate-wide. Each building needs qualifying leaseholders of at least half of its flats to become members of its RTM company. Our plan reflects that, and is honest about the effort involved.

- 1

NOW, THIS PACK
Inform and count

Every leaseholder receives this pack. Building RTM Champions, resident volunteers in each building, help reach neighbours, answer questions and record support. Registering interest is free and non-binding; it counts your flat towards our campaign target for your building, ahead of the formal membership step that follows.

- 2

AS SUPPORT BUILDS
Fund and appoint

The voluntary RTM Fund (£170 per apartment, see page 7) pays for specialist legal and professional advice. A specialist RTM consultant is appointed as momentum and funding build, so money is committed only where there is a realistic prospect of success.

- 3

EGRA MILESTONE: AT ~35% COMMITTED SUPPORT
Establish the RTM company

When a building reaches around 35% committed support, an EGRA campaign milestone rather than a legal threshold, its RTM company is incorporated and membership opens; joining is free. This creates the legal vehicle while the campaign closes the gap to the statutory line.

- 4

AT THE STATUTORY 50% THRESHOLD
Serve the claim

When qualifying leaseholders of at least half of the building's flats are members, the RTM company serves the statutory Claim Notice. The freeholder may serve a counter-notice on limited legal grounds; disputes go to the First-tier Tribunal, which determines whether the criteria are met, and if they are, the claim succeeds. Since March 2025, each side generally bears its own costs.

- 5

ON THE ACQUISITION DATE
Take over management

Management transfers to the RTM company, which appoints a professional managing agent answerable to leaseholders. Realistically, this is a 12-month-plus journey for the first buildings, and discussions with the freeholder's side continue in parallel throughout.

This is a community project

There is no company behind this campaign, just a small volunteer committee and 1,450+ leaseholders. It succeeds if enough of us take one small action: reply, ask a question, or register support. £170 buys the tools; the community does the work.

What it costs, what it can't do, and the RTM Fund.

A campaign asking for your trust should be honest about its limits. Here they are.

What's the catch?

There are three, and we would rather you heard them from us. First, it costs money: we are asking for a voluntary contribution of £170 per apartment to fund proper legal and professional advice. Second, it takes time: realistically 12 months or more before the first buildings complete. Third, RTM has limits: on our current understanding, the shared estate facilities, cinema, gyms and Sky Pool, would stay under estate management and be recharged to the RTM company, and RTM does not guarantee lower service charges. What it guarantees is that leaseholders control the company responsible for their building's management decisions.

Stewardship promises

- ✓ Funds are managed carefully and transparently by EGRA, with contributions recorded by block and apartment.
- ✓ Money is committed only where there is a realistic prospect of success.
- ✓ A specialist consultant is appointed as momentum and funding build, not before.
- ✓ Each building's RTM company is established at around 35% committed support, and membership is free.

Support the RTM Fund • £170 per apartment

Your contribution funds specialist RTM legal advice, the incorporation of RTM companies, professional guidance through the claim process, and the practical costs of reaching 1,450+ leaseholders.

BANK	Lloyds
ACCOUNT NAME	Embassy Gardens Residents Association
SORT CODE	30-99-50
ACCOUNT NO.	27187160
REFERENCE	RTM [your block / apartment]

Beware of payment fraud. These bank details will never change. Before your first payment, verify them via the EGRA email newsletter or by emailing info@egra.org.uk. EGRA will never ask you by phone, WhatsApp or SMS to pay a different account. If that happens, do not pay, and report it to us immediately.

The contribution is voluntary and separate from registering your support. Contributing does not commit you to RTM membership, and registering support does not commit you to contributing.

Frequently asked questions

Is registering my support a legal commitment?

No. It is not legally binding, your lease is unchanged, and you can withdraw at any time. It counts your flat towards our campaign target for your building and tells us the appetite is real. It is not itself RTM-company membership: that later, separate, free step is what counts towards the statutory threshold.

I rent my flat out or live abroad. Does this affect me?

Yes, and your voice counts equally. For the statutory claim, participation is measured by flats, so your flat counts the same whether you live here or abroad. Flat and predictable, well-run costs matter to every owner, and RTM gives you a vote in how your largest recurring cost is controlled. Everything can be done remotely by email.

Can the freeholder block it?

Not by refusing consent; RTM is a no-fault statutory right. A counter-notice can be served on limited legal grounds, chiefly whether the building and participants qualify, and disputes are decided by the First-tier Tribunal, which determines whether the criteria are met; if they are, the claim succeeds. Since March 2025, each side generally bears its own costs.

What if my building doesn't reach the threshold?

Nothing is lost. Support is counted building by building, so buildings proceed as they qualify. The campaign, the fund's stewardship rules and continuing freeholder discussions all stand regardless.

Does RTM mean residents running the estate?

No. The RTM company appoints a professional managing agent to do the day-to-day work, exactly as now. The difference is that the agent answers to leaseholders and can be replaced if it underperforms. Directors oversee; professionals deliver.

Will my service charge go down?

We will not promise that. Some costs are genuinely rising everywhere. What RTM delivers is control: leaseholders set the budget, choose the agent, tender the contracts, with the company's accounts open to members.

What happens to the cinema, gyms and Sky Pool?

They are shared estate facilities and, on EGRA's current understanding of the estate structure, would remain estate-managed, with costs recharged to the RTM company; specialist advisers will confirm this before any claim. RTM gives your building control of its own management; it does not take over the estate's shared amenities, and we will not pretend otherwise.

Who is behind this?

The Embassy Gardens Residents' Association, a volunteer committee of leaseholders. No managing agent, no commercial backer. The campaign is funded by voluntary £170 contributions and run by residents, with professional advisers appointed as the fund allows.

Disagree with any of this? Tell us. Email info@egra.org.uk with questions, challenges or corrections. We will answer, and resident and investor Q&A sessions are being scheduled where everything in this pack can be tested in person.

Two minutes now. A say in every year that follows.

Read the pack. Ask us anything. And if you support leaseholders taking control of Embassy Gardens' management, register your support: it is free, non-binding, and brings your building closer to its campaign target.

REGISTER SUPPORT	embassygardens-rtm.com/join , takes about two minutes; you will need your block and apartment number
QUESTIONS	info@egra.org.uk , or come to an upcoming resident & investor Q&A session (dates on the website)
LEASEHOLDERS' WHATSAPP	Join via the link at embassygardens-rtm.com , updates, questions and neighbours doing the same thing
VOLUNTEER	Become a Building RTM Champion for your building; an hour or two a month makes the difference
CONTRIBUTE	£170 per apartment to the RTM Fund; details on page 7 and at embassygardens-rtm.com/contribute



Register your support

Scan to open the two-minute form at embassygardens-rtm.com/join



Join the WhatsApp

Scan to join the leaseholders' group for updates and Q&A dates

Our building. Our money. Our decisions.

Embassy Gardens is our home, our investment, our community. Joining takes two minutes, costs nothing today and carries no obligations, and every new registration builds the support needed to form your building's RTM company and reach the statutory threshold of half its flats.

Published by the Embassy Gardens Residents' Association (EGRA) as a leaseholder information pack, July 2026 (revised September 2026). Provided for information as part of a resident-led initiative. It is not legal or financial advice; leaseholders should take their own advice before making decisions. Statements about the Right to Manage reflect EGRA's good-faith understanding of the Commonhold and Leasehold Reform Act 2002 as amended by the Leasehold and Freehold Reform Act 2024. Service-charge figures are derived from published estate budgets and accounts and are subject to the caveats on pages 4 and 5. Registering support is not a legal commitment and confers no obligations. Personal data is handled in accordance with the privacy policy at embassygardens-rtm.com/privacy. Not affiliated with Ballymore Group.

Does our building qualify?

Right to Manage is only open to buildings that meet a set of statutory tests. The residential buildings at Embassy Gardens are expected to qualify, but each building is assessed on its own facts, and a specialist confirms eligibility before any claim is made.

To qualify, broadly, a building must be:

- ✓ **Self-contained** — a whole building, or a structurally self-contained part of one.
- ✓ **Two or more flats**, held by qualifying tenants.
- ✓ **At least two-thirds of the flats** held on long leases — those originally granted for more than 21 years.
- ✓ **No more than 50% non-residential** — shops, offices and similar must be half or less of the internal floor area, ignoring the common parts.
- ✓ **Supported by qualifying tenants of at least half of all the flats in the building**, who become members of the RTM company at claim stage.

What the 2024-25 reforms changed — in leaseholders' favour

- The non-residential limit **rose from 25% to 50%**, so more mixed-use buildings like ours now qualify.
- Each side now **generally bears its own legal costs** of a claim — in force since 3 March 2025, with limited exceptions — removing the old tactic of running up recoverable fees to deter claims.
- Any votes the freeholder holds in the RTM company are **capped at one-third** of the leaseholder votes.
- Disputes are decided by the **First-tier Tribunal**, keeping the process to a clear legal route rather than the freeholder's say-so.

Building by building at Embassy Gardens

RTM is claimed one self-contained building at a time, each with its own RTM company — so our buildings, **Ambassador, Capital, Legacy and The Modern**, are each expected to qualify and would proceed separately, with the precise qualifying premises and eligibility for each confirmed by specialist advisers before any formal step. Buildings can act in parallel and coordinate, which is exactly why the plan is run building by building and why professional advice matters.

Don't take our word for it: the government-funded **Leasehold Advisory Service (LEASE)** publishes free, independent guidance at lease-advice.org, and a specialist RTM consultant will confirm eligibility for each building before any formal step is taken.

This page states EGRA's good-faith understanding of the Commonhold and Leasehold Reform Act 2002 as amended by the Leasehold and Freehold Reform Act 2024. The qualification tests are summarised in plain English and are not a substitute for legal advice; eligibility for each building is confirmed by a specialist before any claim. It is not legal advice.