



# **London Borough of Havering**

## **Estate Regeneration Programme Memorandum of Information**

**May 2017**

# Introduction

## Introduction

The London Borough of Havering is a dynamic East London borough. The arrival of three Crossrail stations across the borough in 2019 will significantly improve journey times into central London, improving the connectivity and accessibility of Havering. Havering Council are capitalising on the momentum generated by Crossrail and are actively supporting and encouraging growth across the borough.

Havering is embarking on several major regeneration and development programmes. The borough actively supports and in many cases spearheads these programmes which are designed to preserve and improve its thriving town centres, business areas and tourist attractions, accommodate an expanding population, while protecting and enhancing the many green areas.

It is an exciting time for Havering, the population is increasing and becoming more diverse and the borough is an increasingly attractive part of London in which to develop and invest

Over the next 10 years Havering Council is planning to build around 3,000 new homes for local people, in one of the most ambitious local authority home building programmes in the country. The majority of these homes will be delivered through the redevelopment of 12 estates across the borough.

The Council is launching a competition to appoint a partner to form a long term corporate joint venture property vehicle to secure investment and expertise to deliver Havering's housing led regeneration strategy.

This Memorandum of Information provides interested parties with information about the Estate Regeneration Programme and the competition process.

## Context

Havering has lost more than 4,000 Council properties through Right to Buy. A large number of people are housed in hostels and bed and breakfast which is not the best provision for the people concerned, especially families, and is expensive for the Council.

The Council has recently benefited from 'Housing Zone' status in Rainham and Romford. Combining this with plans for an extended estate renewal programme, this presents an unprecedented opportunity to accelerate house building in Havering and realise even wider ambitions for regeneration and growth across the borough.

In addition to the Housing Regeneration Programme there are a number of major developments emerging across the borough:

- **Romford** – The Council is committing to a new vision for growth and transformation of Romford. Crossrail is the region's newest high frequency, high capacity railway which will

connect Essex and East London to the South East, including Heathrow Airport. It will call at Gidea Park, Harold Wood and Romford stations, all of which are set to experience a high level of improvement as part of the Crossrail programme. The Romford Leisure Development is an incredibly exciting project for the borough that will deliver an eight-lane competition swimming pool, a training pool, fitness suite, ice rink and numerous leisure facilities, right in the heart of Romford Town Centre. It is a key project that will dramatically renew the area's cultural offering.

- **Beam Park, Rainham** - Design work is underway for a new railway station at Beam Park in Rainham which will connect the area directly to London Fenchurch Street and the South Essex Coast by 2020. The Beam Park site has potential to provide for the building of 4,000 new homes and two primary schools as well as creating numerous employment opportunities. If approved, the development will benefit and promote Rainham's rich heritage and further strengthen the community.
- **London Riverside** - The London Riverside area extends from East London to Rainham in the south of the borough. It is part of the Thames Gateway redevelopment zone and currently undergoing major regeneration, in part through the Rainham Compass programme. It is expected that by 2025, the development will have created 25,000 jobs and 4-5,000 new homes within Havering. The next few years are likely to see an increase in visitors thanks to the redevelopment of Rainham Hall into a full time National Trust attraction and the expansion of the Rainham Marshes nature reserve.
- **Harold Hill** - The Harold Hill area has been subject to major regeneration courtesy of the Harold Hill Ambitions Programme which began in 2008 and saw significant investment in the borough. Since its launch, 900 new homes have been built or are under construction. £2million has been invested in roads, a new library is being built, a new park with sports facilities added and considerable investment made in the existing Central Park as well as the existing Broxhill Sports Centre. A Learning Village has been introduced to help people of all ages learn and improve their skills and has created opportunities and improved the quality of life for local residents. Drapers' Academy was officially opened by HM Queen Elizabeth II in October 2012 and provides new educational facilities for 11 to 19-year-olds in partnership with Queen Mary's College, London. The local Dagnam Park has been extended by 190 acres and myplace, a £4.5 million youth and community centre, has been built, all combining to make the location an accessible, well-served, and prosperous place to live.

On 15th June 2016 the Council's Cabinet agreed to the development of new council housing across an initial tranche of 12 housing estates, and instructed officers to commence consultation, and to initiate the procurement of a development partner. The overarching vision for the programme is to successfully establish vibrant and connected communities, supported by the provision of good quality new homes, tenure diversity, high quality public spaces, and well-used community facilities within safe and secure environments where people want to live and participate in local activities.

The Council is seeking to establish a long term development partnership to facilitate a programme of estates renewal, through working in partnership with an experienced private sector development partner (PSDP). The Council intends to utilise its assets to re-provide existing homes and create in

the region of c3000 new homes with an estimated Gross Development Value of over c£800m. This will include, but may not be limited to, open market sale (OMS), private rented sector (PRS), affordable and shared ownership homes.

## Objectives

The Council's objectives for the programme are:

- To contribute to meeting the wider housing needs of Havering through the regeneration and transformation of the Council's existing stock for predominantly residential use; to provide a choice of good quality housing for people at all stages of life, increasing tenure diversity through affordable rent, shared ownership, private rent, market sale and sheltered housing.
- To deliver high quality residential led development that is commercially viable and generates receipts for cross subsidy to ensure the programme is sustainable.
- To achieve development returns, income and/or a range of secure revenue streams for the Council through re-provision of all Housing Revenue Account ('HRA') stock lost through redevelopment with new HRA stock matching the existing tenure.
- Where viability permits, the developments should **also** aim to deliver additional HRA rented units to the level of existing stock on estates previously purchased under the Right to Buy scheme.
- Where viability permits, the developments should also aim to deliver additional affordable housing being up to 30% of all additional units above existing all tenure stock levels. This additional affordable housing target tenure split to be equal numbers of HRA rented and shared ownership dwellings.
- Land is expected to remain in Council ownership except any freehold properties built for outright sale.
- Where tenants wish to move back to a site, and there is suitable accommodation to meet their needs, they will be able to do so.

# The Opportunity

## The Estates

The Housing Regeneration programme currently comprises 12 sites but it should be noted that the Council intend, where appropriate, to bring forward further sites for inclusion in the Joint Venture at a future date.

The initial package of 12 sites, with the existing number of homes for each, is set out below:

| HOUSING REGENERATION PROGRAMME - CURRENT NUMBER OF HOMES |                |                |                 |             |
|--|----------------|----------------|-----------------|-------------|
| Site Name  | Site Area (Ha) | Tenanted Homes | Leasehold Homes | Total Homes |
| Brunswick Court  | 0.5            | 47             | 0               | 47          |
| Delderfield House  | 1.0            | 14             | 0               | 14          |
| Dell Court   | 0.5            | 29             | 0               | 29          |
| Delta Estate   | 1.6            | 45             | 18              | 63          |
| Farnham & Hildene  | n/a            | 0              | 0               | 0           |
| Maygreen Crescent  | 1.5            | 77             | 17              | 94          |
| Napier & New Plymouth                                    | 0.7            | 87             | 10              | 97          |
| Oldchurch Gardens  | 1.2            | 65             | 19              | 84          |
| Royal Jubilee Court                                      | 1.2            | 79             | 0               | 79          |
| Solar, Serena & Sunrise                                  | 1.0            | 55             | 0               | 55          |
| Waterloo Estate  | 4.5            | 237            | 48              | 285         |
| Queen Street   | 0.5            | 31             | 0               | 31          |
| <b>Total</b>   | <b>14.2</b>    | <b>766</b>     | <b>112</b>      | <b>878</b>  |

The Council has undertaken capacity studies for each of the sites which indicate strong potential to substantially increase the number of homes across the package of sites. Indicative numbers of new homes are set out below and it is the Council's intention, through the Joint Venture, to strongly promote housing growth and the maximum utilisation of public assets.

| <b>HOUSING REGENERATION PROGRAMME - CAPACITY STUDY NUMBER OF HOMES</b> |                          |                               |                          |                    |
|--|--------------------------|-------------------------------|--------------------------|--------------------|
| <b>Site Name</b>   | <b>Market Sale Homes</b> | <b>Shared Ownership Homes</b> | <b>Social Rent Homes</b> | <b>Total Homes</b> |
| <b>Brunswick Court</b>   | 34                       | 0                             | 15                       | <b>49</b>          |
| <b>Delderfield House</b>   | 6                        | 0                             | 6                        | <b>12</b>          |
| <b>Dell Court</b>  | 18                       | 0                             | 20                       | <b>38</b>          |
| <b>Delta Estate</b>  | 355                      | 0                             | 45                       | <b>400</b>         |
| <b>Farnham &amp; Hildene</b>   | 0                        | 63                            | 0                        | <b>63</b>          |
| <b>Maygreen Crescent</b>   | 104                      | 0                             | 100                      | <b>204</b>         |
| <b>Napier &amp; New Plymouth</b>                                       | 47                       | 0                             | 150                      | <b>197</b>         |
| <b>Oldchurch Gardens</b>   | 203                      | 0                             | 99                       | <b>302</b>         |
| <b>Royal Jubilee Court</b>   | 109                      | 0                             | 44                       | <b>153</b>         |
| <b>Solar, Serena &amp; Sunrise</b>                                     | 129                      | 0                             | 60                       | <b>189</b>         |
| <b>Waterloo Estate</b>   | 752                      | 327                           | 237                      | <b>1,316</b>       |
| <b>Queen Street</b>  | 20                       | 0                             | 7                        | <b>27</b>          |
| <b>Total</b>   | <b>1,777</b>             | <b>390</b>                    | <b>783</b>               | <b>2,950</b>       |

It would not be practicable to start work on all sites simultaneously. It is therefore proposed that the following sites will be prioritised:

- Waterloo Estate (including Queen Street)
- Napier & New Plymouth
- Solar, Serena & Sunrise Court

The opportunity will focus on Council owned sites throughout the borough (including but not limited to the initial 12 sites) and potentially other sites acquired by the Council (including through the JV) during joint venture period.

## Commercial Principles

To deliver the regeneration of the 'Havering 12 Estates' the Council wishes to partner with an organisation that can jointly plan, design, fund and deliver the programme of sites over a 15 year+ period. This offers a partner access to a pipeline of residential development sites in a growing part of London, and a long term partnership with an ambitious London local authority committed to growth and development.

The competition will provide scope for bidders to put forward solutions that will meet the Council's objectives. Initial work undertaken by the Council provides the starting principles for this dialogue with bidders:

- The Council and the partner will be members in a limited liability partnership for a minimum defined term subject to renewal.
- The JVV (Joint Venture Vehicle) will take the form of a 50/50 deadlock limited liability partnership in which the JV Partners will each hold an equal interest.
- The principal parties involved in this Joint Venture Vehicle are:
  - the Council
  - the Private Sector Partner (PSP)
  - JVV – structured as a limited liability partnership
  - the PSP Guarantor
  - the Development Manager
  - Providers of works and services
- The JVV's business will be framed by the Partnership Business Plan and individual Site Development Plans.
- A Partnership Agreement – between the Council, the PSP and the JVV – will regulate the conduct and affairs of each party. This will include a Procurement Policy and the Delegation Policy.
- A template Site Development Plan, and approvals process, governing all sites will form part of the Partnership Agreement.
- Funding requirements will be agreed and set out in the Site Development Plan. The PSP and the Council will provide initial working capital to develop proposals.
- An equal number of representatives appointed by each JV Partner. The Board does not want to be too big nor too small to manage to the business of the JVV. The right commercial people need to be appointed so that the Board is a viable commercial decision-making entity.

## **Resident Engagement**

The Council has already undertaken initial resident engagement across all of the estates as follows:

- An initial meeting where the proposals and rationale were explained followed by a question and answer session. Ward councillors were invited to this meeting.
- A newsletter was sent out generally within two weeks of that session to all residents providing details of the proposals along with FAQs and answers.
- After the initial meeting, staff offered and arranged one to one sessions with residents:
  - To ensure the proposals and implications were understood and answer any further questions.
  - To carry out a review of needs and also establish individuals' preferences should a decant be necessary in the future.
  - To provide support and reassurance for residents.
  - To seek individual opinions on the proposals for the estates and schemes.
  - In the sheltered schemes, each resident was advised that any family member or friend could attend the meeting for support.
- Following the meetings and one to one sessions, all feedback and comments were considered against the original proposals and any changes to the proposals identified.
- In relation to the sheltered schemes, discussions were held with colleagues from Adult Social Care to ensure that all proposals meet their future plans for service delivery along with integration with Health Services, including the plans being developed around the Accountable Care Organisation (ACO).
- A second meeting was held at each estate/scheme, approximately one month after the first meeting, to identify the feedback received, the comments regarding each scheme and also to advise how that information had influenced the final proposals to be presented to Cabinet.
- A second newsletter was sent out to each scheme around two weeks after that meeting, detailing the feedback given.

## **Land Assembly**

The Council has started the process of land assembly, including key action as follows:

- From Tuesday 17 January 2017 properties which became empty are being examined to see if they meet the housing needs of people being moved from the regeneration estates and if they match an offer will be made. If the offer is accepted the move will take place as quickly as possible with the Council providing assistance to residents who are moving.

- Every Council tenant who has had a one-to-one meeting about their housing needs has been sent two copies of the Decant Assessment Form which summarises the one-to-one meeting.
- Demolition Notices have been delivered to around 900 properties.
- The Council has contracted TPAS to provide free, independent help and advice to individual tenants. TPAS will provide independent advice to any resident who needs help.
- The first draft of the Local Lettings Plan (LLP) can be accessed here: [https://www.havering.gov.uk/info/20057/building\\_new\\_homes\\_for\\_havering/325/building\\_new\\_homes\\_for\\_havering/6](https://www.havering.gov.uk/info/20057/building_new_homes_for_havering/325/building_new_homes_for_havering/6).
- Leaseholders can sell now - some leaseholders are already in discussion with the Council about selling their property to the Council. Leaseholders and freeholders wishing to sell their property on the Maygreen Crescent and Park Lane, Napier House and New Plymouth House, Oldchurch Gardens or Waterloo Estate regeneration sites are being particularly encouraged to speak to the Council.

## Housing Zones

The London Borough of Havering has two Housing Zones covering Romford and Rainham & Beam Park.

**Rainham and Beam Park** in Havering are two important parts of the London Riverside opportunity area. This stretches for 12 kilometres, from the Royal Docks to Rainham Marshes. Housing zone investment will open up this formerly industrial land for development. The aim is to create a new high quality garden suburb that is sustainable and well connected.

This area has already shown its potential with a raft of recent projects. These include the Centre for Engineering and Manufacturing Excellence (CEME), Orchard Village, Rainham Village and the Rainham Marshes. Now, the new housing zone will open up the area's huge potential to provide the new homes London so urgently needs. The new Housing Zone will:

- Open up new sites to significantly boost and speed up the supply of new homes in the next five years.
- Turn the A1306 into a beautiful boulevard, with a 2km linear park.
- Help the council find land to bring forward development.
- Deliver a new mainline rail station at Beam Park.
- Develop a comprehensive area planning framework and master plan.

**Romford** was granted Housing Zone status in March 2016. In making the case for Romford to be granted Housing Zone status, the Council was able to point to factors such as:

- The inherent strengths and potential of the town centre, enhanced by the introduction of Crossrail in 2019.

- The clear vision and delivery plan set by Members through the Romford Development Framework approved by Cabinet in July 2015 including the vision referred to earlier in this report.
- The good progress that is being made on the Rainham and Beam Park Housing Zone which was one of the first phase of schemes granted Housing Zone status in 2014.
- The establishment of Mercury Land Holdings which will play an important role in the delivery of private sector housing in the Romford Housing Zone, and the Council's affordable housing delivery programme funded through the Housing Revenue Account.
- A track record of delivering projects and current investment plans for Romford.

## Planning Context

The Development Plan for Havering is provided by the Havering Local Development Framework (LDF) incorporating the Romford Area Action Plan and The London Plan with National Planning Policy provided by the National Planning Policy Framework and guidance on this within Planning Practice Guidance available via the Planning Portal. Further non-statutory guidance which has been adopted for development control purposes is provided by the Romford Development Framework and the Rainham and Beam Park Planning Framework, both of which will form part of the evidence base for the forthcoming Local Plan.

The Council is in the process of preparing a new Local Plan which will replace existing planning policies set out in the Local Development Framework (LDF). The Local Plan will guide future development and land use within Havering over the next 15 years up to 2032. Havering's population is expected to grow from 249,085 to 290,739 over this period.

The Council has recently published its 'Local Plan - Direction of Travel', in which the emerging new Local Plan vision is set out. Highlights include:

- Romford will continue to grow as the Borough's main town centre and as a key residential growth area offering high quality town centre living and will be viewed as a place in which residents including families will wish to stay. Romford will benefit from the arrival of Crossrail and improved accessibility into Central London and beyond. Romford will be thriving and competing successfully with Stratford to the west and Lakeside and Bluewater to the east. It will have built upon its traditional character, with a remodelled market place and offer a wider range of retail, service and leisure facilities in a safe, attractive and high quality environment. The increased residential population in the town will support new business and employment opportunities as well as a wider mix of contemporary town centre uses including an enhanced and higher quality restaurant offer.

- Rainham and Beam Park will be successfully transformed; a new green neighbourhood will have been delivered in a well-designed, modern residential environment that supports the wellbeing and health of the community. The new neighbourhood will have its own identity and sense of place, be structured around a new station and vibrant local centre at Beam Park, and integrate with the historic Rainham Village and surrounding residential neighbourhoods. The character of New Road will be transformed from a traffic dominated corridor into an urban street with enhanced public realm and will include a green parkway with high quality walking and cycling infrastructure. New homes will be supported by essential community infrastructure with a new primary school proposed as part of the redevelopment, as well as the establishment of new health and community facilities. The area to the south of Rainham and Beam Park will continue to be a strategically important employment area offering local employment opportunities.
- Upminster and Hornchurch will continue to be thriving town centres, providing a diverse mix of uses with a high quality retail offer and convenient local services. Hornchurch will be a sub-regionally important cultural centre anchored by the Queens Theatre and Fairkytes Arts Centre in attractive settings which complement their role. Smaller centres will continue to be recognised for their importance to local communities.
- The Council will have progressed its house building and estate regeneration programme, providing around 3,000 new, high quality, contemporary homes on existing Council owned housing estates.
- Havering will enjoy a modern, first class, integrated system for getting people and goods around the Borough. The transport system will provide choice and options to reduce the need to travel, offer opportunities for healthier lifestyles and improve the quality of life for all sections of the community, including those who are less mobile. This will provide a competitive advantage for local businesses and will be a major attraction for people moving into the borough. New development will be focused on those parts of the borough most accessible to public transport.
- By 2019 Havering will be benefiting from the completion of Crossrail and the enhanced connections and increased capacity this will provide. A new rail station at Beam Park will serve new residents and businesses in London Riverside by 2020. The Borough will also see enhanced public transport provision encompassing better north-south linkages and improved bus services.

# The Sites

## **Brunswick Court**

Brunswick Court is located within the Cranham neighbourhood of Upminster. The site is located south of Macon Way, east of Waycross Road and north of Brunswick Avenue. It is located within a largely residential estate with a small retail parade located approximately 0.1 miles to the west of the Brunswick Court. Upminster which is located 1.4 miles to the south of the site is the main commercial hub in the area.

The capacity proposal for Brunswick Court provides **49 homes** with a mix of 1, 2 and 3-bed units. All blocks are predominantly 3 storey respecting the existing context. The current plan provides 55 parking spaces giving a ratio of 1.12 spaces per unit.

Proposals for the new site will need to:

- Provide an extra care sheltered facility with a 70:30 split between market sale and affordable housing.
- Transform the site by providing high quality affordable/social and private homes on a tenure blind basis.
- Provide appropriate infrastructure and adequate car parking.
- Deliver all homes in accordance with the appropriate space and amenity standards approved by the planning authority.

## **Delderfield House**

Delderfield House is located along the border between Collier Row and Rise Park, in a suburban area located 1.5 miles to the north of Romford and 7.5 miles to the west of Brentwood, approximately 16 miles east of Central London and within the Ward of Pettits in Havering.

The area surrounding the estate is predominantly residential with a small industrial area located 1 mile to the south west of the site. Lawns Park is situated half a mile to the north of Delderfield House.

Collier Row town centre is one of four minor district town centres within the London Borough of Havering. It has over 70 shops and restaurants and the majority of these outlets are small independent traders.

The capacity proposal for Delderfield provides **12 homes** with a mix of 1, 2 and 3-bed units. It is based on 2 blocks fronting onto Havering Road / Portnoi Close with a central private landscaped amenity. Parking has been provided in the form of private parking courts located in front of the blocks. The current plan provides 18 parking spaces giving a ratio of 1.5 spaces per unit.

Proposals for the new site will need to:

- Work within a constrained site area to produce the best possible design layout and unit mix for the site.

- Consider the impact of additional car parking on existing dwellings.
- Replace the existing Council tenanted homes with affordable housing, to an agreed mix and size.
- Deliver all private homes in accordance with the appropriate space and amenity standards approved by the planning authority.

## Dell Court

Dell Court is located in Hornchurch, a town located to 2.5 miles to the south east of Romford, 1.5 miles west of Upminster and 4 miles north of Rainham, approximately 16 miles east of Central London and within the Ward of St Andrews in the Havering.

The estate itself is located along Ravenscourt Grove, close to the centre of Hornchurch.

The area surrounding the estate is predominantly residential, although the estate is adjacent to a cemetery. Harrow Lodge Park is 1 mile to the west of the estate and Gaynes Parkway is 0.7 miles to the south. There is a wide residential mix in Hornchurch both in terms of a range of units and a range in values.

Hornchurch is identified in the London Plan as a local district centre with 31,000 square metres of commercial floorspace. It is not considered a significant commercial office location but within Havering it is identified as one of seven town centres in the borough. Known as a commuter town, a large proportion of its population commute to Central London each day to work.

The capacity proposal for Dell Court provides **38 homes** with a mix of 1, 2 and 3-bed units in four linear apartment blocks. The two blocks fronting Ravenscourt Grove are predominantly 3 storey respecting the existing context. To the rear of the site two no. 4 storey blocks are proposed and are framed by the private landscaping and parking court.

Provision for parallel parking has been provided at the front of the development which is typical of the existing street. The current plan provides 50 parking spaces giving a ratio of 1.32 spaces per unit.

Proposals for the new site will need to:

- Transform the site by providing high quality affordable/social and private homes on a tenure blind basis for over-55s.
- Provide a 70:30 split between market sale and affordable housing.
- Consider the impact of additional car parking on existing dwellings.
- Replace the existing Council tenanted homes with affordable housing, to an agreed mix and size.
- Deliver all private homes in accordance with the appropriate space and amenity standards approved by the planning authority.

## Delta

The Delta Estate is located within the ward of Squirrels Heath in Gidea Park, a town located 2 miles to the north east of Romford. Approximately 12 miles east of Stratford, 5 miles west of Brentwood and 20 miles to the north east of Central London.

The site itself is located to the north of Squirrels Heath Lane with Elvet Avenue running north to south through the site.

The surrounding area is largely residential with a small amount of retail located around Gidea Park station. From an industry point of view, Romford which is located just 1.5 mile southwest of the Estate, is the main commercial hub of the borough.

The capacity proposal for Delta provides **400 homes** comprising 395 x 1B and 2B units and 5 x 3B houses. The height of the blocks gradually increase from 4 storey (relating in scale to the existing low rise housing on the east) stepping up to 9 storeys at the T junction of Elvet Avenue.

Parking is provided in the form of rear parking courts which have been softened by focal trees and low level hedging. There is a further basement car park with approx. 80 spaces. The current plan provides 365 parking spaces giving a ratio of 0.91 spaces per unit.

Proposals for the new site will need to:

- Transform the site by providing high quality affordable/social and private homes on a tenure blind basis which is complementary to existing dwellings.
- Consider the impact of additional car parking on existing dwellings.
- Replace the existing Council tenanted homes with affordable housing, to an agreed mix and size.
- Deliver all private homes in accordance with the appropriate space and amenity standards approved by the planning authority.

## Farnham and Hildene

The Farnham and Hildene estate is located in Harold Hill, a town located 3 miles to the north east of Romford and 4.5 miles to the south west of Brentwood, approximately 17.5 miles north east of Central London and within the Ward of Gooshays in the Havering.

The estate itself consists of flats above retail units to the south of Hildene Avenue in the centre of a largely residential area.

The area surrounding the estate is predominantly residential. The recreational area of Central Park is located 0.3 miles east of the estate.

Harold Hill has benefitted from the Harold Hill Ambitions regeneration project that was launched in 2007. As part of the programme a number of new facilities were built including a library and a new centre for young people. The library is located on the estate.

The capacity study for Farnham and Hildene looks at the possibility of adding an additional 1 or 2 storeys to the existing building.

The existing development is currently G+3. The assumption at this stage is that rooftop development would provide **63 homes**; this is subject to further design work including building surveys and structural review. We have not reviewed the parking requirements for the proposed redevelopment at this stage and assume subject to further parking surveys that there is capacity in current system.

Proposals for the new site will need to:

- Increase the density of the estate in a way that is sensitive and appropriate to the existing building.
- Consider the impact of additional car parking on existing dwellings.
- Deliver all private homes in accordance with the appropriate space and amenity standards approved by the planning authority.

## **Maygreen Crescent**

The Maygreen Crescent and Park Lane Estate is located within the community of Hornchurch, a town located to the 2.5 miles to the south east of Romford. It is approximately 18 miles northeast of Central London and within the Ward of Hylands in Havering.

The site itself is located south of the Park Lane Recreation Ground and to the north and east of the Roneo Corner Retail Park, Romford. Park Lane runs along the Eastern boundary of the site. The Estate is located less than 0.1 mile to the north of the Hornchurch Road (A124).

The capacity study for Maygreen Crescent creates a series of linear blocks on the East and Western boundary of the site. The proposed semi-private central landscaped amenity runs North to South and serves to create a link with the neighbouring park to the North.

The capacity proposal for Maygreen Crescent provides **204 homes** with a mix of 1, 2 and 3-bed units. Building heights range from G+3 on the eastern boundary stepping up to G+5 on the blocks located in the north-west. There are no north facing single aspect units proposed in the study. The perimeter parking arrangement has been integrated into the scheme in the form of private parking courts. The current plan provides 193 parking spaces giving a ratio of 0.95 spaces per unit.

Proposals for the new site will need to:

- Transform the site by providing high quality affordable/social and private homes on a tenure

blind basis which is complementary to existing dwellings.

- Consider the impact of additional car parking on existing dwellings
- Replace the existing Council tenanted homes with affordable housing, to an agreed mix and size.
- Deliver all private homes in accordance with the appropriate space and amenity standards approved by the planning authority.

## **Napier & New Plymouth**

Napier House and New Plymouth House are located in Rainham, a town located 2.3 miles to the south east of Dagenham and 4.8 miles to the south of Romford, approximately 15 miles east of Central London and within the Ward of South Hornchurch in Havering.

The estate itself is located at the edge of a residential area, opposite an industrial area and 0.8 miles from the centre of Rainham. The area north of the estate is predominantly residential. To the south of the estate there is an industrial area and beyond that is the River Thames. To the east of the industrial area is the Rainham Marshes Nature Reserve and the RSPB Visitor Centre, 1.6 miles to the south east of the estate.

Rainham has a historic village core, with over 40 independent specialist shops and restaurants. The majority of the independent shops are situated within a designated conservation area. Many of the shops were formally Georgian cottages, which were transformed into shop frontages in the 20<sup>th</sup> century forming the heart of the village.

The capacity proposal for Napier & New Plymouth provides **197 homes** across four apartment blocks on the southern boundary and 18 houses on the northern boundary to reconnect with the existing urban grain. The urban design response provides positive frontage to both New Road and Dunedin and removes the majority of parking away from the street in the form of rear private parking courts. The houses located on the northern edge are predominantly 2/3 storey, the blocks on the south step up from 4 storey terminating at a 9 storey focal tower. The current plan provides 104 surface parking spaces giving a ratio of 0.53 spaces per unit.

Proposals for the new site will need to:

- Transform the site by providing high quality affordable/social and private homes on a tenure blind basis which is complementary to existing dwellings.
- Replace the existing Council tenanted homes with affordable housing, to an agreed mix and size.
- Deliver all private homes in accordance with the appropriate space and amenity standards approved by the planning authority.

## Oldchurch Gardens

The Oldchurch Gardens estate is located within the Romford on the south western edge of Romford town centre. Approximately 3 miles northeast of Dagenham, 9 miles east of Stratford and 15 miles northeast of Central London. The Estate is located within the ward of Brooklands in Havering.

The site itself is located south of Oldchurch Road which provides access onto the A125 and east of Dagenham Road which runs south into Dagenham.

The Oldchurch Estate is located within Romford on the south western edge of Romford town centre. Directly to the east of the site is Oldchurch Park and beyond that Queen's Hospital. Romford Cemetery lies to the west of the site. The Estate also lies directly south east of Romford Gas Works. To the north of the site is the new build development Oldchurch Park which is being developed by Nu Living (an arm of Swan Housing Association).

The capacity proposal for Oldchurch Gardens provides **302 homes** with a mix of 137 x 1B and 165 x 2B. The massing and proposed storey heights are in keeping with the existing context. There is an opportunity for a high quality podium deck garden for residents' use and the site benefits from overlooking the hospital green / park to the east.

The capacity study proposes private secure undercroft parking – reducing the visual impact of the car on the street scene. It also proposes strong urban design principles maximising views of the park for a large percentage of the units, as well as designing out north facing units as far as possible.

Proposals for the new site will need to:

- Transform the site by providing high quality affordable/social and private homes on a tenure blind basis which is complementary to existing dwellings.
- Replace the existing Council tenanted homes with affordable housing, to an agreed mix and size.
- Deliver all private homes in accordance with the appropriate space and amenity standards approved by the planning authority.

## Royal Jubilee Court

Royal Jubilee Court is off Gidea Close, in Gidea Park, 1.1 miles to the north east of Romford and 6.5 miles to the west of Brentwood, approximately 15.5 miles east of Central London and within the Ward of Pettits in Havering.

The site itself is surrounded by Raphael Park to the west and a residential area to the east. To the south is Main Road which connects Romford with the A127. The estate is located in the affluent neighbourhood of Gidea Park. Many of the properties have outdoor swimming pools and Gidea Park Lawn Tennis Club is in the centre of the residential area, 0.1 mile north of the estate. To the west of

the estate is Raphael Park. This is a large landscaped park originally designed by Sir Humphry Repton, consisting of a lake, sports facilities, cafe and a large play area.

The Council, in partnership with Transport for London, has unveiled updated plans to transform Gidea Park station as part of a series of major improvements on the eastern section of the Crossrail route. Central to the Council's proposals is the design and creation of a new plaza east of the station's front entrance, an improved pedestrian entrance to the north together with some smaller improvements to the overall look of the area around the station. The works will provide better access to the station by improving pedestrian crossings in the station area. This project will include landscaping, new street furniture and cycling related amenities. The provision for taxis and private drop-off will also be improved.

The capacity proposal for Royal Jubilee Court provides **153 homes** in four apartments blocks arranged in a semi-formal configuration. The key drivers for the layout response has been focused on providing a strong frontage to Main Road and maximising the impressive views North for the majority of units. The landscape amenity has been located adjacent to Blacks Canal to create a strong visual connection.

The proposed blocks contain a variety of 1, 2 and 3-bed apartments for use as extra care retirement housing and range in height 4 to 5 storeys.

The current plan provides 103 on surface parking spaces giving a ratio of 0.67 spaces per unit.

Proposals for the new site will need to:

- Transform the site by providing high quality retirement village with extra care facilities on a tenure blind basis which is complementary to existing dwellings with a 70:30 split between market sale and affordable housing.
- Deliver all homes in accordance with the appropriate space and amenity standards approved by the planning authority.

### **Solar, Serena and Sunrise Court**

The Solar, Serena, Sunrise Estate is located in Hornchurch, a town located 2.5 miles to the south east of Romford, 1.5 miles west of Upminster and 4 miles north of Rainham, approximately 16 miles east of Central London and within the Ward of St Andrews in Havering. The estate itself is located next to Harrow Lodge Park, approximately one mile to the south west of Hornchurch town centre.

The area surrounding the estate is predominantly residential. Harrow Lodge Park is adjacent to the west of the estate with the Chase Nature Reserve beyond that, 1.5 miles to the west of the estate. There is a wide residential mix in Hornchurch both in terms of a range of units and a range in values.

The capacity study for Solar, Serena and Sunrise provides **189 homes** with a mix of 1, 2 and 3-bed apartments apartments. The block arrangement has been focused on providing positive frontage,

attractive semi private amenity spaces and maximising the distant views to the open space to the north of Park Hill Close.

The blocks' heights range from four storey in the North where there are existing dwellings in close proximity stepping up to 8 storey centrally in less sensitive areas. Reference has been taken from the existing tower blocks when developing the development proposals.

Semi private courtyards have been created to the south and north-east maximising the benefit of the site orientation and sun path. The existing parking zones have been enhanced with landscape elements to soften the visual impact. We have not reconfigured the hardstanding as there are extensive existing below ground services serving adjacent developments.

The current plan provides 120 parking spaces giving a ratio of 0.63 spaces per unit.

Proposals for the new site will need to:

- Transform the site by providing high quality retirement village with extra care facilities on a tenure blind basis.
- The development should be complementary to existing dwellings with a 70:30 split between market sale and affordable housing.
- Consider the impact of additional car parking on existing dwellings.
- Deliver all homes in accordance with the appropriate space and amenity standards approved by the planning authority.

## **Waterloo Estate**

The Waterloo Estate is located within Romford on the western edge of Romford town centre. Approximately 4 miles northeast of Dagenham, 9 miles east of Stratford and 15 miles northeast of Central London. The Estate is located within Romford Town Ward in Havering. The site itself is located south of London Road and directly west of the A125.

The Waterloo Estate is located within Romford on the western edge of Romford town centre. Directly to the east of the site across the A125 is The Brewery Retail Park. Romford town centre lies beyond this. The Estate also lies directly south east of Cottons Park. To the south of the site is the railway line.

The London Plan identifies Romford as a Metropolitan Centre. These centres are earmarked for the intensification of commercial and residential development as well as improving the competitive choice of goods and services.

The arrival of Crossrail in Romford has seen a lot of new build development in the Romford area which has coincided with the general shift of Londoners moving east.

The capacity proposal for Waterloo Estate provides **1,316 homes**, plus 309 podium parking spaces, as well as 196 surface parking spaces which provides a ratio of 0.4 parking spaces per unit. The units

are a mix of 271 x 1-bed apartments, 683 x 2-bed apartments, 207 x 3-bed apartments, 132 x 3-bed maisonettes and 24 x 3-bed houses. On the eastern edge of the estate the design response is to maximise vistas from the ring road into the estate, integrating the estate into the wider area, and helping to 'humanise' the ring road.

Winter gardens have been incorporated into some buildings fronting Waterloo Road, as a way to increase floorspace without having to deliver entirely single aspect units. Thought has been given to phases to enable development parcels to come forward separately from the central development parcel, upon which the two existing towers are situated. Podium parking in buildings with less floorspace has also been minimised.

Where the storey heights are already constrained by neighbouring development, three-storey townhouses have been proposed.

Proposals for the new site will need to:

- Transform the site by providing high quality affordable/social and private homes on a tenure blind basis which is complementary to existing dwellings.
- Consider the impact of additional car parking on existing dwellings.
- Replace the existing Council tenanted homes with affordable housing, to an agreed mix and size.
- Deliver all private homes in accordance with the appropriate space and amenity standards approved by the planning authority.

## Queen Street

The Queen Street Estate is located within the Romford on the western edge of Romford town centre. It forms part of the bigger Waterloo Estate (see above). It is approximately 4 miles northeast of Dagenham, 9 miles east of Stratford and 15 miles northeast of Central London. The Estate is located within Romford Town Ward in Havering. The site itself is located south of London Road and directly west of the A125.

The Queen Street Estate is located within Romford on the western edge of Romford town centre. Directly to the east of the site across the A125 is The Brewery Retail Park. Romford town centre lies beyond this. The Estate also lies to the south east of Cottons Park. To the south of the site is the railway line.

The capacity proposal for Queen Street provides **27 homes**, with a mix of 6 x 1-bed apartments, 14 x 2-bed apartments, 4 x 3-bed apartments, and 3 x 3-bed maisonettes. Potential for 4 no. on-street parking spaces has been identified. The units are a mix of. On the eastern edge of the estate the design response is to maximise vistas from the ring road into the estate, integrating the estate into the wider area, and helping to 'humanise' the ring road.

In terms of design winter gardens have been incorporated into some buildings fronting Waterloo Road, as a compromise to increase floorspace without having to deliver entirely single aspect units.

Thought has been given to phases to enable development parcels to come forward separately from the central development parcel, upon which the two existing towers are situated. Podium parking in buildings with less floorspace has also been minimised.

Where the storey heights are already constrained by neighbouring development, three-storey townhouses have been proposed which are cheaper to build per square metre.

Proposals for the new site will need to:

- Transform the site by providing high quality affordable/social and private homes on a tenure blind basis which is complementary to existing dwellings.
- Consider the impact of additional car parking on existing dwellings.
- Replace the existing Council tenanted homes with affordable housing, to an agreed mix and size.
- Deliver all private homes in accordance with the appropriate space and amenity standards approved by the planning authority.

# Competition Timetable

The Concession Contracts Regulations 2016 applies to the competition procedure to award the contract. The Council will be following a process similar to the Competitive Dialogue procedure described in Regulation 30 of the Public Contracts Regulations 2015 (as amended). However, it reserves the right to deviate from the formalities of the Public Contracts Regulations 2015 (as amended) in conducting the competition due to the flexibilities permitted by the Concession Contracts Regulation 2016.

The Council wishes to make the process as efficient as possible, whilst allowing for flexibility and alternative solutions to be discussed and put forward. It is intended to conclude the Competitive Dialogue by late 2017 and appoint in early 2018.

The selection of a Joint Venture partner for the opportunity will be managed through a Competitive Dialogue procedure under OJEU regulations. This will involve:

- A Pre-Qualification Selection Questionnaire (SQ) stage.
- Shortlisting of 5 bidders who will be invited to enter into dialogue with the Council and submit interim tender responses to the Council's Invitation to Participate in Dialogue.
- Shortlisting of 2-3 bidders after assessment of their interim tender responses, who will be invited to participate in further dialogue sessions and submit final tenders in response to the Invitation to Submit Final Tenders.

An indicative timetable is set out below.

| Indicative Date         | Stage  |
|-------------------------|--|
| 12.05.2017              | Concession Notice dispatched to OJEU   |
| 13.06.2017: 13:00 hours | Deadline for the SQ application returns  |
| 13.06.2017 – 28.06.2017 | Evaluation of SQ applications  |
| 30.06.2017              | Issue of the "Invitation to Participate in Competitive Dialogue" ("ITPD") to four to six bidders and opening of competitive dialogue and notification to unsuccessful SQ applicants. |
| 10.07.2017 – 02.08.2017 | Initial Dialogue Meeting dates with the four to six shortlisted bidders  |
| 20.07.2017              | Deadline for ITPD clarification questions from shortlisted bidders   |
| 11.08.2017              | Deadline for return of ITPD Responses.   |
| 14.08.2017 – 11.09.2017 | Clarification and evaluation of ITPD Response.   |

|                         |  |
|-------------------------|--|
| 13.09.2017              | Issue of Invitation to Continue Dialogue (“ITCD”) to two to three shortlisted bidders and notification to unsuccessful bidders.  |
| 18.09.2017 – 30.10.2017 | Period for dialogue meetings and negotiations with final two to three bidders  |
| 30.10.2017              | End of Competitive Dialogue stage and issue of Invitation to Submit Final Tenders (“ISFT”).  |
| 30.10.2017 – 04.12.2017 | Period for remaining bidders to finalise tenders.  |
| <b>04.12.2017</b>       | <b>Deadline for return of Final Tenders.</b>   |
| 04.12.2017 – 11.12.2017 | Clarifications and evaluation of Final Tenders.  |
| 11.12.2017 – 15.01.2018 | Authority internal approval process for Preferred Bidder appointment. Period for confirming commitments of the Preferred Bidder’s Final Tender and finalising the terms of the contract and the Authority's internal approvals for reaching a contract award decision. |
| 15.01.2017              | Announcement of the Authority’s final contract award decision in respect of the successful Bidder.<br><br>Issue of contract award notifications and debriefing information to unsuccessful participants commencing the 10-day standstill period.                       |
| 29.01.2018              | Expiry of standstill period.   |
| 29.01.2018              | Contract close with successful Bidder.   |
| Tbc                     | Appointed provider to start on the property development  |

At this stage, the timetable is subject to confirmation and the Authority reserves the right to amend this indicative timeframe as the project progresses.