



Exempt Appendices A, B and C to this Report are not available for public inspection as they contain or relate to exempt information within the meaning of Paragraph 3 of Schedule 12A to the Local Government Act 1972.

This report is in the exempt part of the agenda because it refers to information relating to the financial or business affairs of any particular person (including the authority holding that information) and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

CABINET	28 th January 2026
Subject Heading:	Rainham and Beam Park Regeneration LLP Business Plan Update
Cabinet Member:	Councillor Graham Williamson Cabinet Member for Development and Regeneration
ELT Lead:	Neil Stubbings Strategic Director of Place
Report Author and contact details:	Harry Scarff Regeneration Manager Harry.Scarff@havering.gov.uk
Policy context:	The Council now has ownership and control of Rainham and Beam Park Regeneration LLP (RBPR LLP), to facilitate or to deliver the regeneration of identified sites along the A1306 in Rainham and Beam Park, in support of the Council's ambitions for regeneration.
Financial summary:	Economic and local conditions currently prevent all of the proposed programme of residential led schemes being delivered within suitable financial parameters. Area wide change might be triggered by confirmation of the proposed Beam Park Station. Whilst announcements are awaited, it would be prudent to continue to proactively manage the properties acquired in the area to optimise financial and social benefits, and to explore opportunities to complete land assembly and to continue to explore development options.

Exempt Information & Grounds

Is this a Key Decision?

This is a key decision because

- a. The expenditure exceeds £500,000.
- b. Implications for two or more wards

When should this matter be reviewed? December 2026

Reviewing OSC: Place

The subject matter of this report deals with the following Council Objectives

People - Supporting our residents to stay safe and well	X
Place - A Great Place to Live, Work and Enjoy	X
Resources - Enabling a resident-focused and resilient Council	X

SUMMARY

- 1.0 This Business Plan considers short and medium term measures appropriate for managing the assets acquired by Havering Council from its original regeneration partner, Notting Hill Genesis, in accordance with the Cabinet decision granted on 19th July 2023.
- 2.0 The long-term aim remains to facilitate delivery of a scheme of residential led regeneration across 9 comprehensive development sites along the A1306 New Road corridor in Rainham. The sites, largely in industrial use, are in multiple ownerships and often in poor environmental condition; residential development values in the area are very challenging.
- 3.0 The Business Plan considers scope to prepare specific sites for potential development pending approval of the new Beam Park Station by the Mayor of London. The investment in this station, and subsequent improvement in rapid transport options for the neighbourhood is expected to make a positive contribution to the local area and its economy, helping to stimulate demand for new homes and an improvement in the market for new homes.
- 4.0 In the meantime, the Plan seeks to improve utilisation and revenue income from existing sites and to improve the appearance of key frontages as part of the Council's place-making role.
- 5.0 The sites are in varying states of condition. The majority have occupiers in situ and generate an ongoing rental stream. Nine of the properties are residential and have now been repaired or will soon be repaired and brought into use in support of the Council's emergency housing programme.
- 6.0 The remaining properties are commercial. The majority are occupied and generating rental income for the council. Some commercial properties are vacant but being marketed for new occupiers or are being considered for interim uses, including short term residential.
- 7.0 The Council and the RBPR LLP are now seeking to use these landholdings to influence local placemaking whilst the station decision is in abeyance and economic conditions return. The proposed property strategy is set out in Exempt Appendix A.
- 8.0 The investment to date and the funding envelope is provided in Exempt Appendix C.

RECOMMENDATIONS

That Cabinet:

1. Notes the current status of Rainham and Beam Park Regeneration LLP in the context of the delayed regeneration plans for Rainham and Beam Park.
2. Notes and approves the management strategy for the commercial and residential sites now owned by the Council as detailed in this report and in Exempt Appendix A.
3. Notes and approves the placemaking strategy as detailed in this report and Exempt Appendix A, so as to allow Rainham and Beam Park Regeneration LLP and the Council to influence the development plan for Rainham and Beam Park.
4. Notes that schemes that might be considered suitable for further investment, including detailed design and planning, will be the subject of further reports and recommendations.
5. Approves the proposed financial support necessary to deliver recommendations 2, 3 and 4 above, details of which are contained within Exempt Appendix C.
6. Authorise the Strategic Director of Place and the Assistant Director of Regeneration & Place Shaping to take any action necessary to bring into effect recommendations 2-3 above including, but not limited to, instructions to legal officers and the appointment of architects, surveyors, engineers, planning advisors and agents.

REPORT DETAIL

9.0 Background

- 10.0 The RBPR LLP was originally established as a 50/50 Joint Venture between the Council and a private sector delivery partner.
- 10.1 The RBPR LLP is tasked with delivering a scheme of residential led regeneration across nine comprehensive development sites along the A1306 New Road corridor in Rainham.
- 10.2 The sites, largely in industrial use, are in multiple ownerships and often in poor environmental condition; residential development values in the area are very challenging.
- 10.3 Outline planning consent had been obtained for each of the nine sites prior to the commencement of the RBPR LLP. Once the LLP had been established, further design development of the proposals was carried out to optimise each scheme. Detailed work was particularly focused on site NR02/03.
- 10.4 Planning consent for each site was based on the expectation that each comprehensive site was assembled and capable of development, as opposed to piecemeal/fragmented development. This approach remains supported by the Local Plan.
- 10.5 Site assembly was, until it was withdrawn in December 2021, to be concluded by the Council having made the 'Rainham and Beam Park CPO No 1 2019'.
- 10.6 The land assembly activity was supported by the Council's partner, working on behalf of the LLP, carrying out acquisitions of property through private treaty prior to the intended CPO inquiry.
- 10.7 The original business plan, along with subsequent reviews, had been overtaken by significant uncertainties arising from Brexit, the Covid-19 pandemic, delays to delivery programme, development cost uplift, inflation, the impact of regulatory change and economic contraction.
- 10.8 Crucially, the business plan anticipated the approval and then the opening of the proposed Beam Park Station. The investment in this station, and subsequent improvement in rapid transport options for the neighbourhood was expected to make a positive contribution to the local area and its economy, and helping to stimulate demand for new homes.
- 10.9 The confirmation and delivery of the Beam Park Station was expected following the establishment of the RBPR LLP. This was expected to stimulate a step

change in the access to public transport and connectivity in the local area and its potential for delivering growth and investment.

- 10.10 The delay to the anticipated station confirmation eventually led to the withdrawal of the CPO.
- 10.11 These events, along with and continuing regional economic uncertainty in the housing market caused the Council's partner to change its approach to regeneration and value creation through place making. As a consequence, the RBPR LLP Board was unable to agree any revised performance measures that reflected prevailing economic conditions, and development activity, including land assembly, was suspended.
- 10.12 Following a review of options in 2023, Cabinet approved the voluntary sale of the retiring partner's interest in the RBPR LLP to the council, and the termination of related agreements.
- 10.13 In parallel with the acquisition of the partners interest, Cabinet approved the voluntary sale of properties already acquired for the RBPR LLP by the JV partner's parent company, to the council.
- 10.14 At this point, the Nominee Co, a company wholly owned by the Council, was established to replace the retiring partner.
- 10.15 In order to preserve the LLP, a minimum of two Members are required. Therefore, the Council arranged for the transfer of the retiring Members interest to a suitable Council owned vehicle (as an LLP must continue to have a minimum of two Members to operate). The nominee company is now the second Member in the LLP alongside the Council.

REASONS AND OPTIONS

11.0 Reasons for the decision:

- 11.1 The Council has been consistent in promoting and progressing its vision to regenerate the Rainham and Beam Park area and advancing the objectives of delivering new homes and affordable housing supported by key infrastructure brought forward by others, including a new school, a health building, cycle and wheeling schemes, improved public realm and public transport.
- 11.2 Good progress is being made with infrastructure delivery, with a new school and health centre both complete and in use but further residential development remains stalled whilst decisions about the future of Beam Park Station are made.

- 11.3 The new station is being delivered by the GLA, supported by Vistry, the developer behind the new Beam Park community. The new station will be located in the Beam Park district centre and offer the local community, including employers and residents, much needed access to public transport.
- 11.4 Delivery of the station is expected to provide a significant economic boost to the area, improving demand for new homes, helping to enable the delivery of employment schemes and generally improving sentiment of developers and funders whose support is required to bring forward schemes in the absence of public sector funding.
- 11.5 Beam Park Station is being delivered by the GLA. In order to secure the necessary approvals from the Department of Transport, the GLA are required to evidence their due diligence, including modelling of potential passenger revenues, operational and capital costs. This work is drawing to a conclusion, with the support of this council, and will report to the Mayor and to ministers in the first quarter of 2026 when a final review will be undertaken prior to a decision being made.
- 11.6 Whilst decisions are awaited on the future of the station, opportunities to bring forward development schemes are continually reviewed by the RBPR LLP. This includes schemes that can be brought forward early to contribute to the Councils response to the demand for emergency housing.
- 11.7 Eight residential properties have already been repaired and are now occupied by tenants previously housed in high-cost private accommodation. An opportunity to provide one additional home will be presented in the first quarter of 2026.
- 11.8 Further homes might be brought forward through rental of temporary modular homes, or through development of early phases of comprehensive schemes. These options are currently being reviewed and may be the subject of recommendations and papers brought forward by the LLP and officers at a later date.
- 11.9 Schemes for development will require planning consent for the 'comprehensive' scheme to be secured first. This is a requirement of the local planning authority. Crucially, development finance will also be required. To engage with potential funders, including the GLA, the RBPR LLP will need to be able to demonstrate deliverability and viability. Planning consents, survey information, initial cost plans and a robust and up to date understanding of the housing market will assist with this.
- 11.10 In order to secure the full ownership and control of comprehensive sites, some further land assembly will also be required. The RBPR LLP and the Council will need to review opportunities and review these in further detail as they come forward. These opportunities will be the subject of future recommendations.
- 11.11 In order to improve the opportunity for an acquisition by private treaty, opportunities to relocate tenants also need to be reviewed. The Council and the LLP continue to seek to retain businesses within the area but suitable

opportunities do not always exist. With this in mind the RBPR LLP will explore options for bespoke commercial development on land that has been acquired by the council but that is less suitable for residential use. Suitable options for commercial or enabling development may be the subject of recommendations and papers brought forward by the LLP and officers at a later date.

- 11.12 Many of the commercial properties that are owned by the council are currently let on short term or meanwhile tenancy arrangements and this has reduced the ability and motivation of tenants to invest in maintaining the appearance of properties. Many of these properties are highly visible, forming key parts of the street scene. Poor condition and inappropriate use detract from other schemes delivered by the council to improve the general area.
- 11.13 However, opportunities to improve the appearance of properties that have been acquired continue to present themselves as leases fall for renewal or when new tenancies are secured. Along with improving appearances, the opportunity will also arise to improve rents.
- 11.14 Service charges are also being introduced where sites are in multiple occupancy, an opportunity for the council to move away from any from contributing towards running and maintenance costs.
- 11.15 By improving rent and appearance, and moving to tenants with stronger covenant where the option is presented, the value of the portfolio can be optimised.
- 11.16 The RBPR LLP continues to work with the Council and with other landowners in the area to seek to bring forward comprehensive mixed-use schemes for itself or for others to deliver or delivered through discrete scheme specific partnerships to allow the council's financial involvement and execution/delivery risk to be contained.
- 11.17 New infrastructure continues to be delivered, including a new primary school that opened this academic year, a new health centre, grocery stores, café and nursery schools.
- 11.17 It is expected that confirmation of the proposed station will provide the incentive for local landowners and developers to review development plans and start to bring forward schemes for housing and employment. This may include the council.

12.0 Other Options Considered and Rejected:

12.1 Rejected. Not to improve sites

- 12.1.1 By not seeking to improve sites, the council risks challenges to reputation and to credibility as a local landlord as properties continue to deteriorate.

12.2 Rejected. Not to improve revenue income

12.2.1 The Council is committed to improving revenue income to help improve its financial position.

12.3 Rejected. Not to continue to explore development options

12.3.1 By continuing to review options, including for design, delivery and funding, the council improves its readiness to act once economic conditions allow.

12.4 Rejected. Not to continue to explore land assembly opportunities

12.4.1 By not exploring land assembly opportunities, the council is at risk of having its current portfolio of sites diluted by other ownership that might compromise the Council's ambition to enable comprehensive development and to secure high quality placemaking.

IMPLICATIONS AND RISKS

13.0 FINANCIAL IMPLICATIONS AND RISKS

Financial implications and Risks are set out in Exempt Appendix C.

14.0 LEGAL IMPLICATIONS AND RISKS

- 14.1 Legal implications and risks will be identified as part of any recommendations within reports that are brought forward in accordance with the recommendations of this report.
- 14.2 Section 120 of the Local Government Act 1972 (LGA 1972) gives the Council the power to acquire land by agreement (either inside or outside the Council's area) for the purpose of any of its statutory functions or for the benefit, improvement or development of the Council's area. More widely, section 111 of the LGA 1972 provides the Council power to do anything (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or is incidental to, the discharge of any of its functions.
- 14.3 The Council may also rely on its general power of competence under section 1 of the Localism Act 2011 permitting it to do anything that an individual may do subject only to the limitations specified in the Act. In exercising this power, the Council must ensure that it acts rationally and complies with other relevant public law constraints.
- 14.4 The Council and Nominee Co have agreed the terms of the Conformed Members Agreement which determines the LLP's governance.

15.0 HUMAN RESOURCES IMPLICATIONS AND RISKS (AND ACCOMMODATION IMPLICATIONS WHERE RELEVANT)

- 15.1 The Rainham and Beam Park Regeneration programme will require continued involvement of officers from the Regeneration Directorate, other Council services and external resources who will also need to support the management of the LLP and of the associated portfolio of properties. The Rainham and Beam Park Housing Zone forms part of the Council's overall regeneration programme.

16.0 EQUALITIES AND SOCIAL INCLUSION IMPLICATIONS AND RISKS

- 16.1 The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have due regard to:
 - i. the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;

- ii. the need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
- iii. foster good relations between those who have protected characteristics and those who do not.

‘Protected characteristics’ are age, sex, race, disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender reassignment.

16.2 The Council is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing for all Havering residents in respect of socio-economic and health determinants.

16.3 In respect of the proposed decision there are no adverse implications or risks associated with the Council’s statutory duty.

17.0 HEALTH AND WELLBEING IMPLICATIONS AND RISKS

17.1 This decision in itself will present no risks of negative wellbeing to individuals or groups. However, it will contribute to the on-going realisation of the Council’s regeneration vision for the Rainham and Beam Park Housing Zone.

17.2 However, a number of issues arise from the delay to the regeneration programme, and these will need to be kept under continuous review.

17.3 The allocation of affordable housing would be subject to the Council’s Allocation Scheme and any local lettings policies that would be drawn up to promote Rainham and South Hornchurch residents’ interests. Thus, delivery of affordable housing would benefit some of the borough’s most disadvantaged residents.

17.4 The new homes built would include a proportion of homes built to lifetime homes and disabled living standards.

17.5 Planned investment in new transport, schools, health, and leisure facilities including new high quality green space would ensure that those living in the south of the borough benefit from improvements in amenities without needing to travel to other parts of the borough, incurring costs and inconvenience.

17.6 The needs of disabled people and carers will be an integral feature of housing stock, allocation and lettings policies. No ‘protected’ group will be disadvantaged by the developments; however, where there is the possibility of a negative impact, a full Equality Impact Assessment will be carried out. A Health Impact Assessment, HIA will also be undertaken to establish the level of impact the regeneration scheme will have in the area.

17.7 ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS

17.8 This report does not give rise to any Environmental and Climate Change implications of or risks

BACKGROUND PAPERS

None

APPENDICES

Exempt Appendix A

Update: Rainham and Beam Park Regeneration

Exempt Appendices B Part 1 and 2

Plan of sites currently owned by the Council

Exempt Appendix C

Financial Implications