



Appendices B and C and the Exempt Agenda 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.

It 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:	Bridge Close Regeneration LLP Business Plan Refresh 2026-2027
Cabinet Member:	Councillor Graham Williamson Cabinet Member for Development and Regeneration
SLT Lead:	Neil Stubbings Strategic Director of Place
Report Author and contact details:	Nick Gyiring-Nielsen Senior Regeneration Manager nick.gyiring-nielsen@havering.gov.uk
Policy context:	The Council has sole ownership of a delivery vehicle, Bridge Close Regeneration LLP (BCR LLP), to deliver the regeneration of Bridge Close, Romford pursuant to the Council's ambitions for regeneration as set out in the Local Plan, the Romford Area Action Plan (2008), the Romford Town Centre Development Framework (2015), the Romford Masterplan and new Local Plan. The Bridge Close Regeneration LLP Business Plan 2019/2020 was approved by Cabinet on 13 February 2019, including funding provision reflecting 50% Council ownership of BCR LLP operated as a joint venture vehicle at the time. This report provides an update of the Bridge Close Regeneration LLP Business Plan 2025-2026 in light of the Council having acquired full interest in BCR LLP on 29th October 2020 and the approval by Cabinet authorising the update of the Bridge Close Regeneration LLP Business Plan to reflect the approved changes

Financial summary:

to the funding and delivery arrangements set out in the 16th December 2020 Cabinet report.

The Council has made provision in the financial year 2025/2026 to provide funding for the Council's capital contributions to meet financial commitments arising from the operation of Bridge Close LLP (BCR LLP) in accordance with the project documents, the BCR LLP Business Plan 2025/2026, and the approval by Cabinet of the recommendations relating to the funding and delivery arrangements set out in the 16th December 2020 Cabinet agenda.

This report outlines proposed changes to the Business Plan and recommends a revised budget to enable its implementation.

Exempt Information & Grounds

Appendices B and C and the Exempt Agenda 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. They are exempt because they refer 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.

Is this a Key Decision?

This is a key decision because the expenditure exceeds £500,000.

When should this matter be reviewed?

December 2026

Reviewing OSC:

Place Overview and Scrutiny Subcommittee

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

People – Things That Matter for Residents	X
Place – A Great Place to Live, Work and Enjoy	X
Resources – A Well-run Council That Delivers for People and Place	X

SUMMARY

- 1.1 The Council established a joint venture development vehicle, Bridge Close Regeneration LLP ('BCR LLP', 'Joint Venture' or 'JV') to bring forward the proposed regeneration of the site known as Bridge Close (see plan with red line at Appendix A). BCR LLP was until October 2020 jointly owned between the Council and a private sector partner. On 16th September 2020, Cabinet approved the proposed acquisition by the Council of the private sector interest in BCR LLP and on 29th October 2020, the Council entered into a purchase agreement to acquire the interest in BCR LLP that it did not already own from the private sector partner.
- 1.2 In light of the Council acquiring full control of Bridge Close Regeneration LLP, on 16th December 2020, Cabinet considered a number of recommendations relating to the future funding and delivery of the scheme. Approval was granted for the Council to deliver the regeneration of Bridge Close directly, funding the development entirely through Council resources, predominantly using the Housing Revenue Account. Cabinet approved a budget with referral to and subsequent agreement by Full Council on 3rd March 2021. Subsequently, the Bridge Close Regeneration LLP Business Plan 2022/2023 was approved by Cabinet on 16th February 2022 and thereafter adopted by the Bridge Close Regeneration LLP.
- 1.3 The Business Plan forms part of a comprehensive suite of project documents, including the Members' Agreement, the Land Agreement, the Land Acquisition Strategy, the Security Agreement and the Loan Note Instruments, which amongst others, set out the strategy and the terms and conditions for provision of funding by the Council as principal Member of the Joint Venture (noting that a wholly owned company of the Council acts as second member of the JV). The Business Plan is a suite of strategy and policy documents, including a budget and financial model with detailed forecasts, which provides a management framework for delivering the vision and objectives for the regeneration of Bridge Close.
- 1.4 In accordance with the Members' Agreement, the Board of Bridge Close Regeneration LLP must prepare, issue and agree a draft Business Plan to the Council as Member. Once agreed, the draft Business Plan would replace the then current Business Plan as the formal Business Plan adopted by the Bridge Close Regeneration LLP.
- 1.5 This report provides an update of the Business Plan and a review of key work streams underpinning the delivery of the Council's vision for Bridge Close. It provides an update of the budget and financial model approved by Cabinet in December 2020 and recommends that the updated Business Plan be agreed, noting the significant benefits to the regeneration of Romford town centre, the contribution towards Havering's target for housing delivery, including affordable housing, and the expected financial returns anticipated in the plan.

RECOMMENDATIONS

That Cabinet:

1. Approve the draft Bridge Close Regeneration LLP Business Plan 2026-2027 (the Business Plan) as attached at Appendix B.
2. Agree the provision of a budget to enable the funding and delivery of the regeneration of Bridge Close as required and detailed within the exempt Financial Implications and Risks section; this budget to be included within the proposed HRA Capital Programme that will be considered by Cabinet in the Housing Revenue Account Business Plan update.
3. Agree that the Leader of the Council, after consultation with the Strategic Director of Place, the Strategic Director of Resources the and the Deputy Director of Legal and Governance, approve detailed business cases, funding arrangements and legal agreements as may be required to deliver the regeneration of Bridge Close as per the Business Plan 2026-2027.
4. Note that the Strategic Director of Place will continue discussions with the Havering Islamic Community Centre (HICC) with a view to relocating the HICC to a suitable alternative site elsewhere.
5. Note that the Strategic Director of Place will continue discussions with the London Ambulance Service (LAS) with a view to acquiring a minor proportion of Romford Ambulance Station land to facilitate the delivery of the school and an emergency fire access route to the rear of the new school.
6. Authorises the Strategic Director of Place, acting in consultation with the Strategic Director of Resources and the Deputy Director of Legal and Governance, to negotiate, finalise and enter into all necessary legal agreements as may be required, and to do anything incidental to bring into effect the proposed arrangements set out in Recommendations 1-5 inclusive.

REPORT DETAIL

2.0 Background

- 2.1 Bridge Close is a 3.89 hectare site currently occupied by mixed industrial, warehouse and ancillary units under multiple ownerships, an ambulance station, Islamic Cultural Centre and a number of terraced properties which front onto Waterloo Road and Oldchurch Road in Romford.
- 2.2 The Business Plan, forming part of the legal agreements adopted on establishment of Bridge Close Regeneration LLP in April 2018, sets out a suite of strategies, plans, work streams and activities designed to give effect to the implementation of the Objectives of the Joint Venture (JV).
- 2.3 Amendments to the Business Plan for the year 2019-2020 were approved by the Council as Member in February 2019 and adopted by the Board of the JV. As set out above, this Cabinet report provides an update to the adopted Business Plan and provides a draft Business Plan for the year 2025-2026 for consideration by Cabinet. The draft Business Plan is included in the exempt agenda Appendix B of this report due to the commercially sensitive nature of the information.
- 2.4 The Objectives of the JV as set out in the Business Plan are the following:
- i. To undertake the regeneration of Bridge Close, by way of housing development and other ancillary beneficial development, for the benefit of the Borough and its residents;
 - ii. To secure wider social and economic benefits (including employment opportunities) for the benefit of existing and new residents of the Borough;
 - iii. To incorporate land belonging to other occupiers and owners, both public and private sector, into the development;
 - iv. To achieve an acceptable return for the benefit of the JV and its Members, having regard to the principal objective remains the regeneration of Bridge Close.
- 2.5 In pursuing these objectives through the JV, the Council aims to ensure the following:
- i. A comprehensive development, which delivers infrastructure for the residents of the new development and for the whole of Romford;
 - ii. Direct control over the quality, timing, and implementation of development (separate from, and in addition to, its role as planning authority);
 - iii. Direct control over the housing tenure mix and the ability to maximise the provision of affordable housing, having regard to the needs of the people of Romford and Havering;

- iv. A greater influence and control over support given to businesses, community groups and residents displaced or seeking relocation.
- 2.6 As such, the Council's main objective remains the regeneration of Bridge Close. The development will transform a key part of Romford town centre, delivering a comprehensive development, comprising all of the following:
- Up to 1,070 new homes (incl. between 35% and 50% affordable homes subject to viability)
 - A 3-form entry primary school with nursery and SEND provision
 - A community and cultural space
 - A local health facility
 - Commercial floor space, including affordable workspace
 - Improved east-west links, including a new pedestrian and cycle bridge
 - Environmental improvements to the River Rom.
- 2.7 Further details of the financial strategies and policies underpinning the current draft Business Plan, including a detailed budget and forecasts for funding and delivering the regeneration of Bridge Close are provided in the exempt part of the report due to the commercial nature and sensitivity of the information.

3.0 Scheme Review

- 3.1 In view of the Council's commitment to bringing about a comprehensive redevelopment of Bridge Close, Bridge Close Regeneration LLP is progressing activity in the following key areas:
- i. Planning and Consultation
 - ii. Design Development
 - iii. Land assembly
- 3.2 This reflects the Council acquiring full control of Bridge Close Regeneration LLP in October 2020 further to the approvals granted by Cabinet on 16th December 2020.

3.3 Planning

- 3.3.1 The planning application for Bridge Close has been developed in accordance with the Planning Strategy forming part of the Business Plan. The Planning Strategy and by extension, the planning application, takes account of existing and emerging planning policy and aligns to the vision for the regeneration of Bridge Close. The Strategy outlines the approach and scope for the planning application(s) across all phases of development and considers the anticipated planning obligations that may apply.
- 3.3.2 The planning application was submitted in November 2023. It takes the form of a hybrid planning application submitted for the whole site, seeking full detailed planning permission for an initial Phase 1 of the development and outline permission for the remainder of the site. Detailed planning permission is sought for Phase 1, comprising approximately 383 new homes, flexible commercial floor space, a three-form entry primary school and nursery, a pedestrian and cycle bridge as well as new public realm works and associated infrastructure, including the revitalisation of the River Rom.
- 3.3.3 Outline planning permission for the remainder of the site includes up to 687 new homes, a community centre and flexible commercial floor space. The outline permission will be accompanied by detailed parameter plans and a design code to inform future detailed proposals for future phases, serving to ensure design continuity

and to safeguard the Council's vision and the comprehensive nature of the development. For each future phase with outline planning permission, a detailed (reserved matters) planning application will be submitted to the local planning authority for approval before progressing.

3.3.4 Throughout 2024 and 2025, the planning application suite of plans and documents have been subject to review in light of the adoption of the new London Plan in March 2021, the Havering Local Plan as well as other existing and emerging planning policy and building regulations, including the Building Safety Act 2022. Studies, surveys and assessments have been reviewed to ensure alignment, coordination and compliance. Whilst the review has been comprehensive across all relevant areas, the following continue to be in particular focus:

- i. Fire Strategy – minimising risk to life safety through the implementation of a fire strategy for the development in compliance with planning policy, building regulation and relevant codes of practice. Designs and plans have been reviewed in light of proposed amendments to British Standard 9991 Fire Safety regulation, including the inclusion of dual stair cores in residential developments for concurrent firefighting and evacuation purposes, floor compartmentation and smoke ventilation.
- ii. Flood risk and enhancing flood resilience measures for the safeguarding of residents, buildings, plant and equipment.
- iii. Energy Strategy – focusing on a revised communal centralised energy provision using air source heat pump technology and the opportunity to connect in the future to wider heating distribution networks as required.
- iv. Climate change and net zero carbon review – achieving net zero compliance, including reducing CO₂ emissions for both domestic and non-domestic buildings to achieve at least a 35% on-site reduction against the baseline as set out in Building Regulations Part L 2013.
- v. Environmental Statement – confirming the amended proposals do not give rise to adverse environmental effects and continue to be acceptable against environmental regulations.

3.3.5 In addition to considering the impact of new and emerging policy and regulation on key physical aspects of the development, such as height and massing in the context of Romford town centre, continued consideration is also being given to the long-term housing needs of local people in Romford and Havering more widely. Whilst provision of approximately 35% affordable housing is proposed, review of the appropriate tenure mix will ensue further to submission of the planning application, having regard to planning policy, the Council's housing needs and how the level of provision may affect the viability of the project.

3.3.6 In May 2025, BCR LLP submitted a formal response to the consultation responses received to date in relation to the redevelopment of Bridge Close as proposed in the planning application of November 2023. The submission provided a series of amendments to the application scheme to address the issues raised and to ensure that the scheme continues to be fully acceptable and in accordance with the relevant planning policy and guidance.

3.3.7 In August 2025, the Council's Strategic Planning Committee resolved to grant planning permission for the scheme.

- 3.3.8 Recognising the regeneration of Bridge Close is subject to additional stages of design development before commencement of works, further review of proposals will take place in the future to ensure continued compliance with existing and emerging policy, building regulations, codes of practice, and importantly, the needs of local people.

3.4 Consultation

- 3.4.1 Further to submission of the planning application, consultation has continued in 2024-2025 with the Local Planning Authority (LPA), Highways Authority and with other key stakeholders. This follows numerous pre-application meetings with the LPA, the Greater London Authority (GLA), the Strategic Planning Committee, an independent Quality Design Review Panel and internal stakeholders already held since 2019. In progressing consultation with relevant stakeholders, key issues such as highways and parking, the Underground Refuse System, design, river restoration, connections, and secure by design were addressed.
- 3.4.2 Importantly, following the submission of the planning application, the LPA oversaw a statutory period of consultation, which allowed stakeholders, statutory consultees and members of the local community to comment on the proposed development. In responding to representations made, BCR LLP has progressed proposals for design and wider land assembly to meet with concerns, policy and regulatory requirements. The formal response to comments and representations submitted to the LPA, in May 2025 provided an update to reflect consultation with the Havering Islamic Cultural Centre (HICC) and the London Ambulance Service (LAS) with respect to proposals for acquisition of land interests and relocation to suitable alternative sites, where appropriate.
- 3.4.3 In light of emerging proposals to accommodate the London Ambulance Service on site as set out below, it is anticipated that appropriate amendment to the planning application will be made in due course.

3.4.4 Primary School & Health Building

- 3.4.5 Consultation continues with key education and health economy partners in order to meet potential rising demand for services to support growth in the local community. As such, the Council will deliver a new 3-form entry primary school and a health building through the development by BCR LLP. The Council is proposing to fund the acquisition of the school from the Wave 14 Free Schools Capital Programme allocated by the Department for Education (DfE) and through own resources, if appropriate, including borrowing and where possible from S106 and CIL contributions. BCR LLP continues to consult with Children's Services and the DfE to plan ahead for the delivery of BCR LLP's proposals, having regard to the demand for pupil places arising from the developments at Bridge Close, Waterloo & Queen's Street, and the former Ice Rink site as well as new adjoining communities in Romford town centre. The primary school is expected to be delivered in the initial phase of the development with funding through DfE grant confirmed in December 2025.
- 3.4.6 The Council continues its discussions with the NHS North East London Integrated Care Board (ICB) and local healthcare authorities and partners to facilitate the delivery of new health space on Bridge Close in accordance with integrated healthcare infrastructure capacity planning in Havering. The building would provide services from across the integrated care system, which may include primary and social care, community services and other specialist services, including enhanced diagnostics where appropriate. By bringing services together, the health building would play a vital role in improving access for members of the local community and reducing pressures

in other parts of the local health economy. The health building would be expected to be delivered in phase two of the development, noting review of health space demand, service model and funding by the ICB.

- 3.4.7 The ICB has recently suggested that additional health space needs may also be met through a financial contribution to extending services in other existing surgeries in Romford, serving as an alternative appropriate means of mitigating the impact of the Bridge Close development in which case the space allocation within the scheme would be repurposed for commercial use. The Council and the ICB continue to work in partnership to establish the most effective way to meet with and mitigate the increasing health service demands that may arise from the development.

Affordable Housing

- 3.4.8 It is anticipated that the development will provide approximately 35% affordable housing, subject to viability. This is in accordance with the principles underpinning existing funding support for 35% provision agreed with the Greater London Authority (GLA). Further to discussions with the GLA in light of the London Plan, affordable housing provision below the 50% policy guidance threshold may be acceptable in circumstances where land has been acquired for regeneration purposes, noting furthermore the achievement of 50% affordable housing provision by the Council across its wider regeneration programme. Further to consultation with the GLA in 2024-2025, affordable housing provision is underpinned by the release of funding through the next tranche of the Homes for Londoners Affordable Homes Programme.
- 3.4.9 Notwithstanding recent GLA announcement of policy amendments to accelerate housing delivery, the Council continues to aspire to maximise affordable housing provision, subject to viability. Accordingly, reserved matters applications for future Phases 2 and 3 may exceed any future policy relaxation of affordable housing provision.

3.5 Design Development

- 3.6 The design team, consisting of leading firms of architects, landscape architects, master-planners, technical experts and engineers, has continued to progress and review the proposals throughout 2025 in accordance with client and planning requirements, underpinned by a design brief and development specification approved by the Board of BCR LLP. Post-planning submission, the scheme has been developed further to respond to design and technical due diligence and in response to emerging regulations.
- 3.7 Design development has been informed by the vision and objectives for the regeneration of Bridge Close, and enshrined in key proposals, plans and documents, including:
- i. The design and access statement, incorporating:
 - a. The masterplan for the site as a whole
 - b. Individual plot designs for residential and non-residential uses
 - c. Landscape and public realm design
 - ii. The design code and parameter plans
- 3.8 The Design and Access Statement describes the design process and proposals at a site-wide masterplan scale covering the entire application boundary. It deals with the

landscape strategy and with the detailed proposals for the plots in the initial phase of development.

- 3.9 The masterplan for Bridge Close builds on the principles established in adopted and emerging policy, proposing a comprehensive, mixed-use residential-led scheme of higher density, which will include a new bridge across the River Rom, a new east-west connection to the town centre, non-residential uses to complement the town centre offer and create a well-designed, high-quality neighbourhood.
- 3.10 Detailed designs for individual plots are being brought forward as part of an initial phase to provide 383 new homes of which approximately 35% will be affordable tenures subject to viability. Plot designs provide a balance of both traditional and more contemporary architecture with use of high-quality materials and immediate access to local retail, play space, public realm and other amenities. The initial phase maintains the provision of a three-form entry primary school with nursery and special educational needs and disability (SEND) provision. Detailed plans in the planning application set out the internal design of floors and units complemented by sections and external elevations. When fully operational, the school will house approximately 695 children.
- 3.11 Proposals for landscape design provide for ample high-quality public realm and open space, including the provision of green space and play space for local residents as well as the greening and revitalisation of the River Rom. It sets the parameters for a river walkway along the River Rom, a new junction to Waterloo Road and a new street through the centre of the site, providing a vital east-west connection from the train- and bus stations through to Union Road. More widely, it sets the strategy for the use of materials informing the initial parameters for long-term estate maintenance.
- 3.12 As set out at paragraph 3.3.4 above, the masterplan, plot designs and landscape architecture have been informed by adopted and emerging policy and regulation, having regard to key issues around energy provision, flood risk and fire risk as well as climate change and environmental impact.
- 3.13 Design Code provides strategic design guidance and place-making principles for all phases of delivery. The purpose is to ensure that the development is well designed and built to a high standard, providing a coherent framework within which architectural diversity can be achieved and where the public realm is an integrated element which provides continuity with the surrounding area. The Design Code will control development in future phases and be conditioned as part of any grant of planning approval.
- 3.14 Underpinning the Design Code are parameter plans setting out the application boundary, development plots, indicative heights, open space and illustrative ground floor uses and routes through the site. Together, the Design Code and the parameter plans, provide distinct guidance to ensure the comprehensive development of Bridge Close is progressed across phases consistently, underpinned by high-quality design and public realm place-making principles.
- 3.15 As set out in paragraph 3.4.1 above, the masterplan, plot designs and landscaping have been informed by extensive consultation with the Local Planning and Highway Authority, the Greater London Authority, with elected Members, the Strategic Planning Committee, the local community and the wider public. Importantly, a Quality Review Panel of external urban design experts was established to independently vet and inform the place making qualities of the emerging masterplan and designs. Future phases of development will require separate planning approvals through reserved

matters applications subject to consultation with the Quality Review Panel and Strategic Planning Committee.

- 3.16 Since the May 2025 submission and August 2025 update to the Strategic Planning Committee, and throughout the next 12 months and beyond, the design will be further developed by the professional team, progressing it through 'spatial coordination' at RIBA¹ Stage 3 through to 'detailed design' RIBA Stage 4.
- 3.17 At RIBA Stage 3, focus has been on coordinating designs across disciplines to avoid clashes and ensure deliverability. In particular, design development has focused on design efficiency in respect of the following:
- i. External envelope, including typical build-ups, dimensions of zones, materials, balconies, glazing and potential product specifications
 - ii. Building performance targets aligned with Part L of Building Regulations 2021 and other GLA sustainability targets in respect of the external envelope, windows, roofs and floors; enhancing BREEAM accreditation of commercial spaces and school
 - iii. Access and security, maximising Secure by Design accreditation
 - iv. Internal specification across tenures
 - v. Operational strategies for disabled car and cycle parking, waste, deliveries
 - vi. Maintenance access strategy for cleaning, inspection, repair and replacement of certain elements such as lamps and glazing.
 - vii. Landscaping, including river restoration works, meanwhile use strategy and access and egress strategy for occupiers during construction phases.
- 3.18 Detailed designs at RIBA Stage 4 will be informed by a main contractor due to be procured subject to approval of land assembly arrangements and Council governance.

3.19 Land Assembly

- 3.20 Land assembly is undertaken in accordance with the Land Acquisition Strategy forming part of the Business Plan.
- 3.21 The Council and the BCR LLP continue to engage with all owners and occupiers of residential and commercial interests on Bridge Close and wider scheme as set out in Appendix A. All commercial property owners have instructed valuations and private treaty discussions are progressing at various stages of development.
- 3.22 In November 2018 the Cabinet resolved to approve the acquisition of all remaining residential interests not in Council or BCR LLP ownership to be used as temporary accommodation until such time as they may be required for development. To date, 32 out of a total of 37 residential properties have been acquired. Further engagement and communication is underway with the remainder of owners and occupiers.
- 3.23 Overall, there may be some adverse impact from the redevelopment of Bridge Close, particularly as a result of the displacement and disruption caused to existing businesses, staff, residents and their families, as well as some religious groups. To reduce this impact, the Council is working closely with those affected and offering a full package of support in accordance with individual rights, through access to dedicated advice and assistance, through the offer of financial compensation, and by

¹ See Royal Institute of British Architects (RIBA) Plan of Works 2020

offering a range of options to help residents move to a new home and providing businesses and other groups with help in finding and relocating to new premises, as well as additional support to mitigate against any potential disturbance.

- 3.24 As previously highlighted, a number of acquisitions of commercial property have completed since the establishment of BCR LLP, including Bridge House, 2, Bridge Close, 3 Bridge Close, 6 Bridge Close, 8 Bridge Close, 10 Bridge Close, 12A-C Bridge Close, 12C-E Bridge Close, 13 Bridge Close and 13A Bridge Close. The freeholds of 4 and 12 Bridge Close as well as the unadopted part of Bridge Close Road and other land interests have also been acquired. Constructive private treaty discussions continue with the remaining owners and occupiers of commercial property with a number having reached the final stages of agreeing terms.
- 3.25 Relocation support continues to be provided to businesses where appropriate. Whilst the market for industrial property has been stable, it has been possible to maintain business continuity and employment whilst completing on transactions and successfully relocating businesses to new premises. To date, three businesses have been successfully relocated. Ongoing review of the market for commercial property by BCR LLP agents may provide further opportunities.
- 3.26 As such, the Council and BCR LLP continue to engage with all owners and occupiers of residential and commercial interests on Bridge Close. All residential and commercial property owners have instructed valuations and private treaty discussions are underway, noting that in a substantial number of cases, differing opinions of value serves as a source of delay in reaching agreement.
- 3.27 Significant progress has been made on land acquisition to date with the Council having acquired over 70% of the freehold/long leasehold interests within the order land including approximately 64% of commercial properties acquired and or Heads of Terms agreed. 32 out of a total of 37 residential properties, 87% by area, have been acquired. Further engagement and communication is underway with the remainder of owners and occupiers.
- 3.28 Progress is continuing to be made on private treaty discussions with owners and occupiers of both residential and commercial property. The table below sets out the interests acquired to date, exchanged or subject to contracts with a right to purchase on agreed terms.

Table 1 Indicative Property Interests Held by the Council or BCR LLP (Hectares)¹			
Interest	Total (Ha)	Held (Ha)	% Held
Residential Property	0.64	0.56	87%
Commercial Property	2.48	1.58	64%
Public & Other Unregistered Land	0.31	0.14	44%
Unregistered Land with Council as Highway Authority	0.46	0.46	100%
Total	3.89	2.74	70%

¹ Freehold interest held in hectares (ha), Ardent Management Limited, 2025. Total area of 3.89 ha corresponds to area within blue line of the Map of the Order Land in Appendix A.

Including unregistered land of 0.46 ha already held with the Council as Highway Authority, the total area acquired to date, exchanged or subject to contracts with a right to purchase on agreed terms amounts to 2.74 ha or 70% of the total area within the Bridge Close due for long-term regeneration.

- 3.29 Havering Islamic Cultural Centre ('HICC') and the London Ambulance Service (LAS) are two significant non-residential properties on the site where discussions are ongoing but where sites have not yet been acquired. Whilst discussions with the HICC focus on concluding an agreement for the relocation of the HICC to a site outside the Bridge Close boundary, discussions with the LAS centre on retaining the ambulance station on site.

3.30 Romford Ambulance Station

- 3.31 The site is owned and occupied by the London Ambulance Service ("LAS"). The Scheme, as reflected in the current planning application, retains the existing LAS building onsite during the implementation of Phase 1 save for a small sliver of the site comprising approximately 303 sqm of hardstanding immediately to the north of the ambulance building. The sliver of land is required to facilitate the delivery of the school and an emergency fire access route to the rear of the new school.
- 3.32 Since 2016 the Council have made efforts to acquire the entire freehold interest of the LAS site. Despite LAS and the Council working closely together to identify potential relocation properties, however, a whole site acquisition and relocation to a replacement site has not proved possible, primarily owing to LAS resource constraints.
- 3.33 Accordingly, in order to deliver the Council's regeneration objectives whilst retaining the services provided by the Romford Ambulance Station, the land proposed for development includes the sliver of land only as set out at Appendix A. Private treaty discussions are progressing to reach agreement in advance of any potential making and confirmation of the CPO as set out in separate Cabinet report of 10th December 2025.
- 3.34 The sliver of land is presently used to park around 10 ambulance vehicles. In addition, there is a roller shutter door to the rear which, following an acquisition, would no longer function as a secondary access/egress for vehicles. To ensure the existing operational effectiveness of LAS is maintained prior to the acquisition of the sliver, properties next to the LAS site have been acquired and sufficient clear land will be made available to the LAS in perpetuity to ensure the 10 spaces lost are re-provided. Furthermore, appropriate arrangements are in place to ensure meanwhile car parking is provided during construction of the replacement parking facility. Overall, further to technical review, current uses, workflows and access and egress arrangements from the LAS building will remain substantially unaffected by the Scheme and without adverse impact on the response capability and the services provided by the Romford Ambulance Station.
- 3.35 The Council recognises the importance of the services provided by LAS to the local community and has confirmed its commitment to ensure that, with the acquisition of the sliver of land, the existing operational effectiveness of LAS is maintained in perpetuity. The Council notes the LAS estate strategy objective to locate to a larger site elsewhere in Romford in order to facilitate an increase in operational capacity. Equally, the Council's vision for delivery of the comprehensive regeneration of Bridge Close, including LAS land, remains unchanged, leaving open the possibility of entering into private treaty discussions with respect to the remaining LAS land in the fullness of time.

3.36 Havering Islamic Cultural Centre (HICC)

- 3.37 The HICC occupies adjoining land and buildings at 91 Waterloo Road and 9 Bridge Close, most of which it uses for religious worship and other cultural and charitable

purposes. Planning policy and CPO Guidance requires that accommodation housing services of the nature provided by the HICC be reinstated on an equivalent basis in circumstances where the HICC property is subject to compulsory acquisition or redevelopment.

- 3.38 The Council and Bridge Close Regeneration LLP have been in discussions with the HICC and its advisors since 2016 over the proposed compulsory acquisition of its land, compensation and its relocation from Bridge Close. These relocation requirements were complex and limited, in that it was considered vital to relocate within Romford town centre to fulfil its purpose, taking into account the importance of maintaining continuity of services provided by HICC to the community.
- 3.39 Discussions continue to be led by BCR LLP and CPO and property advisors, Ardent Management LLP, with a view to identifying a relocation solution that meets with HICC's requirements. This has included consideration of both on and off-site options, although it is recognised that HICC considers an on-site relocation to be unworkable.
- 3.40 An alternative site within Romford Town Centre, which HICC has confirmed as acceptable, has now been identified at 222-226 South Street and the Council is working with HICC to acquire this site. This includes incorporating the site within the boundary of the CPO, see Appendix A, in circumstances where an acquisition could not be agreed by private treaty negotiation therefore requiring the Council to acquire the site through the use of compulsory purchase powers as a means of last resort.
- 3.41 In accordance with CPO Guidance, the Council is required to compensate the HICC for reasonable costs of relocation. Accordingly, and pursuant to professional advice, the Council has agreed to reimburse the HICC for its reasonable costs of progressing a planning application for HICC's new building. Draft heads of terms for an agreement between the Council and HICC are being progressed. The parties are in discussions on compensation for its existing land and accommodation on Bridge Close, and the arrangements for HICC funding any shortfall between its compensation and the cost of re-providing a new facility. A mechanism for substantiating HICC funding arrangements to the reasonable satisfaction of the Council is being progressed. As such, an agreement between the Council and the HICC will be entered into, setting out the terms and conditions governing the relocation of the HICC from its premises on Bridge Close to new accommodation on 222-226 South Street.
- 3.42 The relocation site at 222-226 South Street is currently occupied by a number of tenants whom all hold short-term leases, or leases with break clauses, and vacant possession can be readily obtained, on the understanding that the site will be brought forward for occupation by the HICC in the short term. In accordance with the Guidance, engagement with owners and occupiers is ongoing to inform on Scheme developments and review how the Council may assist affected parties in the circumstances. Furthermore, an Equalities Impact Assessment has been completed in October 2024 and updated in October 2025 to understand and mitigate against differential impacts of the Scheme on members of the community sharing one or more Protected Characteristics.
- 3.43 HICC will only be required to move from its existing premises when the final phase of the Scheme is implemented and the Council and Ardent are working with HICC to ensure that the service it provides to the local community will not be interrupted. As such, the HICC will have the full use of its accommodation on 91 Waterloo Road during the construction of Phases 1, Phase 2 and most of Phase 3, until such time as works on the proposed new accommodation on the relocation site at South Street are complete.

- 3.44 The review of key work streams above reflects the planning application stage that the regeneration of Bridge Close is at. As the regeneration progresses, further activity relating to contractor procurement, construction, sales and leasing as well as estate management, amongst others, will form an integrated part of day-to-day activity.

4.0 Indicative Phasing and Delivery Programme

- 4.1 Bridge Close is anticipated to be developed in three phases as set out below:

- **Phase 1** is expected to deliver approximately 383 new homes of which approximately 35% may be affordable housing with retail and commercial units to serve the local community and provide space for local business. A new 3 form entry primary school will also be delivered, serving as vital educational infrastructure for the new communities at Bridge Close, the Waterloo Estate and the former Ice Rink site at Rom Valley Way. Phase 1 would also provide high-quality public realm, including a new bridge to enhance east-west links in the town centre and much needed investment and environmental upgrade of the River Rom.
- **Phase 2** is expected to deliver approximately 262 new homes of which approximately 35% may be affordable housing along with further retail and commercial units to serve the local community and provide space for local business, including where possible, existing businesses at Bridge Close wishing to relocate on site. A new health building would be provided, catering for families at Bridge Close and the wider community, serving to reduce pressures on acute care at nearby Queen's Hospital.
- **Phase 3** is expected to deliver approximately 425 new homes of which approximately 35% may be affordable housing, providing the final addition to a vibrant new community where families may live, thrive and contribute to the wider regeneration of the town centre. A new community centre would be provided early in the phase providing the HICC with the option to relocate to the community centre should the HICC wish to take advantage of this opportunity at the time.

- 4.2 The table below sets out anticipated dates for each of the key programme milestones underpinning the Business Plan.

Table 2 Indicative Delivery Programme			
Milestone	Phase 1	Phase 2	Phase 3
Submission of Hybrid Planning Application	Quarter 4 '23	-	-
SPC Resolution to Grant	Quarter 3 '25	-	-
Planning Approval / S106	Quarter 1 '25	-	-
Cabinet Make the CPO	Quarter 2 '26	-	-
Commence Main Contractor Selection	Quarter 2 '26	-	-
Public Inquiry	Quarter 1 '27	-	-
Confirmation of CPO	Quarter 2 '27	-	-
Issue General Vesting Declaration (GVD)	Quarter 2 '27	-	-
Vacant Possession	Quarter 3 '27	-	-
Main Contractor – Site Possession Phase 1	Quarter 3 '27	-	-
Planning Application (Phase 2 and Phase 3)	-	Quarter 1 '30	-
Planning Approval (Phase 2 and Phase 3)	-	Quarter 3 '30	-

Table 2 Indicative Delivery Programme			
Milestone	Phase 1	Phase 2	Phase 3
Main Contractor Appointment - Phases 2 & 3	-	Quarter 1 '31	-
Start on Site	Quarter 3 '27	Quarter 1 '31	Quarter 1 '32
New Homes Completed	Quarter 2 '31	Quarter 1 '32	Quarter 3 '34
Final Sales Completed	Quarter 1 '32	Quarter 1 '34	Quarter 1 '36

- 4.3 All work streams, including planning applications for each phase, acquisition of property and any CPO activity as well as the procurement of a contractor for delivery of each of Phases 1, 2 and 3 fall within the Council's control.
- 4.4 As set out in paragraph 3.4.1 above, consultation with key stakeholders will continue throughout the delivery programme, including public consultation ahead of reserved matters planning applications for future phases of development. This will allow appropriate time for the Council to further consider the full implications of adopted and emerging planning policy in the form of the London Plan, the Local Plan and the Romford Master Plan as well as changes to Building Regulations and the Building Safety Act, including fire safety regulations, on the masterplan and future plot designs. Further consideration to determine the appropriate housing tenure mix that best meets the long-term needs of the Council and local people will also continue.
- 4.5 Land assembly will progress in parallel with detailed design development and procurement through private treaty discussions with owners and occupiers, and through the preparation for the potential use of the Council's Compulsory Purchase powers. With the making of the CPO in Quarter 2, 2026 and the public inquiry in Quarter 1, 2027, it is anticipated that the CPO may be confirmed by Secretary of State in Quarter 2 of 2027, allowing for vesting declarations to be served and vacant possession to be Quarter 3 in 2027.
- 4.6 With start on site expected in Quarter 3 of 2027, first completions of Phase 1 is anticipated in early 2031 with phased delivery of the scheme to completion in 2034 in accordance with circumstances prevailing at the time.

REASONS AND OPTIONS

5.0 Reasons for the decision:

- 5.1 The Council has been consistent in promoting and progressing its vision to regenerate Bridge Close, a key site on the edge of Romford town centre, and in so doing, advancing the objectives of delivering new homes and affordable housing as well as key infrastructure, including a new school, a health building, a bridge and high-quality public realm and the revitalisation of the River Rom.
- 5.2 On 16th December 2020, Cabinet approved the recommendation for the Council to self-deliver the regeneration of Bridge Close funded predominantly through the HRA. The Members' Agreement contemplates the Board of Bridge Close Regeneration LLP preparing, agreeing and issuing a Draft Business Plan as set out in Appendix B for approval by the Council as controlling Member. The Members' Agreement provides that this be done at regular intervals. Once agreed, the Draft Business Plan would replace the then current Business Plan as the formal Business Plan adopted by the Bridge Close Regeneration LLP. Any potential approval of the Draft Business Plan as set out in this report would therefore be in accordance with the provisions of the Members' Agreement and would continue the cycle of updating going forward, having regard to the Council being in full control of Bridge Close Regeneration LLP.
- 5.3 The Bridge Close Regeneration LLP Business Plan 2025-2026 was approved by Cabinet on 5th February 2025. The Draft Business Plan for 2026-2027 attached at Appendix B is comprised of a suite of policies, processes and operational plans, providing a path for the Council to crystallise its vision and make the regeneration of Bridge Close a reality supported by a robust risk management and governance framework as well as an update to the financial model and forecasts.
- 5.4 As such, the Draft Business Plan sets out the strategic framework to support direct delivery of the scheme by the Council in accordance with Cabinet's decision in December 2020 and would:
- Accord with the Council's vision and objectives for the regeneration of the site;
 - Deliver approximately 35% new affordable homes, subject to viability and future review mechanisms, at an acceptable net average cost per unit, providing acceptable value for money as a regeneration scheme;
 - Provide additional certainty in relation to the funding of the scheme;
 - Offer an acceptable payback of the Council's investment;
 - Provide greater certainty for affected business and resident communities.
- 5.5 In summary, the approval by Cabinet of the Draft Business Plan would enable this key regeneration scheme located at a gateway to Romford Town Centre to move forward, underpinned by a comprehensive financial model and accompanying analysis, which substantiates the delivery of regeneration outcomes at a financial return to the Council in excess of its cost of capital. Approval of the Draft Business Plan would accord with provisions in the project documents.

6.0 Other Options Considered and Rejected:

- 6.1 Not Approve the Draft Business Plan.** Whilst this option would not run contrary to provisions in the Members' Agreement, which in these circumstances would allow the existing adopted Business Plan to remain in force; however, not approving the Draft Business Plan would run contrary to the Council's vision and objectives of delivering both affordable housing and the regeneration of Bridge Close, a key site on the edge of Romford town centre. Failure to deliver would include failing to provide the primary school, which is due to support a wider catchment than Bridge Close as part of the Council's strategic plan for school places. Whilst key work streams such as land assembly, the making of the CPO and completion of the Section 106 agreement pursuant to the planning application could potentially be progressed under the existing Draft Business Plan, it would be without having due regard to the latest planning, land assembly, market, cost and financial advice that would otherwise inform the strategy. Moreover, it could potentially be perceived as a statement of intent not to progress with the regeneration of Bridge Close. Accordingly, there would be significant reputational damage and impediment to implementation of key work streams. The regeneration scheme could be either lost completely or delayed for a significant period of time. This could have reputational implications and potentially impair the Council's investment to date. This option has been rejected.
- 6.2 Approve the Draft Business Plan and Pause the Scheme.** Whilst pausing a scheme may be standard practice for a private sector developer, it does not constitute good practice from a regeneration perspective. This is due to the lack of certainty that this strategy entails and the difficulties arising in treating meaningfully with owners and occupiers in private treaty land assembly discussions. A pause to the scheme would in the first instance impede the determination of the planning application, which in turn would prevent a CPO being progressed, assuming that a CPO would be necessary to complete land assembly. No CPO Inquiry can be contemplated before the Acquiring Authority (the Council) can demonstrate that there are no insurmountable funding and planning impediments that would prevent the scheme from being implemented. Without the grant of some form of planning permission this could not be proven. Furthermore, a funding shortfall would be a key consideration. It would also be very difficult to secure meaningful engagement from potential contractors without knowing what the scheme is or is likely to be in planning terms and having a level of programme certainty. A pause would create an element of uncertainty over the scheme, with adverse impact for owners and occupiers within the proposed regeneration area and deny the Council the benefit of the significant progress on planning and land assembly that has been made since reporting to Cabinet in February 2025. There would also be a risk of reputational damage. This option has been rejected.

IMPLICATIONS AND RISKS

7.0 FINANCIAL IMPLICATIONS AND RISKS

- 7.1** The assumptions underpinning the Business Plan and related financial model have been reviewed and updated to reflect anticipated economic conditions and development in key appraisal parameters, having regard to the pre-planning stage of development at which masterplans and design development are being progressed.
- 7.2** Accordingly, the financial model and related budget approved by Cabinet on 5th February 2025 has been revised with a minor downward adjustment to the budget as

set out in the Financial Implications and Risks section of the Exempt Agenda report. The downward adjustment is principally a result of a reduction in construction and land assembly cost and related fees arising from a reduction in scope over the forecast period.

- 7.3 Achieving regeneration outcomes, including the provision of much needed housing, the generation of social value and the creation of a high-quality place where people want to live, work and play continues to be the Council's principal objective. The Council recognises, however, that achieving the regeneration of Bridge Close at the scale envisioned comes with some risks.
- 7.4 Whilst some risks may relate to the operational implementation of the development, such as planning risk, ground condition and construction risk, cost price inflation, sales price inflation and programme, others relate directly to the funding of the project. The Council recognises that operational risks may have a direct impact on the overall funding envelope and that active risk management may serve to mitigate the Council's exposure by capping, managing, sharing or transferring risks where possible. In relation to the primary school, future operational management and maintenance will reside with the appointed operator, Unity Trust Partnerships. Similarly, management and maintenance of the estate and heat network will fall on estate management and energy service company operators due to be procured over the forecast period.
- 7.5 The potential adverse impact of the prospect of a material increase in the longer-term cost of borrowing is also a risk that requires ongoing review and management. Whilst increased cost of borrowing is included in the Council's contingency planning, the potential for capping interest rate risk is subject to ongoing review.
- 7.6 The Council continues to monitor and manage identified risks, having regard to each stage of development required to complete the regeneration of Bridge Close. Drawing on the expertise and capacity of an experienced team of internal and external delivery partners forms an integrated part of the Council's risk management strategy. Appropriate application of contractual structuring, insurance and financial contingency planning provides an overlay to core risk management practices.
- 7.7 The review of financial assumptions, risks and implications are exempt due to the commercial nature and sensitivity of the information.

8.0 LEGAL IMPLICATIONS AND RISKS

- 8.1 The Bridge Close Regeneration LLP Business Plan 2025-2026 was approved by Cabinet on 5th February 2025 and adopted by the Bridge Close Regeneration LLP. In accordance with clause 14 of the Members' Agreement dated 29th October 2020, the Board of Bridge Close Regeneration LLP shall prepare, agree and issue a draft Business Plan to the "Approving Person", being the Council as Member. Once agreed, the further Business Plan shall replace the then current Business Plan as the formal Business Plan adopted by the Bridge Close Regeneration LLP.
- 8.2 The Bridge Close Regeneration LLP Business Plan 2026-2027 (the Draft Business Plan) set out in Appendix B has been reviewed and recommended for approval by officers. Subject to the approval by the Council as Member (and Approving Person), the draft Business Plan would be formally adopted by the Board of Bridge Close Regeneration LLP.
- 8.3 As an Approving Person, the Council relies on a number of powers in considering the proposed strategy and funding envelope underpinning the draft Business Plan.

- 8.4 In providing funding the Council may rely upon the General Power of Competence (“general power”) provided for in Section 1 of the Localism Act 2011 to pursue the proposed development of Bridge Close. The general power is a wide power which allows the Council to do anything that an individual may do (subject to public law principles), but it is subject to certain statutory limitations. The key limitation under the general power is that where a local authority intends to pursue a commercial purpose, it must do so through a company limited by shares (and not a LLP (limited liability partnership)). On setting up the BCR LLP as a Limited Liability Partnership, legal advice was obtained to confirm that provided the Council’s purpose was the regeneration of Bridge Close, a LLP would be lawful; it remains the case. No other statutory limitations in regard to funding of the LLP under the general power apply.
- 8.5 In establishing BCR LLP, the general power was relied on, as well as the fact that Sections 8 and 9 of the Housing Act 1985 impose a duty on local authorities to review housing needs in their district and provides them with related powers to provide housing accommodation by building and acquiring houses or by converting other buildings into houses. These powers can include provision via third parties. The general power and Sections 8 and 9 of the Housing Act 1985 was also relied on in the setting up of a nominee company by the Council to act as second member of the LLP upon the acquisition of the private sector partner’s interest in 2020 (all LLP’s must have at least two members under the Limited Liabilities Partnerships Act 2000).
- 8.6 The Council has investment powers by virtue of Section 12 of the Local Government Act 2003, but the objective of the Council in establishing BCR LLP (and in providing the proposed funding recommended in this Report) is not as an investment. The purpose was, and remains, the regeneration of Bridge Close.
- 8.7 More widely, the Council has land acquisition powers by virtue of Section 120 of the Local Government Act 1972. This Section 120 power does furthermore support the general position adopted, because it also recognises and allows acquisitions to be made for any authorised purpose “notwithstanding that the land is not immediately required for that purpose; and, until it is required for the purpose for which it was acquired, any land acquired under this subsection may be used for the purpose of any of the council’s functions.”
- 8.8 In light of the acquisition of the member interest in BCR LLP held by the former private sector partner, FB BCR LLP, as agreed by Cabinet on 16th September 2021, this report makes reference to, inter alia, the strategy to bring forward the regeneration of Bridge Close directly within the HRA with the primary objective of the scheme being to address housing need in Havering rather than generating a commercial return.
- 8.9 Based on legal advice on the direct delivery strategy approved by Cabinet on 16th December 2020, the Council utilised its power to deliver the scheme directly through BCR LLP as a delivery vehicle. It is understood that the key statutory power is Section 9, Housing Act 1985, which is broad enough to empower the Council to provide both affordable and market sale housing where the latter is provided to subsidise the former (as could be the case).
- 8.10 The Council also has the power in Section 12, Housing Act 1985 to provide other buildings, including retail and commercial uses, subject to obtaining the consent of the Secretary of State for Levelling up, Housing and Communities (SoS). The SoS has broad discretion in this respect with the criteria being whether the buildings will serve a beneficial purpose for those provided in Part II housing accommodation. There is a clear process in place to apply for consent.

- 8.11 If the Council were to rely on Sections 9 & 12 (subject to consent) to deliver the regeneration scheme directly, then relevant income and expenditure relating to residential accommodation and other buildings would be subject to the HRA ring fence under Section 74, Local Government and Housing Act 1989. On the basis of what is currently known, the Council is advised that capital expenditure to fund the regeneration scheme would be permitted under Schedule 4, Part II, Item 2 of that Act.
- 8.12 Further to legal advice, it is understood that it is unlikely that there would be any insurmountable impediments to prevent the HRA from delivering up to a 50:50 mix of affordable and open market sale units if that were the option to be selected.
- 8.13 Based on external legal advice on Subsidy Control (formerly known as State Aid), it is understood that, given that the Council's objective is to develop the site for regeneration purposes and not as a commercial undertaking, the strategy to deliver the scheme directly by the Council is likely to be able to comply with Subsidy Control requirements given the Council is a public undertaking. Moreover, no subsidy control concern currently exists because BCR LLP is not an economic actor or enterprise (i.e. it is not offering goods or services on a market) and thus, in terms of the Subsidy Control Act 2022, is not capable of receiving a "subsidy"; and as noted, the Council is carrying out the project for public function purposes. This Subsidy Control position will be kept under review as the scheme progresses and in order to ensure (with appropriate legal advice) that no unlawful subsidy is in play.
- 8.14 The Procurement Act 2023 (PA) came into force in February 2025, affecting the procurement of works for the delivery of the proposed primary school and the wider Phase 1 works of the Bridge Close development. Section 2(10) of the PA contains a new provision that, where a commercial organisation has been awarded an exempted contract (as may be the case where a development agreement between the Council and BCR LLP, governing delivery of the school), it is to be treated as a "public authority" in relation to any sub-contracts it awards for delivering all or any part of the exempted contract (for example, the works contract for the initial Phase 1 of the scheme).
- 8.15 A development agreement between the Council and BCR LLP is an unavoidable requirement of the Department for Education (DfE), and although in theory the school build contract could be separated from the rest of Phase 1, that is deemed impractical given the advantages of engaging a single contractor.
- 8.16 This change in law means that, regardless of BCR LLP's status as a commercial organisation not usually subject to the PA, the works contracts (to include the primary school) will be. However, the PA also contains a new procurement procedure, the competitive flexible procedure, which allows a public authority to design a procurement procedure, which it considers appropriate for the purpose of awarding a contract. Provided a public authority ensures that the procedure is proportionate having regard to the nature, complexity and cost of the contract, a public authority has flexibility as to how the procurement is conducted.
- 8.17 The provision in the PA referred to is deliberately designed to close what was hitherto a "gap" in the current Public Contracts Regulations 2015. However, the new flexible procedure does ameliorate the impact of this, given that it had always been intended to competitively tender the works.
- 8.18 The key risks are financial and commercial, as described in the preceding "Financial Implications and Risk" section at paragraph 7.0 above. In making a lawful decision, the Council should weigh up and consider these risks and whether they are acting

prudently in public law terms. In reaching a decision, Cabinet members should consider whether resultant expenditure (and other financial consequences) is prudent, having regard to the Council's general fiduciary duties. It must also reach a decision by reference to all relevant considerations, disregarding irrelevant ones, and be satisfied that the recommended course of action is a rational course of action for the Council. The Report details the justification for the regeneration of Bridge Close including the financial implications involved.

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

- 9.1 There are no Human Resource implications of, or risks relating to, the proposed decision.

10.0 EQUALITIES AND SOCIAL INCLUSION IMPLICATIONS AND RISKS

- 10.1 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.
- 10.2 Under the Equality Act 2010, 'Protected characteristics', are age, sex, race, disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender reassignment.
- 10.3 The Equality Impact Assessment for Bridge Close, reported to Cabinet in November 2017, subsequently reviewed in September 2019, November 2021, June 2023, October 2024 and October 2025 flows from the Council's Equality Impact Assessments for the Havering Estate Renewal Programme and the Local Lettings Plan. To inform the Bridge Close Equality Impact Assessment, engagement with affected residents and businesses has been undertaken, alongside a review of the wider Romford Town ward to establish a demographic profile of those affected. This considered the impact of Scheme proposals on these stakeholders, within the context of the protected characteristics. The Equality Impact Assessment was last reported to Cabinet on 10th December 2025 and has not changed since then.
- 10.4 The Equalities Impact Assessments provide that, generally, the redevelopment of the site improves the area over the existing situation, including improving housing quality, urban realm, security, access to jobs, and education provision, all of which may mitigate against potential differential impacts on a number of protected characteristic groups.
- 10.5 At present the properties in the area known as Bridge Close do not reflect a mixed and balanced community, with a heavy bias towards commercial and inappropriate mainly private housing stock. The Scheme proposals seek to address this imbalance through the delivery of a range of residential tenures across the site for example, private housing, a new range of intermediate housing, affordable rent, a wider range of unit sizes across all tenures and 10% of all residential units meeting Wheelchair Standards.

Equally, due regard has been taken when considering design and master-planning principles, and that measures have been included to mitigate against potential differential impacts which may be experienced by some protected characteristic groups.

- 10.6 Overall, there may be some adverse impact from the redevelopment of Bridge Close, particularly as a result of the displacement and disruption caused to existing businesses, staff, residents and their families, and some religious groups. To reduce this impact, the Council continues to work closely with those affected, offering a full package of support, through access to dedicated advice and assistance, through the offer of financial compensation, by offering a range of options to help residents move to a new home and providing businesses and other groups with help in finding and relocating to new premises, as well as additional support to encourage business improvement and sustainability in the future.
- 10.7 The Council believes that the benefits of the Bridge Close redevelopment will outweigh some of the adverse impacts identified. The redevelopment of Bridge Close is predicted to be largely positive, presenting far reaching benefits and opportunities for Romford, Havering and its diverse communities. This includes making a significant contribution to the provision of new and high quality mixed tenure housing, which will be well managed and sustainable, helping to reduce fuel poverty and contributing to the quality of life for people of all ages, genders, ethnicities and faiths/beliefs. Regeneration of the area will also support economic growth and prosperity across Havering, through creating new mixed workspace and community facilities, which will support business growth, enterprise and inward investment, as well as local jobs, apprenticeships and wider employment opportunities. The development will help to create a greater sense of place and platform for learning, creativity and culture, whilst also supporting education, health, leisure and recreation. The introduction of robust estate management services across the development will aid in preventing crime and social disorder, whilst the new neighbourhood will encourage social inclusion, community cohesion and equality, helping to foster positive relations amongst existing and new communities, including members of the community sharing a Protected Characteristic.
- 10.8 The EqIA of October 2025 concludes the Council has had due regard to its Public Sector Equality Duty under the Equality Act 2010 when considering the impact of the Scheme on residential and commercial owners and occupiers sharing a protected characteristic, and that, where possible, measures have been included to mitigate against potential differential impacts which may be experienced by some protected characteristic groups. In addition to designing and master-planning the Scheme having regard to members of the community sharing a Protected Characteristic, the Council has sought to mitigate against any adverse impacts through a range of measures focused on engagement, rehousing and relocation assistance (for both residents and commercial units) and compensation options in order to realise the benefits associated with the redevelopment.
- 10.9 Officers consider the existing Equality Impact Assessments for Bridge Close, as updated in October 2025, continues to be of relevance to the project and for the purpose of seeking the approval by Cabinet of the BCR LLP Business Plan 2026-2027.

11.0 HEALTH AND WELLBEING IMPLICATIONS AND RISKS

- 11.1 The Council is committed to ensuring the health and well-being of its residents. The decision relates to approval of the Bridge Close Regeneration LLP Business Plan

2026-2027 and a related budget, which, if approved and fully implemented, are likely to have health and well-being implications for residents.

- 11.2 In relation to the proposed development arising from the full implementation of the Business Plan, an initial Health Impact Assessment has been undertaken. This indicates that the overall nature of the identified impacts is positive or neutral, including positive impacts on housing provision, mental health and the wellbeing of new residents.
- 11.3 An updated Health Impact Assessment was undertaken in December 2022 in preparation for the submission of the planning application with a further update in September 2024. The Assessment concludes that the overall nature of the identified impacts is positive or neutral, including positive impacts on housing provision, mental health and wellbeing of the new residents. The proposal provides opportunities for employment and business growth; it provides community floor space and contains multiple and well-connected public spaces. The proposed design is characterised by high quality, accessibility and sustainability. As set out in section 10.0 above, there may also be some adverse impact from the redevelopment of Bridge Close, particularly as a result of the displacement and disruption caused to existing businesses, staff, residents and their families. Vulnerable groups most likely to be impacted include older people, children, people residing in poor housing conditions, the unemployed or people on low income, people unable to access services, and residents of Islamic faith using the HICC. Those groups would be impacted to varying degrees. Again, a framework of support and compensation is in place to mitigate the impact and a number of recommendations have been proposed or are underway as the scheme is progressed through detailed design, procurement and delivery. In circumstances where construction would be commenced, management plans will be in place to reduce noise, dust and other potential sources of disruption to the local community.
- 11.4 It is anticipated that the longer-term benefits outweigh the potential short term adverse impacts. More efficient use of land, high design standards, sustainable solutions and the provision of social infrastructure serve to ensure that proposed uses are the best uses of the land. The wider socio-economic benefits are likely to enhance the health and well-being impact of the scheme.
- 11.5 A further Health Impact Assessment will be carried out for the development prior to the commencement of works, covering the period during and post construction to identify and maximise any positive impacts and also to identify and highlight how measures to mitigate against any negative impacts will be put in place to protect the health and wellbeing of residents during construction.

12.0 ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS

- 12.1 There are no Environmental and Climate Change implications of, or risks relating to, the proposed decision.

BACKGROUND PAPERS

None.

APPENDICES

Appendix A

Appendix B

Appendix C

Bridge Close Site Plan and Indicative Boundary Line (PUBLIC)

Bridge Close Regeneration LLP Business Plan 2026-2027 (EXEMPT)

Financial Annexes (i) – (ii) (EXEMPT)