

## **Better Queensway**

### **INITIAL BUSINESS PLAN**

**10 October 2019**

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# **1. BACKGROUND**

## **1.1. Introduction**

This Initial Business Plan covers the design and planning stage of the Better Queensway project through to the award of an implementable planning permission. This is currently envisaged to be September 2020.

This plan covers:

- The Outline Planning Application
- Phase 1 Design and Planning
- Future Phases Design and Planning
- Finance
- Plan to Start on Site
- Funding
- Key Risks

This is the first activity of Porters Place Southend LLP (the LLP). This document sets out the Business Plan principles (including budget) to enable planning submission and obtaining planning consent.

The activities of the LLP will be in line with this Initial Business Plan until such time that a revised Business Plan is agreed and adopted.

The project principles as detailed in this Initial Business Plan are to form the basis of future scheme development. The parties to the LLP will seek to deliver the project in accordance with the proposals as detailed herein except where variations are agreed by the LLP Board and the 2 Members of the LLP.

## **1.2. The Project**

### **1.2.1. History**

Southend on Sea Borough Council (SBC) selected Swan BQ as partner, along with supporting arrangements with Swan Housing Association (a co-signatory to the Partnership Agreement) (Swan) in February 2019 through an OJEU compliant competitive dialogue process to be its funding, development and operational partner for the regeneration of the Queensway Area of Southend-on-Sea. The contracts were signed, and the LLP established in April 2019.

The Better Queensway (BQ) project will regenerate a c. 6Ha site in the Queensway area of Southend-on-Sea, adjacent to Southend Victoria railway station. The site currently includes four 1960s council tower blocks, maisonettes on Sutton Road and properties along Southchurch Road as defined by the red line plan at Appendix 1 and is dissected by the Queensway dual carriage way, which runs in an underpass across the site, resulting in poor pedestrian connectivity across the site and into the town centre and a poor quality, road-dominated environment for residents.

The development is to be undertaken in phases to create c1,650 new homes, a realigned Queensway Road and highway improvements, improved public realm (including a park) and some commercial uses.

The details of the scheme, programme and delivery outputs contained within this Business Plan are indicative and set out Swan's response to the OJEU procurement process. The content of these proposals provides the principles the LLP will use to guide the delivery outputs of the

project. The current proposals are subject to change as scheme due diligence and design progresses.

Quarterly updates against the Business Plan will be reported to the LLP Board and its two Members being Southend Borough Council (SBC) and Swan BQ. The LLP Board will approve final proposals prior to planning submission. The LLP Board, and its 2 Members, will approve the final proposals prior to planning submission to ensure compliance with the Minimum Requirements and Scheme Objectives.

### **1.2.2. Scope of Development**

The regeneration area, and therefore scope of development, was defined as part of the procurement process and is marked by a redline on the plan at Appendix 1.

The LLP has been set up to deliver the BQ project, formed of equal representation by SBC and Swan BQ. The LLP is for a fixed 30 year term.

### **1.3. Objectives of Porters Place Southend LLP**

#### **i) Minimum Requirements**

Through the Partnership Agreement, Minimum Requirements have been defined for the LLP These are for the LLP to deliver:

- (a) An increase on the 441 Affordable Housing Units on the Site as at the Effective Date;
- (b) The demolition of the four tower blocks on the Site as at the Effective Date;
- (c) Delivery of the Required Highways Works (as defined in the Land Agreement entered into by the Council and the LLP on 24<sup>th</sup> April 2019) including the 4 lane highway; and
- (d) Objective 6 in the Council's Objectives (defined in Appendix 2).

The Effective Date was 24 April 2019, which was when the LLP Agreement was signed.

#### **ii) Objectives**

As part of the procurement process, SBC set out a set of Scheme and Approach Objectives and these are included in the legal agreements that underpin the LLP.

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The original objectives are appended in Appendix 2 of this document for reference only.

### **1.4 Porters Place Southend LLP Structure and governance**

Porters Place Southend Limited Liability Partnership (LLP) is a joint venture between Swan BQ (Swan) (50%) and SBC (50%).

The LLP is based on equal representation and participation for both parties. The LLP will be governed internally by the LLP Board, with a Project Board managing the day to day delivery of the development.

The members of the Board for this Business Plan period are:

**Swan**

Geoff Pearce (Chair)  
Jamie Smith  
Andy Gatrell

**Southend Borough Council**

Andrew Lewis  
Alan Richards  
Lee White

Key features of the LLP Board are:

- Three representatives from each Member organisation will be appointed at no cost to the JV, all with decision making authority for LLP activities from their respective organisations.
- Equal representation and voting rights between SBC and Swan (except in matters of conflicts of interest)
- The post of Chair will be held by an appointee of each party in rotation in alternate years (12 month term). The Chair will not have a casting vote.
- Meetings will take place quarterly

There are a number of “Reserved Matters” within the Partnership Agreement for the LLP that are to be decided / approved by the individual Member bodies. These will be referred to the individual member as they arise.

**1.5 - PART 2-**

**1.6 Appointments**

Swan and its subsidiaries are appointed through Service Agreements to carry out the following activities for the LLP:

- I. Project Management
- II. Residential sales and Marketing
- III. Construction Management
- IV. Estate Management
- V. Accounting and company secretariat
- VI. Communication and community engagement

The service agreements contained a clause that where an omission of an express service committed to by Swan as part of the bid was not included, the service is deemed to be included.

Consultants and other professional services are required to carry out some of the activities of this Business Plan.

## 2. Design and Planning

### 2.1 Overview

As set out in the Objectives of the LLP (section 1.3), the regeneration for the Better Queensway site is an opportunity to transform this important town centre, gateway site and improve the quality of life of residents of the estate. In this Business Plan period, the LLP seeks to obtain an outline planning consent for the Better Queensway Masterplan (red line) alongside a detailed planning application for phase 1a, (Hybrid planning application). This application will seek planning consent for a project which intends to:

- Deliver a mixed-use, residential led scheme;
- Demolish the existing estate and deliver c1,650 new homes across a number of building types and range of building heights;
- Deliver a number of commercial uses;
- Remodel the Queensway road to a 4-lane road, by the infilling of the existing underpass, to increase permeability and simplify the existing roundabout; and
- Improve the public realm, including a new park.

The current design proposals which underpin this Business Plan are subject to change through technical design work as well as consultation. The LLP Board will have delegated approval to approve the design and to submit the planning application on behalf of its Members.

Below is an extract taken from Swan's bid on which the design approach will be based.



### 2.2 Programme and Phasing

The LLP will seek to ensure that the construction programme is as short as reasonably practicable, will not exceed peak funding capabilities and will provide a regular income from exchanges and completions.

The programme currently envisages 8 phases with a balance of tenures to accommodate decants and to deliver a viable scheme (.

## 2.3 Highways

The LLP will deliver a new Queensway Road, which will be subject to further highways modelling, and will address severance the current Queensway causes.

The LLP aspires to ensure the sequencing of the highway works are designed so they will be delivered as soon as is reasonably practicable alongside the residential construction and to ensure minimal disruption to local residents and ensure traffic is enabled to flow throughout the development period.

Assuming the LLP have been able to expeditiously achieve all required planning and S278 consents, it is anticipated Highway works will commence in January 2021.

## 2.4 Housing

The LLP will provide a mix of housing tenures including private sale and with an increase on the 441 affordable units on the site.

This accommodation schedule was developed by balancing:

- The Minimum Requirements as set out by the procurement process;
- The Council's scheme objectives and aspirations;
- Deliverability of the scheme in terms of the highway requirements and site constraints (including the need to decant residents);
- Viability of the development, market advice and cost advice;
- Planning policy on tenure, mix, height, uses, highways, public realm and the details from the pre-application meeting Swan attended; and
- Reviewing the information through pre-application meetings with Southend on Sea Borough Council

An aspiration of the LLP is to optimise affordable housing delivered on site. Exact numbers of affordable housing will be subject to design development (as due diligence is carried out) and viability, however the Minimum Requirements will be met.

## 2.5 Phasing

Below is the current proposed phasing plan. It provides an indication of the anticipated outputs over the development period of the project based on current proposals.

Phase	Estimated homes that could be delivered	Commercial uses that could be delivered	Public Realm works	Highways works	Estimated start on site	Estimated completion
1a	267	Make /		Infill	Jan 21	Aug 22

Phase	Estimated homes that could be delivered	Commercial uses that could be delivered	Public Realm works	Highways works	Estimated start on site	Estimated completion
		Create, Retail & Active Fitness		underpass, Sutton Rd, Tyrell Roundabout		
1b	139	Casual Dining, Make / Create	Porters Park South	Northbound Queensway	Jan 23	Sep 24
3a	203			Short junction, St Southchurch Rd	May 23	Aug 25
2a	160	Casual Dining	All Saints Square		May 24	Feb 26
2b	152		Porters Park North		Apr 25	Jun 27
2c	172	Nursery / childcare			May 26	Jun 28
3b	269	Shared workspace/ Co-working	Station Plaza		Aug 28	Aug 30
4	215	Standard Shops			Nov 29	Oct 32

## 2.6 Planning Approach and Programme to Planning Submission

The LLP will seek to produce a scheme that is acceptable to SBC's planning team and seek to secure an implementable planning permission, through recommendation for approval to the Development Control Committee.

The LLP will prepare and submit a Hybrid planning application, meaning an outline planning permission for the whole redline area and detailed planning application for phase 1a.

The programme is based upon the following key milestones:

Milestone	Workstream	Target date
EIA Scoping Request	Design and planning	September 2019
Pre-application	Design and planning	September 2019
Initial Public Consultation	Communications and social and economic regeneration	September 2019
Design Review	Design and planning	October 2019
Public Consultation Update	Communications and social and economic regeneration	October 2019
Submission of Planning	Design and planning	March 2020

Planning Committee	Design and planning	September 2020
Sign Section 106 Agreement	Design and planning	September 2020
Discharge Pre-Commencement Conditions	Design and planning Construction	November 2020
HIF Spend Date	Design and Planning	March 2022

A hybrid planning application for the Outline Masterplan and Detailed Phase 1a (comprising circa 267 units and the Queensway highway improvement works) anticipated be submitted in early 2020:

- The outline masterplan for future phases will be supported by a design code. The benefit of this approach is that it allows the first phase of development to fit into and inform the latter phases that will be controlled by development parameters and supported by a Design Code. This enables a first phase to commence and for a shared process whereby the applicant and the local planning authority develop the document together;
- Consultation will continue throughout the development period to inform future phases; and
- All subsequent planning reserved matters applications will be supported by a Design Statement and Planning Statement to demonstrate compliance with the principles of the approved design code and established parameters approved at outline stage.

## 2.7 Communications and Consultation

A robust communications and stakeholder engagement strategy will be delivered ensuring that Queensway residents and wider stakeholders feel engaged, consulted and informed and to ensure the engagement achieved to date by the Council is maintained and enhanced. This will take into account an equalities analysis. Budget is allocated to fund this activity through to securing planning consent and includes a scheme community website and online engagement tools and comms and engagement support from external consultants. A detailed Stakeholder Engagement strategy will be developed and delivered to ensure maximum stakeholder mobilisation in support of the masterplan application. A Community Needs Assessment has been carried out already to inform the communications and consultation strategy.

## 2.8 - PART 2 -

### **3. - PART 2 -**

## **4. Plan to Start on Site**

### **4.1 - PART 2 -**

#### **4.2 Resourcing**

Following a joint recruitment process, the role of permanent Project Director has been filled by Graham Kauders, who is due to start in mid November 2019. Until then, Gilly Tobin will be the interim Project Director. The sole focus of the Project Director will be to deliver Better Queensway.

The Project Director will be the main point of contact for the project and will ensure continuity and quality throughout each phase of project delivery. The role is a Swan appointment, with a side letter setting out the obligations of the post to the LLP.

The appointments of consultants at the design and planning phase will be made by the Project Director on behalf of the LLP, as long as this is within the delegated budget set out within this Business Plan.

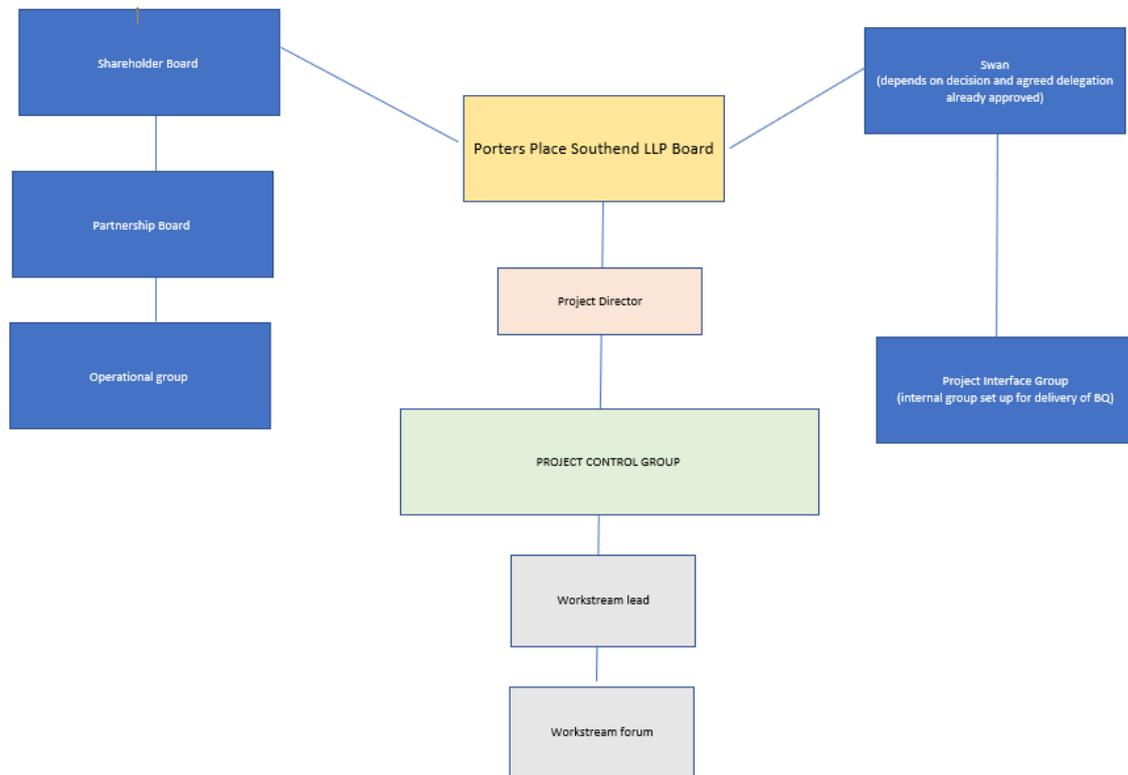
The Project Director will be the lead person and main point of contact for the duration of the Project. They will be responsible for ensuring the quality of the delivery team, liaising appropriately with the LLP Board and SBC and Swan staff and ensuring consistent quality and continuity throughout.

#### **4.3 Delivery structure**

The formation of Porters Place Southend LLP (LLP) and the legal suite of documents that Southend Borough Council, Swan Group (and its subsidiaries) and Porters Place Southend LLP signed up to, are to ensure the delivery of the regeneration of the Queensway area. This Business Plan sets out in detail the delivery of the business of LLP.

The diagram below shows the decision-making structure within the LLP:

- The decision-making forum will be the LLP Board, made up of three representatives from each member organisation. This will meet quarterly.
- The Project Director will report to the Board on the delivery of the Business Plan, and present updates to the Business Plan as and when required. The budget will be managed by the Project Director and reported against at each meeting.
- A Project Control Group (PCG), chaired by the Project Director, will be the monthly reporting forum for all the workstreams against programme and output.
- Underneath the PCG will sit each workstream, with an identified lead. The workstream lead will manage the frequency of meetings (as the requirements of the action plan). The workstream lead will be responsible for the action plans for each workstream.
- In blue, either side of the structure are illustrative details of decision making within the two organisations to compliment this. These structures are excluded from this paper and are the responsibility of each member organisation.



Swan identified the lead people in each of the key disciplines in their bid. Swan, in consultation with SBC, will replace staff to the posts of Project Director Better Queensway, Senior Development Manager for Better Queensway and Resident Activation Officer with people of equal qualification and experience and will fully engage SBC in the process as new members of staff join the project team.

Swan will use its internal governance procedures to oversee the project. This will include formal sign off procedures at key stages of the development, regular reporting to the Development Management Team and Project Review Board and monthly appraisal and risk map updates.

The bid process identified the following roles for Swan entities.

Role	Proposed provider	Role and scope of work
<b>Project Management</b>	SNH	<ul style="list-style-type: none"> <li>Manage the day to day delivery of the development and operational stages</li> </ul>
<b>JV accountancy and company secretariat</b>	SHA	<ul style="list-style-type: none"> <li>JV company secretarial including managing financial reporting and governance compliance</li> </ul>
<b>Sales and Marketing</b>	SNH	<ul style="list-style-type: none"> <li>In-house delivery of sales and marketing for all private sales, shared ownership and non-residential/commercial uses</li> </ul>
<b>Community engagement,</b>	SHA	<ul style="list-style-type: none"> <li>Lead communications and community</li> </ul>

<b>Role</b>	<b>Proposed provider</b>	<b>Role and scope of work</b>
<b>communication and investment</b>		engagement throughout the development process <ul style="list-style-type: none"> <li>• Work in partnership with SC in leaseholder acquisitions and decant process</li> <li>• Develop and manage the re-housing and resident engagement strategy</li> <li>• Internal resources from Southend and Swan</li> </ul>
<b>Construction</b>	SCS	<ul style="list-style-type: none"> <li>• Design, procurement and in-house construction</li> <li>• Partnership arrangement to costs – risk/reward share</li> </ul>
<b>Estate management and private sales home management</b>	HERA	<ul style="list-style-type: none"> <li>• Delivery of management and maintenance services throughout the operational life of the project</li> <li>• On-site estate management office to be opened (community concierge)– accessible to residents</li> <li>• Manage public realm and communal areas of all blocks</li> <li>• Services designed to meet the specific needs of the various uses and tenures</li> </ul>
<b>Affordable homes and ownership management</b>	SHA	<ul style="list-style-type: none"> <li>• Affordable housing offer by stage and acquisition by SHA to cover future ownership and management costs.</li> </ul>
<b>Commercial letting and management</b>	SHA	<ul style="list-style-type: none"> <li>• Co-ordinate the procurement of a non-residential/ commercial sales agent(s) for the LLP if required.</li> <li>•</li> </ul>
<b>Customer care and after care</b>	SCS	<ul style="list-style-type: none"> <li>• Support and care post occupation of the new homes for the market and shared ownership tenures.</li> </ul>

The LLP has contracted with a number of Swan entities to carry out services on behalf of the LLP as set out in the table above. The table below summarises the agreements in place between the LLP and a number of Swan entities .

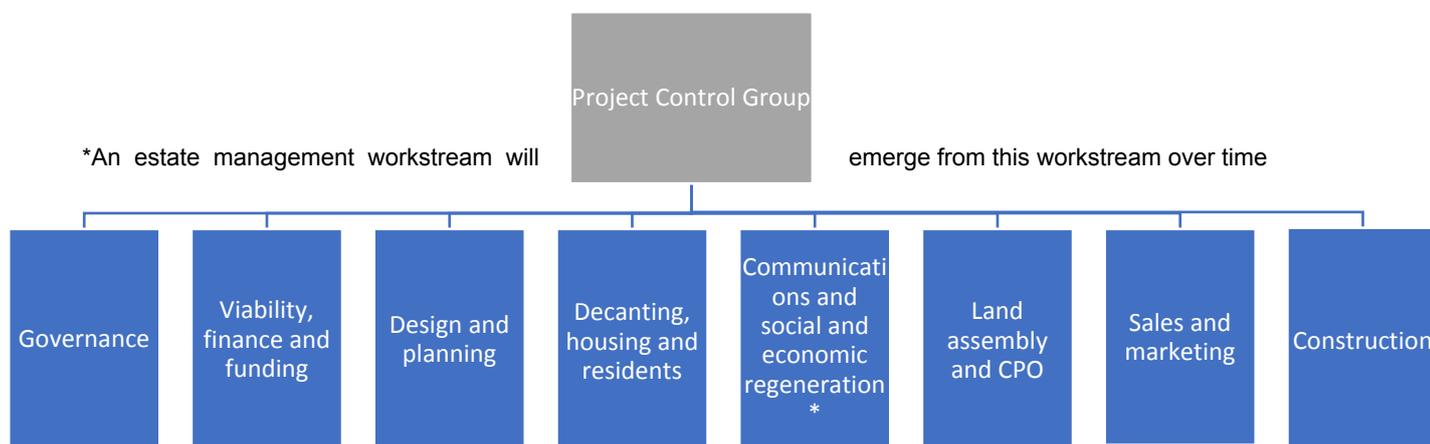
<b>SERVICE AGREEMENTS</b>	
Project Management	LLP and Swan New Homes
Communication and Community Engagement	LLP and Swan New Homes
Sales and Marketing	LLP and Swan New Homes
Company Secretariat	LLP and Swan New Homes
Estate Management	LLP and HERA

#### **4.4 The Project Control Group**

The Project Control Group (PCG) will meet monthly and will be made up of the Project Director and the workstream leads (and substitutes when required). The PCG will consider operational issues and how the Business Plan and workstream action plans (and where appropriate strategies) will be implemented to ensure the delivery of Better Queensway. This is in line with the delegation to the management board as set out in the draft LLP agreement.

The Project Control Group will:

- Consider operational issues and will be attended by those officers necessary at any given point of the (development or operational stage) to ensure delivery of the Business Plan of the JV;
- Make recommendations through the Project Director to the Project Board;
- Provide a multi-disciplinary peer review for the multiple expert forums delivering key themes of the Business Plan;
- Monitor regularly the key risks of the development; and
- Provide, through the Project Director, reports on programme, planning, finance, legal and land issues and construction issues which would help the identify the decisions needed to be made by Board.
- Chair to be the Project Director and attended by all leads from workstreams (with deputies identified)
- Attendance from SBCC Project Management Office and Swan’s Development team, and when appropriate members, of SBC Operational Group and the Swan’s Project Interface Group.. Minutes will be shared on a confidential basis with Director for Regeneration and Business Development at SBC and Development Director for Essex at Swan.



#### 4.5 The Control Documents

The table below sets out how the above process will be managed through controlled documents and diarised frequent meetings.

Forum / role	Responsibility	Frequency	Governing document
LLP Board	Ultimate responsibility for delivery of project in line with the Business Plan	Quarterly	BQ Business Plan

<b>Forum / role</b>	<b>Responsibility</b>	<b>Frequency</b>	<b>Governing document</b>
Project Director	Responsibility for the delivery of BQ through the Business Plan	Ongoing	BQ Business Plan Workstream action plans
Project Control Group	Monitor and measure delivery of the Business Plan through the workstreams and the workstream action plans	Monthly	BQ Business Plan Workstream action plans
Workstream leads	Responsibility for the delivery of the workstream action plans	Ongoing	Workstream action plan
Workstream forums	Workshops / meetings / individual actions to carry out the activities of the action plan	Ongoing	Workstream action plan

The control documents for the delivery of the project will be agreed and signed off at the appropriate level. For the Business Plan, this is a reserved matter and will be signed off by each member of the LLP. The workstream action plans will be signed off by the Project Control Group and Board (where appropriate) and reported against each quarter to the Board.

#### **Key activities for the workstreams for the Business Plan period**

The table below is a summary of the action plans that are being developed by each of the workstreams feeding into the PCG.

<b>Workstream</b>	<b>Lead officer</b>	<b>Key activities</b>
Governance	Glen Adams (Swan)	Establishment of accounting process Establishment of necessary Board policies and codes Insurance to be put in place
Viability, funding and finance	David Booker (Swan)	Supporting the Council to conduct the necessary due diligence necessary for HIF funding to be in place in the LLP Draft a funding strategy for the business of the LLP (post this Business Plan period) Continue to assess the viability of the scheme
Design and planning	Gilly Tobin (Swan)	Appointments of the design team Develop the design of the scheme Carry out the pre-application process Consult on the design with all stakeholders Commission all reports necessary to submit planning Submit planning permission
Decanting, housing and residents	Andrea O'Callaghan (Swan)	Finalise the Decant Strategy Start to understand the needs of the residents from October through conducting a Housing Needs Survey
Communications and social and economic regeneration	Sam Wait (Swan)	Finalise the Communications Strategy Plan a programme of activation Deliver activation activities Liaise with South Essex Homes on the management of the existing estate

Land assembly and CPO	Rob Pearce	Finalise the CPO and Land Acquisition Strategy Start collating evidence for the CPO application Sarah Lofts SBC will be the key contact at the Council
Sales and Marketing	Linda Faucher (Swan)	Inform the design as it develops Procure advice and support on marketing and place making
Construction	Julian Kerby and Paul Goodall (Swan)	Liaise with the Planning and Design workstream lead on appointments Agree scope of services for consultants Ensure designs are technically deliverable Provide proramme and pre-construction support to the design and planning workstream

## 5. Key Risks

There are numerous risks to the project and its delivery including around areas such as planning, decant, CPO, HIF, programme, political change, market conditions. All identified project risks are recorded in the workstreams and reported to the PCG and reported to the LLP Board quarterly.

This section highlights the key risks.

Item	Risk	Description	Probability	Impact	Rating	Mitigation	Probability	Impact	Rating
A. GENERAL									
A.1	Governance and management of the LLP	Governance risks include: Board not aware of roles, Board not able to make informed decisions, Board unable to meet, Workstreams not providing sufficient information to enable decisions to be made. Continuity of staff will be important to the delivery of this complex project.	3	4	12	The post of Project Director will ensure the Board is aware of their roles, is informed and will co-ordinate the workstreams to ensure delivery of the business of the Business Plan. Business Plan to set out how governance, reporting and control will work. Joint appointments to post of PD to ensure suitable appointment.	2	3	6
A.2	Reduced performance of business case and baseline viability of Better Queensway	Overall economic case not sufficiently robust requiring a redesign to accommodate more residential units, a more efficient construction works, or less demolition/site clearance, or amended programme to optimise costs.	3	4	12	The current position is robust and efficient but subject to impact by external factors. Changes imposed or risks that materialise may require changes but these will be actively managed through various process including establishing baseline design and economic estimates during design, planning and tender. Involve pre-construction and construction teams early in	2	3	6

						design process. Use flexibilities within the JV contract arrangements to amend phasing under consultation if required. Further mitigation may be achieved via optimisation of design and value engineering, adjustment of tenure mix etc.			
A.3	Lack of understanding of plans, and benefits to residents, businesses and visitors to the area creates opposition to planning application.	Poor communication, engagement and responses to queries may result in residents, businesses and other key stakeholders having a poor understanding of the project and its socio-economic and environmental benefits and therefore there is opposition to the scheme and the planning application.	3	4	12	Swan's RICD team and Communications team will work with existing residents, businesses and other key stakeholders from the start. Setting up of Residents Steering Group to help guide the project. Meeting the commitments made to residents and users of the area in the Residents Commitments document. Communications and PR strategy implemented, managed and monitored from the signing of contracts throughout the life of the JV to establish a joint brand for the area. Appointment to several key posts (including Resident Engagement and Community Activation Officer and Community	2	2	4

						Concierge) to ensure there are points of contact for visitors and users of the area. Provision of signage will assist visitors.			
A 4	HIF conditions not met	HIF has been secured subject to conditions. There is a risk these conditions will not be met.	4	5	20	Action plan to manage conditions of grant. Lawyers instructed. Early engagement with HE jointly and as a JV. Clear planning timetable, delivered through PPA with Council. Early engagement of Council's highways team to progress design and approvals.	3	4	12
A5	Risk of political change over course of the project	Southend on Sea has seen political control change and this could impact on the delivery of the project	3	5	15	The partnership and the objectives have cross party support through Full Council. Monitoring through close partnership working with SC on potential changes. Use of external agencies if appropriate to monitor this. Planning in member involvement to ensure they are aware of plans and to limit potential dissatisfaction, and in particular in reference to affordable housing	2	5	10

	Changes in the market	The scheme contains private sale homes ( to cross subsidise the affordable housing), and these are to be delivered across the phases. A downturn in prices or a slowdown in sales will have a negative impact on the performance of the scheme	3	5	15	Regular viability reviews as required by the LLP will identify this risk early so actions such as design changes can take place. Clauses within the legal documentation mean there will be viability tests at each stage of the development.	2	4	8
	Construction costs	The cost of the proposed development could increase, which has been the recent trend, and this could affect viability of the scheme	4	4	12	Construction management approach has been adopted (with an initialled CMA forming part of the legal suite). Design reviews will take place to ensure the efficiency of the design and proposed materials.	2	4	8





**Appendix 2: Historical Council Objectives**

These are the historical objectives the Council used to carry out the procurement process and are included for reference only.

No	Objectives
<b>Scheme Objectives</b>	
1	The Council requires a mixed use integrated residential and commercial use scheme on the site with mixed tenure housing development of private sale, private rent, and an increase on the 441 affordable units on the site, as well as a scheme that is in accordance with the Council's planning policies.
2	The Council aspires to the expeditious delivery of the scheme as soon as reasonably practicable in accordance with a robust and realistic proposal whilst managing and minimising disruption.
3	The Council is seeking the establishment of a safe, vibrant, sustainable community through the Better Queensway scheme that will impact positively on the economic and social well-being of the Community. This should include the establishment and operation of an on-going Community Fund.
4	The Council requires the delivery of a revised highways scheme serving the Better Queensway site in line with the requirements as set out in the Descriptive Document with all adopted roads continuing to be maintained by the Council.
5	The Council requires the scheme to provide enhanced pedestrian and cycling permeability across the site and links to the town centre.
6	The partnership will offer existing Council tenants on the site the chance to return via an Assured Tenancy. Although this will not be a direct Council tenancy, it will offer the same terms and conditions. The Council recognises that those seeking a secure tenancy will be offered Council housing elsewhere within the Borough as available. Resident leaseholders will be offered a shared equity unit, and the remainder of the affordable units must be genuinely affordable with rents at or below Local Housing Allowance levels on a continual basis. These units must remain affordable on the exit of the partnership. The Council's Residents Offer document must be adhered to when delivering the scheme.
7	The Council is seeking a sustainable development based on excellent design quality of homes, open spaces and supporting infrastructure delivered in accordance with the Better Queensway design policy and principles document.
8	The Council requires the development to be environmentally sustainably delivered both during construction and its lifetime, taking into account the impacts of climate change.
9	The Council requires the scheme to further and contribute to the Better Queensway Smart Cities aspirations.
10	The Council's design aspirations are reflected in the Design Policy and Principles document. The most important aspirations are, in descending order of priority: Increased affordable housing provision; 1:1 car parking provision; and Building heights not exceeding 12 storeys
11	The partnership will obtain planning permission for the scheme and other consents as necessary
12	The Council aspires to maximise all aspects of social value through the Better Queensway scheme in line with the Council's draft social value policy (policy to be finalised during the procurement)

No	Objectives
<b>Approach Objectives</b>	
13	The Council requires a long-term partner to work with it to fund and develop the mixed use scheme identified above on the Better Queensway site including associated highways infrastructure and to fund, manage and maintain all public realm and retained operational units on the site.
14	<p>The Council requires an on-going role in the governance of Better Queensway including equal say on, at least, the following areas:</p> <ul style="list-style-type: none"> <li>Community / Resident engagement;</li> <li>Changes to tenancy agreements;</li> <li>Rent levels;</li> <li>Tenure changes;</li> <li>Retaining the minimum number of affordable units;</li> <li>Operation of the Community Fund; and</li> <li>Management and maintenance of all affordable units</li> </ul> <p>The Council requires a significant influence over, at least, the following areas:</p> <ul style="list-style-type: none"> <li>Design of the scheme;</li> <li>Branding of the scheme;</li> <li>Sales, operation and rental strategies of residential and commercial facilities;</li> <li>Management and maintenance of all retained operational units and public realm; and</li> <li>Procurement of contractors.</li> </ul>
15	Where the Council does not already own the freehold of elements of the site at the point of entering the partnership it will seek to obtain such freehold ownership through the partnership. Any costs associated with CPO will be funded by the partnership.
16	The Council will retain freehold ownership of the entire site throughout the development and operational periods.
17	The Council has some appetite for risk. This could extend to investment beyond the land value and operation of the site. Any such investment must be balanced by commensurate reward. Any investment by the Council must be balanced by private investment. In addition, the Council may provide senior debt funding for the initial development of the scheme
18	The Council expects to receive meaningful financial returns which are to be delivered throughout the development and the life of the operation of the scheme.
19	The Council requires the partnership to keep all relevant stakeholders engaged and informed in an open honest timely and appropriate way.

***APPENDIX 3: - PART 2 –***

***APPENDIX 5: - PART 2 –***

***APPENDIX 5: - PART 2 –***

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