

Better Queensway

Business Plan

October 2020

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1. BACKGROUND

1.1. Introduction

This Business Plan covers the progress and delivery of the Better Queensway project, currently anticipated to be delivered by 2031.

The detailed activities for the period to 31st December 2021 are provided within this document along with the budget to fund these activities and these are placed in context of the longer term delivery of the project.

The key activity of the company during this period will be commencement of the detailed design and delivery of Phase 1A and Phase 1B [referred to as Phase 1 hereafter] and the detailed design and delivery of the Enabling Works Programme of the project. These Phase 1 works are currently envisaged to be completed in December 2026.

This document sets out the Business Plan principles (including budget) to enable the continued delivery of the Better Queensway Project.

The activities of the LLP will be in line with this Business Plan until such time that a revised Business Plan is agreed and adopted. This Plan will be adopted through submission to the LLP Board for approval, and then on to the two LLP Members for their approval (Southend on Sea Borough Council and Swan BQ Ltd.).

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.

Where variations are determined by the LLP Board to be “non-adverse” the LLP Board will approve variations to the business plan in line with the LLP legal agreements having first submitted the changes to the JV partners for review.

Where variations are determined to be “adverse” then the LLP Board will make a recommendation which will then be considered by the 2 Members of the LLP for a decision.

This plan covers the ongoing delivery of the Better Queensway Project, with a more detailed focus on:

- Phase 1 Design and Planning
- Future Phases Design and Planning
- Finance
- Plan to Start on Site
- Detailed Design, Procurement and Delivery of Phase 1 and associated External
- Detailed Design, Procurement and Delivery of the Enabling Works Programme
- Funding
- Key Risks

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 shown 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 up to 1,760 new homes, a realigned Queensway Road and highway improvements, improved public realm (including a park) and a mix of commercial uses.

Approvals Structure

The overarching Business Plan sets out the strategy and way in which the LLP will deliver the Better Queensway project.

The Business Plan reflects the principles of the delivery of the outputs from the scheme as per the “Final Proposals” related to the Hybrid Planning Application submitted to Southend Borough Council in September 2020.

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.

Each phase will require a reserved matters planning application to be submitted by the LLP to the LPA. Prior to the submission of the reserved matters planning application, a set of “Final Proposals” covering the outputs from the proposed planning application will be approved by the LLP board and reviewed by each member prior to planning submission to ensure compliance with the Minimum Requirements and Scheme Objectives

On receipt of a successful and satisfactory planning consent, the LLP will put together appropriate funding and contracts to deliver the phase. Prior to entering into the works contract and drawing down the funding to deliver the phase, the LLP must satisfy the Phase Viability test and pre-commencement conditions as set out in the Land Agreement to enable the Land to be drawn down. The council will independently audit the Phase Viability test before approving the release of the land and enabling the LLP to proceed to deliver the relevant phase.

From time to time it will be necessary to update the Business Plan as things change, by the nature of the scope and extent of the project these changes will happen.

Where changes to the business plan are considered “non adverse”, the LLP Board will approve those changes in line with the LLP Legal Agreements having first submitted the changes to the JV partners for review

Where changes to the business plan are considered “adverse”, then the LLP Board will make a recommendation to each member for consideration on how to proceed at that point in time.

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 on Sea 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 24th 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.

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

1.4 Porters Place Southend on Sea LLP Structure and Governance

Porters Place Southend on Sea 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)
James King
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 the Business Plan.

2. Design and Planning

2.1 Overview

As set out in the Objectives of the LLP (section 1.3), the regeneration of 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.

The following outputs from the Hybrid Planning Application were approved from the “Final Proposals” in June 2020. These are summarised in Appendix 3.

- Up to 1760 Homes within the illustrative masterplan
- 512 Affordable Homes of which 312 are to be secured via the S106 with the balance delivered through the LLP contractual arrangements
- A range of building heights and types ranging from 3 to 18 storeys of residential accommodation to cater to a wide range of residents
- New key public spaces with additional green spaces distributed throughout the masterplan, including a new plaza by Victoria Station and All Saints Church with new park and green spaces throughout the scheme
- The Queensway re-laid and brought up to grade along a tree lined highway retaining 4 lanes of traffic
- A new gateway experience for visitors to Southend-on-Sea
- New high-quality homes for returning residents
- The retention of E-W, N-S connectivity through Southend by the provision of an at-grade roundabout connecting Southchurch Road and the Queensway
- New dedicated off-street cycle lanes and pedestrian walkways on each side of the Queensway
- Every new dwelling to have at least one area of private outside space in the form of either a garden, a terrace or a balcony depending on location
- Parking for new residents of the new dwellings at 0.7 spaces per dwelling across the masterplan (an increase from the current 0.25 spaces per dwelling on

Queensway)

- A complementary commercial offer for the scheme with a mix of flexible retail, commercial and cultural space to complement the Town Centre and support the future residents of the new scheme and anchor the new public spaces
- Environmentally friendly and sustainable solutions for surface water drainage and energy usage across the scheme, including provision of sustainable urban drainage systems within the new Queensway and the provision of electric vehicle charging points within the project

In line with the Business Plan, the LLP will seek detailed planning consent for the Better Queensway Phase 1 and externals, to deliver Phase 1 and externals, to deliver the Enabling Works including the Highway Project and to progress design and planning across the wider site in line with the phasing strategy.

Phase 1 will deliver:

- A mixed-use, mixed-tenure scheme of circa 425 homes
- 4 plots across Phase 1 A and Phase 1 B – Plots B, C (north), D (north) and G
- Porters Park (south) and the associated externals for the Phase 1 area
- Demolish Quantock House and Sutton Road Flats
- A mix of ancillary commercial uses;
- The Community Concierge

Following this, the LLP will continue to progress the following phases in line with the phasing strategy, viability requirements and decanting requirements.

The LLP will progress the design, procurement, delivery and funding of the Enabling Works including the works set out in the May 2020 “Final Proposals” to:

- Remodel the Queensway road to a 4-lane road, by the infilling of the existing underpass, to increase permeability and simplify the existing roundabout;
- The construction of the SUDS and associated attenuation system;
- The diversion of and new utilities connections as necessary to facilitate the wider project;
- The upgrade of the UKPN network substation (off site) to provide sufficient capacity; and
- Associated stopping up, landscaping and tying in works around these.

The current design proposals which underpin this Business Plan are subject to change through technical design work as well as ongoing consultation with the statutory authorities who will approve the design details. The LLP Board will have delegated approval to approve these changes on behalf of its Members where they are deemed by the LLP Board to be “non adverse” and these will be reviewed by each member in advance.

A copy of the presentation related to Final Proposals can be found in Appendix 3.

2.2 Enabling Works

The LLP will deliver a new Queensway Road, and will address severance the current Queensway causes.

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 7 phases with a balance of tenures to accommodate decants and to deliver a viable scheme.

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 currently programmed for Highway works to commence in 2021 and complete in 2023.

This will enable the LLP to continue to access the HIF funding allocated to the project and to draw down the funding in line with the “availability period”.

The LLP has developed initial phasing options for the delivery of the Enabling Works to ensure that the Queensway remains open during construction works.

The LLP will appoint a Project Manager to manage the design, procurement and delivery of the Enabling Works Programme including the Highways Works under the form of NEC Contract as set out in the LLP documentation.

The LLP will continue to engage in informal Early Contractor Involvement to help shape the detailed design work and to ensure that outputs and phasing requirements are met through procurement.

The LLP will procure a principal contractor to deliver the Enabling Works in line with the programme. The costs of this have been included within the Budget.

2.3 Housing

The LLP is committed to providing a mix of housing tenures including private sale and with an increase on the 441 affordable units on the site.

The overall scheme will deliver up to 1,760 homes in line with the hybrid planning application and as per “Final Proposals”.

The current accommodation schedule for each phase of development will align with the hybrid planning application parameters and:

- Contribute to meeting the Minimum Requirements;
- 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;
- Reflect input where possible from the resident steering group and consultation events;
- Reflect input through pre-application meetings with the Local Planning Authority.

There will be circa 425 homes delivered within Phase 1 across 4 Plots.

The indicative tenures are;

- 50 shared ownership homes (these are outside of the S106 and Swan Housing Association will seek grant from Homes England on these)
- 100 socially rented homes

- There will be 12 shared equity homes

The homes will be a mix of 1, 2 and 3 bed properties in line with the accommodation parameters set out in the hybrid planning application and approved through Final Proposals.

There will be 10% 3 bed dwellings within the phase.

The requirements for social rented homes have been directly informed by the Housing Needs Survey of existing secure tenants on the estate as the LLP is obligated to rehome secure tenants in line with the LLP agreements.

A Housing Needs Survey was undertaken in 2020 which indicated an average of 80% of secure tenants were likely to want to return to new homes on the redeveloped estate.

A new and updated Housing Needs Survey is being undertaken in Autumn 2020 by the Council and the LLP to help inform decanting needs and should unit mix requirements for decanting alter within the Phase to align with that then the LLP will need to flex those units accordingly to meet obligations. These will be reviewed and agreed through the appropriate governance arrangements.

Housing Needs Surveys for existing secure tenants will continue to be run throughout the delivery of the project until such time as all secure tenants have been successfully rehoused.

This is managed through the Housing and Decant workstream.

10% of the Homes will be Family sized dwellings of 3 beds in line with the hybrid planning application parameters.

10% of the Homes will be sized to meet M4(3) wheelchair adaptable standards and where an identified existing secure tenant need through decanting is confirmed via OT assessment prior to occupation, the LLP will deliver an adapted home to meet those requirements.

The balance of housing within the phase will be market sale, although the LLP will continue to look for opportunities to optimise the delivery of affordable housing within each phase subject to funding and viability.

2.4 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 delivery programme for Better Queensway currently envisages 7 phases with a balance of tenures to accommodate decants and to deliver a viable scheme (as defined by the Land Agreement).

The delivery period for Phase 1 is currently forecast to be from 2021 to 2026. Within Phase 1 there is a sub-phasing plan for each plot.

The assumed sub phase plot order is as follows:

- Plot D will be delivered first as this will enable the decant of existing tenants from Quantock House.
- Plot G will then follow

- Plot C will then follow
- Plot B will be delivered once Quantock House is decanted and demolished once Plot D has been occupied.

There is flexibility between the delivery of G and C.

Once the Enabling Works contractor is appointed and the phasing for the Enabling Works has been finalised, the sub-phase plot order will be confirmed and agreed through the appropriate governance arrangements.

This will not have a material impact on the viability of the Phase but retains delivery flexibility within the Phase and the Enabling Works Programme.

The details for this are set out in section 32.5.

Further considerations to Phasing will include the requirements to satisfy the terms of any CPO Inquiry and the associated timescales for that.

The baseline assumption is that an average of 80% of existing secure tenants will opt to return (informed by the results of the current Housing Needs Survey).

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

Phase	Indicative Number of Homes	Proposed Commercial Uses	Public Realm works	Estimated start on site	Estimated completion
Highways Works and Enabling Infrastructure				Jun 2021	Oct 2023
1	422	Artist Complex, Retail Active & Fitness, Central Concierge & Café	Porters Park South	Aug 2021	Oct 2026
3	431	Make Create, Workspace, Restaurant	Station Plaza	Jul 2024	Nov 2027
2a	135	Pre School	All Saints Square	Oct 2026	Oct 2029

2b	197			Oct 2027	Jan 2031
2c	153	Nursery/ childcare	Porters Park North	Oct 2029	Aug 2032
4	388	Standard Shops (Retail)		Apr 2029	Jan 2032

2.5 Planning Approach and Programme to Planning Submission

The LLP will continue to 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 continue to prepare and submit the reserved matters planning application for Phase 1 and future phases as agreed with the LLP board in line with the business plan and submission will continue to be subject to the review of "Final Proposals" by each member of the LLP.

Each Reserved Matters Application is in accordance with the Hybrid Planning Application and associated Parameter Plans and Design Code documents submitted to Southend Borough Council in September 2020.

The current indicative planning programme is based upon the following key milestones:

Milestone	Workstream	Target date
Hybrid Planning Application Submission	Design and planning	September 2020 [ACTUAL]
Pre-application Phase 1 RMA	Design and planning	Ongoing [ACTUAL]
Phase 1 RMA Public Consultation	Communications and social and economic regeneration	November 2020
Submission of Phase 1 RMA	Design and planning	February 2021
Planning Committee Hybrid	Design and planning	February 2021
Sign Section 106 Agreement	Design and planning	February 2021
Planning Committee Phase 1 RMA	Design and Planning	June 2021
Discharge Pre-Commencement Conditions (Enabling Works)	Design and planning Construction	June 2021
Discharge Pre-Commencement Conditions (Phase 1)	Design and planning Construction	September 2021
SELEP Spend Date	Funding	March 2022
HIF Spend Date	Funding	March 2023

2.6 Communications and Consultation

A robust communications and stakeholder engagement strategy has been prepared and delivered to date which ensures that Queensway residents and wider stakeholders feel engaged, consulted and informed and to ensure the engagement achieved to date by the LLP is maintained and enhanced. Budget is allocated to fund this activity through to securing planning consent and includes maintaining the scheme website at www.betterqueensway.co.uk and online engagement tools and comms and engagement support from external consultants.

Our resident activation officer has established a resident steering group and appointed an independent chair and advisor to run the group moving forward in consultation with the LLP.

The group have so far held a number of design focused meetings where they have helped to shape the Phase 1 design including lobby details, block arrangements and the detailed design of the park.

The role and scope of this group is expected to develop and will continue to play a key role in keeping the existing estate residents directly engaged.

It has not been feasible to run as many outreach and pro-active events as we would have anticipated due to the wider pandemic during 2020.

However our team are working on alternative options and ideas and will seek to find ways to deliver community activation and outreach during this business plan period and a budget is allocated for this work.

2.7 -PART 2-

3. -PART 2-

4. -PART 2-

4.1 -PART 2-

4.2 Resourcing

There is a Project Director, whose focus will be to deliver Better Queensway.

The Project Director is 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.

A full time Development Manager has been appointed to the project team supporting the Project Director with key workstreams and across the project.

A further appointment of a Senior Development Manager/Development Manager will be made in 2021/22 subject to budget approval to provide additional resource as the project moves to the delivery phase.

An external Project Manager will be appointed in line with the requirements of the NEC contract process to act on behalf of the LLP to manage the detailed design, procurement and delivery of the

Enabling Works. This role will report into the Project Director.

The appointments of consultants are made by the Project Director on behalf of the LLP, provided the costs are within the delegated budget set out within this Business Plan.

The Project Director is the lead person and main point of contact for the duration of the Project.

They are 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.

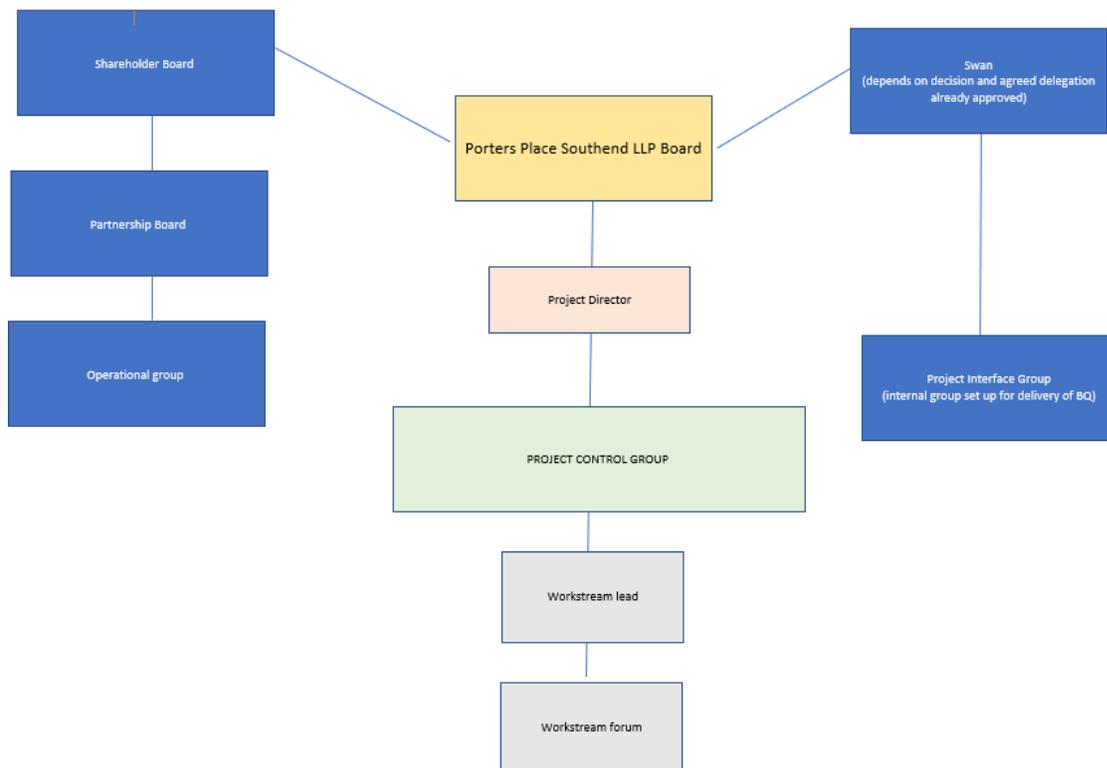
4.3 Delivery structure

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 is the LLP Board, made up of three representatives from each member organisation. This meets quarterly.
- The Project Director provides a quarterly update to the Board on the delivery of the Business Plan, and present updates to the Business Plan as and when required. The budget is managed by the Project Director and reported against at each meeting.
- A Project Control Group (PCG), chaired by the Project Director, is the monthly reporting forum for all the workstreams against programme and output.
- Underneath the PCG sits each workstream, with an identified lead. The workstream lead will manage the frequency of meetings. 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 business plan and are the responsibility of each member organisation.

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.



Role	Proposed Provider	Role and scope of work
Project Management	SNH	<ul style="list-style-type: none"> Manage the day to day delivery of the development and operational stages
JV accountancy and company secretariat	SHA	<ul style="list-style-type: none"> JV company secretarial including managing financial reporting and governance compliance
Sales and Marketing	SNH	<ul style="list-style-type: none"> In-house delivery of sales and marketing for all private sales, shared ownership and non-residential/commercial uses
Community engagement, communication and investment	SHA	<ul style="list-style-type: none"> Lead communications and community engagement throughout the development process Work in partnership with SC in leaseholder acquisitions and decant process Develop and manage the re-housing and resident engagement strategy Internal resources from Southend and Swan
Construction	SCS	<ul style="list-style-type: none"> Design, procurement and in-house construction Partnership arrangement to costs – risk/reward share
Estate management and private sales home management	HERA	<ul style="list-style-type: none"> Delivery of management and maintenance services throughout the operational life of the project

Role	Proposed Provider	Role and scope of work
		<ul style="list-style-type: none"> On-site estate management office to be opened (community concierge)– accessible to residents Manage public realm and communal areas of all blocks Services designed to meet the specific needs of the various uses and tenures
Affordable homes ownership and management	SHA	<ul style="list-style-type: none"> Affordable housing offer by stage and acquisition by SHA to cover future ownership and management costs.
Commercial letting and management	SHA	<ul style="list-style-type: none"> Co-ordinate the procurement of a non-residential/ commercial sales agent(s) for the LLP if required.
Customer care and after care	SCS	<ul style="list-style-type: none"> Support and care post occupation of the new homes for the market and shared ownership tenures.

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.

SERVICE AGREEMENTS	
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

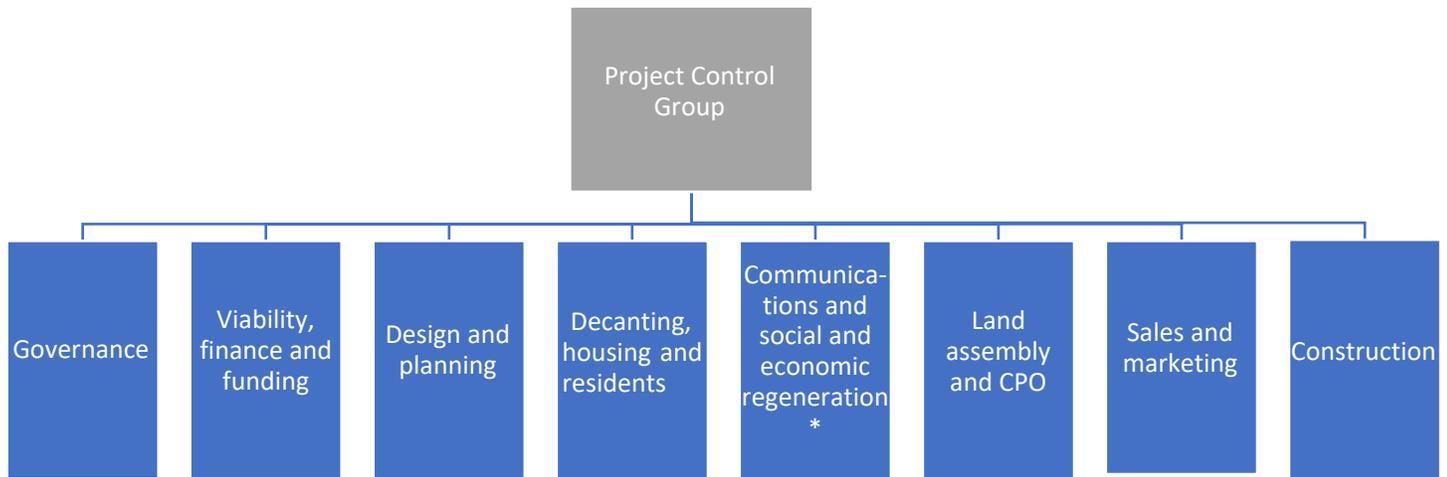
4.4 The Project Control Group

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 workstreams (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 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 LLP 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;

- 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 the LLP Board;
- Chair to be the Project Director and attended by all leads from workstreams (with deputies identified);
- Attendance from SBC Project Management Office and Swan’s Development team, and when appropriate members, of SBC Operational Group and the Swan’s Project Interface Group; and
- Minutes will be shared on a confidential basis with Director for Regeneration and Business Development at SBC and Development Director for Essex at Swan



*An estate management workstream will emerge from this workstream over time

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
Project Director	Responsibility for the delivery of BQ through the Business Plan	Ongoing	BQ Business Plan Workstreams
Project Control Group	Monitor and measure delivery of the Business Plan through the workstreams	Monthly	BQ Business Plan Workstream action plan
Workstream leads	Responsibility for the delivery of the workstream action plans	Ongoing	Workstream action plan

Forum / role	Responsibility	Frequency	Governing document
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 workstreams are reported against each quarter to the Board. The workstream action plans will be reported on at the Project Control Group and Board (where appropriate).

Key activities for the workstreams for the Business Plan period

Workstream	Lead officer	Key activities
Governance	Linda Kirby (Swan)	Oversight of activities to ensure consistent with established policies and procedures Track delegations and decisions as appropriate
Viability, funding and finance	David Booker (Swan)	Develop the funding strategy through the funding workstream to enable the LLP to secure Senior Debt Continue to assess the viability of the scheme
Design and planning (pre contract)	Graham Kauders (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
Design and planning (post contract)	Paul Haywood (Swan)	Appointments of the design team for detailed design Develop the detailed design of the scheme Commission all reports necessary to discharge planning conditions Discharge of pre-commencement conditions
Decanting, housing and residents	Andrea O'Callaghan (Swan)	Continue to update the Decant Strategy Repeat the Housing Needs Survey on agreed basis to ensure as up to date understanding of resident needs as possible and feed into the scheme
Communications and social and economic regeneration	Sam Wait (Swan)	Monitor and Update the Communications Strategy Continue to Plan and 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 Lead leaseholder buyout discussions jointly with SBC and in consultation with external CPO advisors as appropriate Sarah Lofts SBC will be the key contact at the Council
Sales and Marketing	Linda Faucher (Swan)	Inform the design as it develops Develop and implement the place-making strategy Develop and implement the branding strategy Manage the design and delivery of the Sales and Marketing Suite

Workstream	Lead officer	Key activities
Construction	Julian Kerby and Paul Haywood (Swan)	Ensure designs are technically deliverable Provide programme and pre-construction support to the design and planning workstream Provide cost input to the scheme working with the external independent QS advisors as appropriate Agree the construction contract for delivery working with the Project Director Agree the programme for delivery working with the Project Director Interface with the Enabling Works Project Manager to ensure the Principle Contractor and SCS works are aligned and managed in parallel where required

5. Key Risks

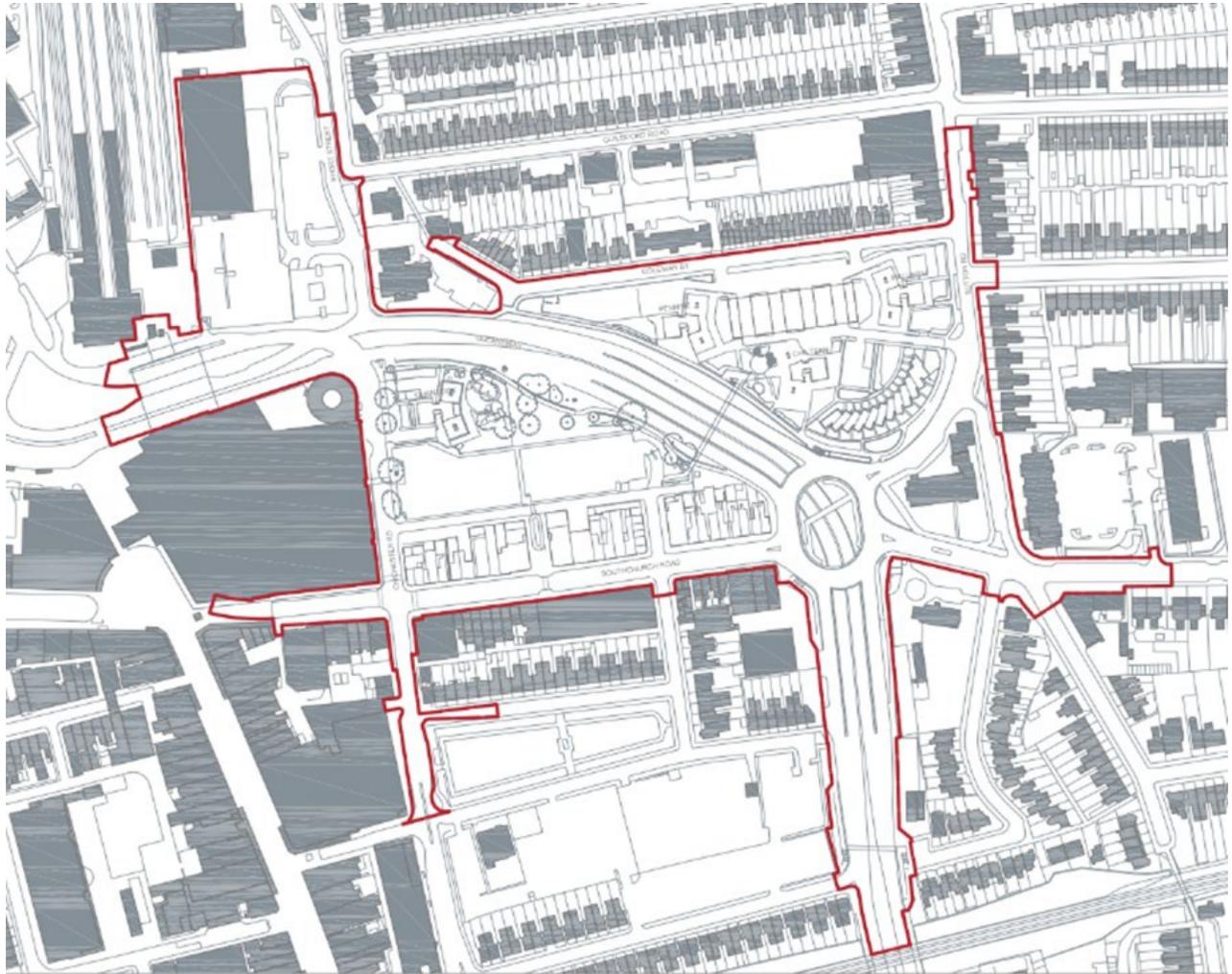
5.1. Risk Register

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.

A combined Project Risk register is held by the LLP and summary of the highest risk items are provided at the LLP Quarterly Board meetings for review and discussion as appropriate.

The risk register is provided in Appendix 6.

Appendix 1: Better Queensway Site Location Plan



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
Scheme Objectives	
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.

No	Objectives
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).
Approach Objectives	
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"> Community / Resident engagement; Changes to tenancy agreements; Rent levels; Tenure changes; Retaining the minimum number of affordable units; Operation of the Community Fund; and Management and maintenance of all affordable units <p>The Council requires a significant influence over, at least, the following areas:</p> <ul style="list-style-type: none"> Design of the scheme; Branding of the scheme; Sales, operation and rental strategies of residential and commercial facilities; Management and maintenance of all retained operational units and public realm; and Procurement of contractors.
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 4 – PART 2

