



CABINET REPORT

Report Title	Redevelopment of Belgrave House for affordable rented housing
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AGENDA STATUS: PUBLIC

Cabinet Meeting Date:	20 May 2020
Key Decision:	Yes
Within Policy:	Yes
Policy Document:	No
Directorate:	Housing and Wellbeing
Accountable Cabinet Member:	Councillor Stephen Hibbert
Ward(s)	Castle

1. Purpose

- 1.1 The purpose of this report is to ask Cabinet to approve the leasehold acquisition and redevelopment of Belgrave House (an empty office block) to provide 122 affordable rented homes for households on the Housing Register.

2. Recommendations

- 2.1 It is **recommended** that Cabinet:
- (a) Approves the acquisition and redevelopment of Belgrave House, by the Council entering into a 35 year full repairing and insuring finance lease with Legal & General's Limited Price Inflation Fund (LPI Fund) in order to enable Belgrave House to be converted from office use into a residential scheme of 122 apartments, called 'The Clock House', which will be let at affordable rents to eligible households on the Housing Register;

- (b) Approves the use of the Housing Revenue Account Capital Programme, including the use of Right to Buy receipts to subsidise 30% of the costs, in order to complete the acquisition and redevelopment of Belgrave House;
- (c) Delegates to the Director of Housing and Wellbeing, in consultation with the Chief Finance Officer, the Borough Secretary, Cabinet Member for Finance and the Cabinet Member for Housing and Wellbeing, the authority, on being satisfied with the results of the due diligence exercise undertaken by Northampton Partnership Homes, to enter into a 35 year finance lease with Legal & General's LPI Fund;
- (d) Delegates to the Director of Housing and Wellbeing, in consultation with the Cabinet Member for Housing and Wellbeing and the Chief Finance Officer, the authority to determine the rent levels and service charges for the new homes in The Clock House;
- (e) Delegates to the Director of Housing and Wellbeing, in consultation with the Cabinet Member for Housing and Wellbeing and Northampton Partnership Homes, the authority to develop and approve a Local Lettings Policy that determines how the homes in The Clock House are allocated.

3. Issues and Choices

3.1 Report background

- 3.1.1 Belgrave House (see photo below) is an empty office block, built in the 1970s and situated in Northampton's town centre. It is owned by Legal & General and, despite the owner's best efforts to attract commercial tenants, Belgrave House has been unoccupied for a number of years.



- 3.1.2 In January 2019, Cabinet considered a report that set out the strategic benefits of the Council acquiring and redeveloping Belgrave House, including:

- Regeneration of a large town centre building and an adjacent alleyway;

- An increase in the number of homes situated in the town centre, resulting in a boost for the town centre businesses and economy; and
 - An increase in the supply of affordable rented housing that can be let to eligible households on the Housing Register, including key workers in the public sector and town centre retail and leisure sectors who are currently unable to buy or rent a home in the area in which they work.
- 3.1.3 At its meeting in January 2019, Cabinet approved the principle of Belgrave House being converted into affordable rented apartments, the Council entering into a finance leasing arrangement with Legal & General, and the new homes being retained within the Housing Revenue Account and managed and maintained, on the Council's behalf, by Northampton Partnership Homes (NPH).
- 3.1.4 During the past 15 months, NPH has been progressing the Belgrave House scheme (on the Council's behalf) in relation to the design, planning consent and the process and cost of the acquisition and redevelopment.
- 3.1.5 Through NPH, the Council has negotiated the terms of the finance leasing scheme, appointed an external legal team to undertake legal due diligence and, subject to Cabinet approval, agreed Heads of Terms with Legal & General.
- 3.1.6 If approval is given, NPH will conclude the negotiations and recommend that the Council proceeds with the exchange of contracts. It will also develop the technical design and specification to enable it to procure a main contractor to undertake the conversion works to the property
- 3.1.7 It is anticipated that, if contracts are exchanged in July 2020, the redevelopment of Belgrave House will be able to commence in September 2020 and will take approximately 18 months to complete. This programme is subject to any ongoing impact from Covid-19 in relation to elongated programmes (to enable contractors to manage social distancing) and lead in times for materials.

3.2 Issues

Housing Revenue Account

- 3.2.1 It is proposed that the acquisition and redevelopment of Belgrave House is funded through the Housing Revenue Account (HRA) and that the new homes will be owned and managed within the HRA.
- 3.2.2 This will afford the Council the opportunity to subsidise the acquisition and redevelopment, and minimise the amount of borrowing required, by investing Right to Buy receipts or securing a grant from Homes England.
- 3.2.3 It is proposed that the homes will be let at affordable rents (up to 80% of the market rent) but 'capped' at Local Housing Allowance (LHA) rates.

Acquisition of Belgrave House

- 3.2.4 Belgrave House is owned by Northampton (General Partner) Limited which is a company owned and controlled by Legal & General (L&G) and is held in L&G's Northampton Shopping Centre Limited Partnership Fund, an annuity fund that also includes the Grosvenor Shopping Centre.

3.2.5 In order to facilitate the Council's acquisition and redevelopment of Belgrave House, the transaction will involve the following parties:

- Northampton Shopping Centre Limited Partnership [**The Vendor**];
- Legal and General Assurance (Pensions Management) Limited Price Inflation Fund ('LPI Fund') [**The Investor**]; and
- Northampton Borough Council [**The Tenant / Purchaser**]

3.2.6 The transfer to the Council will involve four stages:

- Stage One: Legal & General will transfer (within the L&G group) control of Belgrave House from the Northampton Shopping Centre Fund to L&G's LPI Fund. (It will provide the LPI Fund with a 971 year lease until 2991);
- Stage Two: Legal & General's LPI Fund will provide the Council with a full repairing and insuring finance lease of 35 years;
- Stage Three: At the end of its 35 year lease with the Council, Legal & General's LPI Fund will assign the remainder of its lease (936 years until 2991) to the Council for £1. At that point, the Council will be leasing the Belgrave House site (at no cost) directly from L&G's Northampton Shopping Centre Fund; and
- Stage Four: In 2991, L&G's 999 year lease for the Grosvenor Centre and Belgrave House site will come to an end and, as freeholder, Northampton Borough Council (or its successor) will take possession of the site.

Index-linked finance lease

3.2.7 It is proposed that Belgrave House is acquired, developed and owned within the Housing Revenue Account (HRA) using a long-term finance lease. Legal opinion has been sought on this and is attached as Appendix A to this report.

3.2.8 Index-linked finance leases are used widely in the housing sector as a way of funding development and, in the case of Belgrave house, this will enable the Council to draw down the capital from its Right to Buy receipts first (before drawing down the funding from Legal & General) to minimise interest costs.

3.2.9 Although the finance lease will start on the commencement of the works, no lease payments will be made for the first two years to allow time for the construction and the phased occupation of the 122 apartments.

3.2.10 The acquisition and redevelopment of Belgrave House will be funded through:

- A minimum of 30% funding from the HRA, of which a minimum of 30% will be in the form of Right-To-Buy receipts or a grant from Homes England; and
- A maximum of 70% funding from Legal & General, secured through an index-linked finance lease that is based on the Consumer Price Index (CPI) and repayable over 35 years.

- 3.2.11 A contingency, proportionate to a scheme of this size and complexity, has been allowed for in the costing of the scheme.
- 3.2.12 The finance lease will be treated as a loan and will be accounted for within HRA borrowing. As the Government has removed the HRA debt cap, finance leases such as this can now be considered on their individual merits.
- 3.2.13 At the end of the 35 year lease term, the loan will have been repaid and the LPI Fund will assign its 936 year Belgrave House lease to the Council for £1.
- 3.2.14 The biggest risk of the index-linked finance lease model is ‘convergence’: when the lease costs are equal to, or more than, the rental stream and there is not enough income to cover the lease commitment and management costs.
- 3.2.15 For the Belgrave House scheme, this risk has been minimised by:
- Limiting the L&G investment to no more than 70% of overall scheme costs;
 - Ensuring that the starting interest rate is competitive and viable;
 - Applying an upper (4%) and lower limit (1%) to the annual inflationary rise;
 - Ensuring that there is sufficient headroom (42%) for maintenance, void loss, bad debt, housing management and a sinking fund for major works; and
 - Ensuring that appropriate warranties are in place to minimise major works during the lease period.
- 3.2.16 It is proposed that the homes will be let at affordable rents (up to 80% of the market rent) but capped at Local Housing Allowance (LHA) rates. This will appeal to local people who are living on a low income and might otherwise have only limited housing options.
- 3.2.17 As the rents will be competitive, it is unlikely that the 122 apartments will suffer from a lack of demand and the associated lettings risk.

Planning and designing The Clock House

- 3.2.18 Belgrave House is situated in a very prominent position and its existing external elevations are dated. For these reasons, considerable thought has been given to how the elevations of the building and the internal layout can be significantly improved and the internal layout optimised in order to create a great place that people are proud to call home.
- 3.2.19 Although it has taken some time to reach agreement on a design that is acceptable to all of the key stakeholders (including housing, planning, highways, the police and the fire and rescue service) – with pedestrian access proving to be an especially difficult issue to resolve – agreement has been reached on the scheme design and it is hoped that the Planning Committee will be able to make a decision on the planning application in June 2020.

- 3.2.20 To create extra space and improve its overall appearance, the building will be extended vertically to provide two extra storeys, using a light gauge steel frame construction. The existing brickwork will also be cleaned.
- 3.2.21 With its strong branding and prominent location, The Clock House will have signage and wall art that introduce vibrant colours to soften the exterior of the building and help to create a focal point.



- 3.2.22 A new, lit pathway and crossing will be constructed on Greyfriars Road to enable the existing entrance to be used and provide safe pedestrian access.
- 3.2.23 The top floor of the Grosvenor Shopping Centre car park will be upgraded to enable it to be designated to the residents of The Clock House. Programmable fobs will control access to the residents' parking, the communal doors and the lifts, and residents will only be provided with fob access to their own floor.
- 3.2.24 A roof garden growing area will be established to meet the needs of people who want to grow their own food.
- 3.2.25 Internally, the layout of The Clock House will be reconfigured to create 122 apartments (70 x one-bedroom and 52 x two-bedroom), all of which will have large windows with Juliette balconies in order to maximise natural daylight.



3.2.26 The Clock House will have a staffed concierge reception area with provision for the collection of parcels and post. CCTV will cover all communal areas, including the entrances to the building.

Construction of The Clock House

3.2.27 It is proposed that, on completion of the Council's leasehold acquisition of Belgrave House, the redevelopment of Belgrave House will be undertaken by NPH, on behalf of the Council, as the Council's Development Agent.

3.2.28 NPH has an in-house team of quantity surveyors, building surveyors and project managers, and a supply chain for design and construction. It has appointed a design team to develop the technical design for The Clock House as soon as planning consent has been given.

3.2.29 A number of surveys have already been carried out to inform the design and construction, and to mitigate the risk of any unforeseen costs. These include topographical surveys for the external works (pathway and crossing) and structural, asbestos and drainage (CCTV) surveys.

3.2.30 Due to the interface with the rest of the Grosvenor Shopping Centre – and Sainsbury's in particular – NPH has appointed a Party Wall Surveyor who will liaise with Trowers & Hamblins (the external legal team that NPH has appointed as its legal advisors for this project) on a range of matters including the following:

- Existing and new drainage which pass through areas of the building that are not included in the area leased by the Council but need to be maintained;
- Party walls that are included in the construction programme, such as those on the ground floor of Belgrave House; and
- Areas that both parties will require shared access to on an ongoing basis.

3.2.31 As the Construction Environmental Management Plan (CEMP) and the Logistics Plan need to be appended to the lease and be approved by L&G to mitigate any concerns regarding the continuation of operations in the Grosvenor Shopping Centre, NPH will need to enter into a pre-construction contract with the contractor ahead of the main contract.

3.2.32 NPH will instruct a Dunn and Bradstreet Credit check for assurance on the financial standing of its chosen main contractor.

3.2.33 After appointing a main contractor to undertake the works, NPH will manage the construction contract, oversee the works and manage the cost, programme and quality. NPH will maintain regular dialogue with the Grosvenor Shopping Centre Management Team to minimise disruption to the shopping centre while the construction works are being carried out.

3.2.34 Acting as the Council's Employer's Agent, NPH will enter into contract with the contractor and ensure that the contract protects the interests of the Council, L&G as the funder and NPH as the employer. It will do this in a variety of ways, not limited to but including the following:

- Collateral warranties with the main contractor and the sub-contractors, providing for a duty of care to be extended to the Council and L&G
 - A performance bond
 - Step-in rights if the contractor is unable to complete the works
 - A 2.5% retention during the 12 months defect liability period
- 3.2.35 On completion of the development, the Council will have the benefit of a 12-months defect period and, during this period, regular site visits will be carried out jointly by NPH and the contractor (to deal with any defects as they arise) and the Council will hold a 2.5% retention of the final contract sum until the defect period is complete.
- 3.2.36 The works will be covered by a 10 year NHBC (or similar) warranty. Certain products may have longer warranties which the Council can also benefit from should the need arise.
- 3.2.37 At the end of the defect period, NPH's Maintenance Team will take on the responsibility for all repairs and maintenance at The Clock House.
- 3.2.38 An 18-month construction period has been allowed for. Although the programme is subject to any ongoing impact from Covid-19 in relation to elongated programmes (to enable contractors to manage social distancing) and lead in times for materials, the programme is prudent and will help minimise any disruption to the Grosvenor Shopping Centre. It will also allow for some out of hours working, subject to the agreement of the Council's Planning Service.
- 3.2.39 NPH will lease from the Council a piece of land on the opposite side of the road (on the former bus station site) to use as a site compound.

Housing management

- 3.2.40 On completion of the redevelopment, NPH will act as the Council's managing agent for the 122 homes in The Clock House, undertaking the letting, management, maintenance and rent collection functions for the Council.
- 3.2.41 In view of the scheme's town centre location, the high density of the apartments and the anticipated service needs of the tenants, a concierge model of housing management is proposed for The Clock House.
- 3.2.42 Additional security measures will be in place for the safety and reassurance of residents, staff and visitors. These measures include CCTV, security lighting and programmed fob access to the car park, the building and each floor.

Local Lettings Policy

- 3.2.43 Due to its proximity to local services, employment and public transport, The Clock House is situated in a good location and ideally suited to people who are working within walking distance of Northampton's town centre.

- 3.2.44 When the construction works are complete, The Clock House will provide 70 one-bedroom apartments and 52 two-bedroom apartments for eligible households on the Housing Register.
- 3.2.45 In order to help establish a mixed and sustainable community in The Clock House, it is proposed that a Local Lettings Policy is introduced to determine the way in which the 122 homes are allocated.
- 3.2.46 The homes will be allocated to people working for key employers (in the public sector and private sector) who are working within walking distance of the town centre. These employers will include, for example, Northampton General Hospital, Northamptonshire Police, Northamptonshire Fire & Rescue Service, West Northamptonshire Council and local retail and leisure businesses.
- 3.2.47 It is anticipated that, in addition to helping to meet the need for an increased supply of affordable rented housing, the Local Lettings Policy will support the local economy – by increasing the number of people who are living in the town centre and using local shops and leisure facilities – and reduce car use by enabling people to walk or cycle to work.

3.3 Choices (Options)

Option 1 (recommended)

- 3.3.1 Cabinet can choose to approve the leasehold acquisition and redevelopment of Belgrave House. This option is recommended because Belgrave House offers the Council and NPH an excellent opportunity to increase Northampton's supply of affordable rented accommodation and support the local economy and the regeneration of the town centre.

Option 2 (not recommended)

- 3.3.2 Cabinet can choose to do nothing. This option is not recommended because there is an urgent need to increase the supply of affordable rented housing and to regenerate the town centre.

4. Implications (including financial implications)

4.1 Policy

- 4.1.1 The leasehold acquisition and redevelopment of Belgrave House as affordable rented housing for eligible households on the Housing Register will help the Council to meet its policy objectives of maximising the supply of affordable housing, supporting the local economy and regenerating the town centre.
- 4.1.2 It supports the three strategic priorities in the Corporate Plan 2019 –2021:
- A stronger economy;
 - Resilient Communities; and
 - Exceptional services to be proud of.

4.2 Resources and Risk

- 4.2.1 As reported in Exempt Appendix B, the financial viability of the leasehold acquisition and redevelopment of Belgrave House has been appraised by NPH and reviewed by the Council's Finance Team, using the ALMO Appraisal Model and based on current assumptions, taking into account the following:
- The total scheme costs (detailed in Exempt Appendix B);
 - A 30% subsidy provided by the use of Right to Buy receipts. Alternatively, the Council could use its Registered Provider status to bid for Homes England funding to support the Belgrave House scheme;
 - Interest rate on borrowing;
 - Management and maintenance costs; and
 - Affordable rents (up to 80% of the market rent, based on an independent valuation) but 'capped' at Local Housing Allowance (LHA) rates.
- 4.2.2 The financial appraisal calculates the value in present day terms of the various cash inflows and outflows expected to arise at differing periods in the future, this is called the Net Present Value (NPV).
- 4.2.3 The ALMO Appraisal has shown the Belgrave House scheme has a positive Net Present Value (NPV) over 40 years and a payback period of 18 years.
- 4.2.4 The accounting treatment of local authority leases is governed by International Financial Reporting Standard (IFRS) 16 which states that, from 1 January 2019, local authorities must treat all leases (unless they are for less than 12 months or the underlying asset is of low value) as finance leases.
- 4.2.5 This means that local authorities must recognise the asset value and the liability for the lease payments within their balance sheets. In this case, the asset is a housing asset as prescribed within Part II of the Housing Act 1985.
- 4.2.6 The Housing Capital Financing Requirement (CFR) refers to that part of the Council's requirement for capital which relates to the borrowing or credit arrangements used to finance capital expenditure on housing assets. For this scheme the Housing CFR will increase by the value of the lease.
- 4.2.7 As well as the definition of the Housing CFR, the legislation includes 'Charges under credit arrangements', described as meaning charges related to the financing of capital expenditure on any interest in housing land where authorities make payments. This covers leases and would apply in respect of the proposed L&G lease. However, the HCFR does not result in additional interest charges because there are no interest-bearing loans under this scheme. Until the lifting of the HRA debt cap in 2018, the increase in the HCFR would have been of material consequence because it would have reduced NBC's borrowing headroom.

- 4.2.8 The financial viability of the scheme – funded up to 70% by L&G through an index-linked finance lease – has also been appraised by NPH and the Council's Finance Team with an external review by GL Hearn.
- 4.2.9 Sensitivity analysis has been undertaken on the 35 year finance lease to understand the impact of inflationary changes in order to mitigate any risk of convergence.
- 4.2.10 The commercially sensitive aspects of the financial proposal are attached as Exempt Appendix B to this report.
- 4.2.11 A RICS Red Book Valuation is attached as Exempt Appendix C to this report.

4.3 Legal

- 4.3.1 The Council has power pursuant to Section 111 of the Local Government Act 1972 to do anything (whether or not involving expenditure, borrowing or lending of money or acquisition or disposal of any property or rights) which is calculated to facilitate or is conducive or incidental to the discharge of its functions.
- 4.3.2 A "Finance Lease" is a financing method employed ordinarily to secure the acquisition of a single asset with a large cost. In essence, under the proposed acquisition L&G is not purchasing an asset for the benefit of the Council but will instead be providing the funding to the Council to secure the re-development of its existing asset for the future use of the Council.
- 4.3.3 As outlined under paragraph 3.2.5 above, under the acquisition process L&G will retain the freehold ownership of Belgrave House and the Council will acquire a leasehold interest in Belgrave House from L&G's LPI Fund. For the Council, the proposal at this point in time will secure exclusive possession in for the term of the finance lease. Provided the Council comply with the terms of the finance lease an assignment of the lease will be granted to the Council for a term of 936 years. At the end of that period of time as a result of the principle of unity of ownership (where one party holds both the leasehold and freehold of a property) the leasehold element will fall away, and Belgrave House will be in the freehold ownership of the Council.
- 4.3.4 It is noted, from paragraph 3.2.27 to paragraph 3.2.39 above, that NPH will undertake the redevelopment of Belgrave House. It is essential, therefore, that the Council satisfies itself that NPH has undertaken all necessary steps with its chosen contractors to mitigate the level of exposure the Council may be subject to as a consequence of the Coronavirus Pandemic, particularly around the issue of force majeure, and that appropriate steps have been taken as part of the contractual process to limit so far as is possible the impact of same on the redevelopment of Belgrave House, and to protect the Council so far as possible from potential contractor collapse in advance of entering into the main construction contract with the contractor
- 4.3.5 It is also understood by the Council's legal services that as part of the scheme NPH has undertaken a Red Book Valuation of Belgrave House, a copy of which forms part of the annexures of this report. Legal Services have been advised that pursuant to a letter provided to the Council, (addressed to NPH dated 15th April 2020 from the valuers instructed by NPH) that the letter confirms that the valuers have agreed that the report provided to NPH can be relied upon by the Council for the purposes of acquisition only and that that the Council as a third party accepts the report in its presented form and is subject to the terms and

conditions as set out in the Scope of Works letter agreed previously between NPH and the valuers. It is therefore important to note that the liability with respect to the Council in relation to the valuation report has been both qualified and is also subject to a liability cap in the event that the Council wish at a future date to pursue a claim against the valuers with respect to the valuation provided.

- 4.3.6 It is noted that the Red Book Valuation referred to at paragraph 4.3.6 above is a Desktop Valuation this is performed without a physical inspection and is based on consideration of publicly available documentation on the assumption that the property is in good condition. Allied to the recent government guidance issued and referred to at paragraph 4.3.8 below an assessment of the impact of Covid 19 pandemic on the valuation of Belgrave House and the effect on government funding should form part of the due diligence exercise to be undertaken.
- 4.3.7 As part of its role in this scheme, NPH will instruct and fund an external legal firm to support the scheme's legal requirements. For the avoidance of doubt, the legal firm has issued a letter confirming the Council can rely on the advice, (subject to legal firms' terms and conditions) given to NPH as if it were directed to the Council in relation to the transaction.
- 4.3.8 The Government has recently issued guidance on the impact of the Coronavirus pandemic on local authority decision making and the guidance suggests that local authorities should consider any decision to be made (which is likely to have a significant impact on its community) from the perspective of whether the decision to be made can still be considered to be the proper utilisation of available Council resources in light of the pandemic. A consideration of this issue should form part of the due diligence exercise referred to at paragraph 2.1 (c) above, and the issue referred back to Cabinet for determination if deemed necessary.

4.4 Equality and Health

- 4.4.1 The action proposed in this report will help to improve the housing conditions and life chances of people with protected characteristics, including people with disabilities and families with children. They will therefore have a positive impact on Equality and Diversity.
- 4.4.2 Maximising the supply of new homes is part of the Council's commitment to improving communities and our town as a place to live.
- 4.4.3 When developing the Local Lettings Policy, the Council will have due regard to its Public Sector Duty and will continue to work to tackle discrimination and inequality and help to create a fairer society.

4.5 Consultees (Internal and External)

- 4.5.1 The Senior Management Teams of the Council and NPH have worked collaboratively on the proposed redevelopment of Belgrave House.
- 4.5.2 Consultation on the proposed redevelopment of Belgrave House was carried out in relation to the planning application.

4.5.3 Consultation with local employers has commenced in relation to the housing needs of employees and how the 122 homes in The Clock House will be allocated through the Local Lettings Policy.

4.6 How the Proposals deliver Priority Outcomes

4.6.1 The action proposed in this report will help meet 5 of the priorities in the Council's Corporate Plan 2019 - 2021:

- More homes, better homes
- Shaping place and driving growth
- Creating a thriving and vibrant town
- Spending your money wisely
- Putting the customer first

4.7 Environmental Implications (including climate change issues)

4.7.1 The specification for The Clock House included the following:

- PV panels to the roof as a form of renewable energy for the communal heating, lighting, CCTV and door entry system
- Bicycle storage on every floor of the building
- Recycling provision on every floor of the building
- LED (light emitting diode) energy saving lighting is to be used in the communal areas

4.7.2 Although parking spaces are available in the proposed scheme, the town centre location is likely to reduce the need for car use.

4.7.3 NPH will produce a 'new home' pack which will include energy saving tips for new residents.

4.8 Other Implications

4.8.1 There are no other implications.

5. Background Papers

Corporate Plan 2019 – 2021

Cabinet Report, 'Opportunity to redevelop Belgrave House as affordable rented housing for key workers', 16 January 2019

6. Appendices

Appendix A – Legal Opinion on Acquisition and Development within the HRA

Appendix B – Exempt Financial Information and Appraisal

Appendix C – Exempt Red Book Valuation Report

7. Next Steps

7.1 The following table provides an indicative summary of the next steps if Cabinet approves the leasehold acquisition and redevelopment of Belgrave House:

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DATE	ACTIVITY
May - June 2020	<ul style="list-style-type: none">• Planning approval• Final contract negotiations following Cabinet approval to proceed.• Pre-construction contract with contractor: CEMP and Logistics Plan agreed• Design development: technical design finalised• Erection of hoarding to compound
July 2020	<ul style="list-style-type: none">• Contractor appointment: Construction cost confirmed• Lease finalised with L&G
July – Aug 2020	<ul style="list-style-type: none">• Contractor mobilisation
September 2020 – March 2022	<ul style="list-style-type: none">• Construction progresses with phased payments to follow construction milestones.• Local Lettings Policy finalised• Service charge and rent schedule finalised• New tenancy agreements finalised
March 2022	Scheme completion.
April – June 2022	New tenants move into The Clock House
March 2023	Defects period complete

Phil Harris
Director of Housing and Wellbeing
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