

WANDSWORTH BOROUGH COUNCIL

HOUSING AND REGENERATION OVERVIEW AND SCRUTINY COMMITTEE –
6TH JULY 2016

GENERAL PURPOSES COMMITTEE – 7TH JULY 2016

EXECUTIVE – 11TH JULY 2016

Report by the Economic Development Officer on the regeneration of the Alton West Estate SW15 (Roehampton and Putney Heath)

SUMMARY

The regeneration programme aims to provide new high quality housing for local residents of the estate and the Borough, a greater housing choice for residents, a new high quality environment and neighbourhood which is safe, thriving and links effectively into the wider area incorporating new community facilities, a re-invigorated park, a new library and new retail facilities in the Danebury/Roehampton centre that will serve the area for generations to come.

This report provides an update on the public procurement process to date to select a developer partner to work with the Council through a regeneration agreement to deliver the Alton Estate Regeneration Project. The report also provides an update on the proposed planning strategy for three satellite sites situated on Alton East which are crucial to take forward to facilitate the decant of existing secure tenants and resident leaseholders/freeholders.

GLOSSARY

CSOSC	Community Services Overview and Scrutiny Committee
GLA	Greater London Authority
HCA	Homes and Communities Agency
HRA	Housing Revenue Account
ITT	Invitation to Tender
LDP	London Development Panel
OJEU	Official Journal of European Union
SPD	Supplementary Planning Document

RECOMMENDATION

1. The Housing and Regeneration Overview and Scrutiny Committee are recommended to support the recommendations in paragraph 2.
If the Overview and Scrutiny Committee approves any views, comments or recommendations on the report, these will be submitted to the Executive or General Purposes Committee for information.
2. The Executive is recommended to:
 - (a) note the progress of the Alton Estate Regeneration Project developer partner procurement process to date;
 - (b) approve a positive Housing Revenue Account capital budget variation of £47,000 in 2016/17; and
 - (c) take forward the decant sites referenced in paragraphs 28-36 as a single planning application to allow for early decant of existing residents on the Alton Estate directly affected by the regeneration programme.
3. The General Purposes Committee are recommended to:
 - (a) extend the Principal Regeneration Project Officer position (PO4) for a period of two years from 1st October 2016 to 30th September 2018;
 - (b) create an additional post of fixed term project administrator (PO1/SO2 subject to job evaluation) for an initial period until 30 September 2018; and
 - (c) create a more streamlined team structure such that the PO4, PO3, and PO1 positions report directly to the Roehampton Regeneration Project Manager.

INTRODUCTION

4. The purpose of this report is to provide an update on the public procurement process for the Alton Estate Regeneration Project and related matters.
5. This report is an update to Paper No.15-313, which summarised the assessment process to aid the selection of an appropriate delivery approach for the Alton Estate Regeneration Project and the decision to use the London Development Panel to procure a developer partner for the scheme.
6. The programme is underpinned by a financial model which has been tested and reviewed throughout the process. The model demonstrates that, subject to the assumptions applied, the development offers viable opportunities for a commercial development partner to assist the Council in meeting the strategic objectives for the area, including replacement of council housing, improved environment and public spaces, and new community facilities.
7. Members should note that this report is based on the key regeneration

objectives as set out in the approved Alton Area Masterplan (Paper No.14-447). This statement of objectives is one of the key bases for the public procurement process and is an important marker which will be referred back to as the exercise proceeds.

8. Members should also note that the Community Services Overview and Scrutiny Committee at its meeting on 22nd September 2015 (Paper No.15-347) recommended adoption of the Roehampton Supplementary Planning Document following public consultation in April and May 2015. This recommendation was approved by the Executive and the Roehampton SPD was formally adopted on 14th October 2015. This document provides the key statement of the Council's vision and objectives for the regeneration scheme.

BACKGROUND – ALTON AREA REGENERATION

9. The improvement of the Alton West Estate SW15 (Roehampton and Putney Heath) forms part of the Council's over-arching approach to raising aspiration, which was approved by the Executive on 8th October 2012 (Paper No.12-645). Following this, the procurement and development of a masterplan to set the template for physical regeneration in the area was approved by the Executive on 19th November 2012 (Paper No.12-680).
10. The masterplan procurement process resulted in GVA and Studio Egret West being appointed in May 2013 to undertake preparation of the masterplan. The Council approved the Alton Area Masterplan in October 2014 (Paper No.14-447). This represented the culmination of an 18 month masterplanning process that included two periods of extensive consultation with the local community and other stakeholders. This resulted in a vision for how the Alton area may change and develop over the coming years. It was intended that the Council would deliver the masterplan in partnership with the private sector.
11. In January 2015, the Executive agreed (Paper No.15-7) that the preferred delivery approach (option 3a) was to procure a delivery partner who would deliver all the private and Council development through a framework development agreement with the Council.

PROCUREMENT PROCESS

12. The Council decision of 21st January 2015 (Paper No.15-7) was that the likely procurement procedure to be used would be an EU compliant negotiated procedure, but on the basis that this decision would need to be reviewed in the light of the introduction of the new public procurement regulations if in force before the procurement commenced. The new Public Contracts Regulations 2015 entered into force on 26th February 2015, implementing the new Public Sector Procurement Directive (2014/24/EU) which provides modernised rules for the procurement of goods, services and works above certain thresholds by

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public authorities.

13. The development, approval and management of the public procurement process and of all the procurement and contractual documentation required for the development agreement were delegated to the Economic Development Officer in consultation with the Director of Finance, the Director of Housing and Community Services, in consultation with the Roehampton Partnership and Ward Councillors. Consultation with the Roehampton Partnership, which includes Ward Councillors, regarding the revised procurement route occurred on 24th June 2015.
14. The new Public Contracts Regulations 2015 altered the previous negotiated procedure applying under the 2006 Regulations. With the new Regulations entering into force, it was timely to review the procurement route for the developer partner for the Alton Estate Regeneration Project. The former 'negotiated procedure' is now termed the 'competitive procedure with negotiation' procedure. This placed the newly termed 'competitive procedure with negotiation' procedure onto a similar standing to 'competitive dialogue', such that the grounds for justifying use of either procedure are now the same. Therefore, it was necessary to revisit and reassess the additional benefit of using such a procedure relative to what the Council was seeking to procure, which in this case is a development partner to deliver the Alton regeneration under a development agreement.
15. Consequently, from March 2015 through to July 2015, there were on-going deliberations with the Council's legal advisors (Pinsent Masons) and with the Council's commercial and property consultants (Bilfinger-GVA) on the most appropriate and effective procurement route. Due consideration was given to the competitive dialogue procedure, involving a full OJEU procedure, and use of the London Development Panel, an OJEU compliant framework agreement established by the Greater London Authority under the Public Contracts Regulations 2006.
16. As a consequence of this review, a Paper No.15-313 recommending the use of the London Development Panel was submitted to the Housing and Regeneration Overview and Scrutiny Committee on 15th September 2015. The Executive at its meeting on 21st September 2015 adopted the recommendation of this report without variation.
17. The procurement process commenced on 24th February 2016 with the issue of the Expression of Interest Brief to all 25 LDP Panel Members. At the Expression of Interest stage, Panel Members are simply asked if they are 'capable and available' to tender for this project. The response to the EOI is a simple 'yes' or 'no'.
18. A bidder briefing and launch event was held at London's Living Room at City Hall on 2nd March 2016. This was attended by representatives of 19 LDP

Panel Members. The meeting was addressed by Councillor Govindia who outlined the Council's vision and objectives for the Alton Estate Regeneration Project. This was followed by an explanation of the development opportunity from the Economic Development Officer and a representative of Bilfinger GVA. Ward Councillors and senior council officers also were in attendance.

19. Fifteen 'yes' responses were received from LDP Members by the due date, 9th March 2016. These Panel Members were then sent the Sifting Brief. This document elicited considered responses to 10 questions. The return date for Sifting Brief responses was 6th April 2016. On this date, nine responses were received from Panel Members. Responses came from a cross section of Panel Members, including developer contractors, volume house builders, and large balance sheet registered social housing providers.
20. The Sifting Brief responses were then evaluated. Following legal advice from Pinsent Masons, a three stream approach was taken with three sets of evaluation scores produced by Finance, the EDO and Housing. Within each stream, collaboration was permitted amongst officers but no collusion was permitted across streams. The three evaluators' scores (the Director of Finance/Deputy Chief Executive, the Director of Housing and Community Services, and the Economic Development Officer) were then moderated at a meeting chaired by Pinsent Masons on 25th April 2016. A follow-up moderation meeting took place on 27th April 2016 whereby the final set of moderated scores was agreed and signed-off. Four bidders were selected to take through to the final invitation to tender (ITT) stage. All bidders were informed of the result of the Sifting Brief stage on 6th May 2016 in a format consistent with LDP rules.
21. On 13th May 2016, the ITT tender documents were issued to the four successful bidders at Sifting Brief stage. This package included a Financial Template to respond to the financial questions, a series of design specifications for different elements of the scheme, legal documentation (Regeneration Agreement, CPO Indemnity Agreement, Overage Agreement, Leases), and finally a comprehensive suite of due diligence studies.
22. A workshop for bidders to understand the Financial Template was held on 17th May 2016. A series of preliminary clarifications meetings with individual bidders took place on 25th May, 26th May and 27th May 2016. Clarification meetings on the legal documentation occurred in week commencing 13th June 2016 and a final round of clarification meetings with each bidders was held in week commencing 27th June 2016.
23. It is important to note that in accordance line with LDP rules these meetings were for points of clarification only, primarily relating to the ITT documentation provided and instructions about the detail of specific ITT questions. Bidders were requested to submit an agenda and questions in advance. In essence,

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these sessions were confined to a question and answer format only. Unlike the Winstanley/York Road procurement process, the LDP does not permit any 'dialogue' or negotiation between bidders and the procurement authority during the process. Legal advice was obtained prior to the ITT commencement as to the limits of this process and bidders were advised accordingly in a clarification note.

PROGRAMME

24. The procurement process via the LDP framework commenced on 24th February 2016. Appendix 1 is an indicative timetable based on the stages outlined in the London Development Panel Framework document and the associated *LDP Handbook – Guidance for Users*. This timetable is indicative only and has been modified from the one included with Paper No.15-313. Adjustments were made to permit further review of the draft ITT Brief and legal documents prior to their issue at Stage 3 of the LDP competition. In addition, following advice from Levitt Bernstein and Bilfinger GVA, the submission date for the ITT responses was extended by three weeks to allow bidders more time to align their design proposals with their financial offer response.
25. The final decision on contract award will be agreed by the Executive, following a report to the Housing and Regeneration Overview and Scrutiny Committee in January 2017.
26. Pinsent Masons is providing on-going legal advice for the procurement process and in the formation of the contractual documents. Bilfinger GVA is providing commercial and property advice and Mott MacDonald is providing cost consulting advice. In addition, Levitt Bernstein is providing urban design and architectural advice. All these advisors were involved in the framing of both the Sifting Brief questions and the ITT Brief questions.
27. Resident involvement arrangements are principally through the Roehampton Partnership in line with the Resolution of the Housing and Regeneration Overview and Scrutiny Committee of 21st January 2015. As mentioned above, the Partnership has been briefed on procurement options and has fully discussed the matter at its 24th June 2015 meeting as well as receiving updates at its meetings on 1st December 2015, 15th March 2016, and 28th June 2016. *Alton Area Regeneration News*, which is letterboxed to all residents of the Alton Estate, had an article about the procurement process in the January 2016 edition.

DECANT SATELLITE SITES

28. The final stage of the Alton Estate Regeneration procurement commenced on 13 May 2016 with four bidders going forward to the Invitation to Tender (ITT) stage. A round of clarification meetings was held with individual bidders in week commencing 23rd May 2016. All bidders requested further clarity on the availability of decant sites in order to effectively develop phasing strategies in

line with the Council's 'one-move' policy regarding existing secure council tenants and resident leaseholders/freeholders.

29. Three sites have been identified within the wider Alton estate and in close proximity to the red line area of the regeneration scheme as potential sites for development which enables decant of residents to new permanent homes thereby enabling the first phase of the regeneration programme to happen. Without an appropriate decant strategy to start the movement of residents less welcome options, such as double decant of residents or longer lead in times to development will have to be considered.
30. Five potential decant sites were identified in the Alton Area Masterplan (Paper No. 14-447) of which two are developable (at Petersfield Rise and Dilton Gardens) and a third site, the former one o clock club at Fontley Way has also been identified as a potential decant site.
31. There are challenges to bringing forward the three identified decant sites to provide residential accommodation in line with planning policy given the need to reprovide public open space, community and retail use and a multi use games area.
32. In order to develop an approach for the sites Bilfinger GVA and Levitt Bernstein were instructed to provide advice on the key planning issues, development potential and planning strategy. Options were developed based on site visits, desk top analysis and discussions with the Planning Department.
33. The preferred approach best overcomes the planning and reprovion constraints whilst providing appropriate development and approximately 30 decant units. In this approach the D1 use at Fontley Way would be re-provided at Dilton Gardens thus allowing the proposed use at Fontley Way (the Small Steps charity) to be accommodated and the D1 use Community Hall at Petersfield Rise would be re-provided in the same Dilton Gardens site and thus in relative proximity to its current location.
34. By thus reproviding the D1 uses on the current footprint of the former Alton Youth Club footprint residential development of approximately 17 residential units plus replacement retail space can be accommodated at Petersfield Rise and approximately 11 residential units at Fontley Way on existing building footprints. This preferred approach in pre planning discussions has been identified as broadly consistent with planning policy although as with any planning application to take forward development the preferred proposal will be subject to both pre planning and planning application consultation with local residents and stakeholders with these views and proposals then being considered by the Planning Committee.
35. It is therefore recommended that the Economic Development Officer pursues

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the decant approach identified in this report in consultation with the Planning Department (via the Planning Performance Agreement recently put in place for the Alton Regeneration scheme), the Director of Finance and Director of Housing and Community Services.

36. In addition to bringing forward the identified decant sites for planning the Economic Development Officer and the Assistant Director (Property Services) will engage with business on Petersfield Rise to ensure that these firms are provided with suitable alternative accommodation to enable their businesses to continue to operate with the minimum of disruption and business interruption.

ROEHAMPTON PARISH HALL

37. The Roehampton Project Office was intended to be located in a temporary building constructed in the 'Danebury infill' near the Co-operative supermarket. However, the tender process failed to achieve a suitable outcome. In June 2015, the Council made an offer on the Roehampton Parish Hall and this offer was subsequently accepted by the vendor. The Council took possession of Roehampton Parish Hall on 18th December 2015. The back office space will be used for the Roehampton Project Office with the building subsequently being used as a decant facility for community uses. Upgrade works are coming to completion with likely occupation by the Roehampton regeneration team in early July 2016.

VOLUNTARY BUY-BACKS

38. In June 2013, the Council published a series of commitments to council tenants and leaseholders/freeholders potentially affected by the Alton Estate Regeneration Project. These were detailed in Paper No.13-376 to the Housing Overview and Scrutiny Committee and the Finance and Corporate Resources Overview and Scrutiny Committee. Following the approval in October 2014 of the Alton Area Masterplan, information booklets were sent to affected council tenants and affected leaseholders/freeholders in November 2014.
39. GL Hearn has been engaged to conduct property valuations on buy-backs of leasehold and freehold properties affected by the regeneration proposals. A mailout occurred to all affected leaseholders and freeholders in July 2015 with an offer to purchase the property on 'CPO terms' ahead of the regeneration. The number of requests for valuations from the July 2015 mailout to properties identified for acquisition has been 52 to date. This represents 40 per cent of the total of 129 residential properties to be acquired for vacant possession. There have been seven completions actioned to date with three pending. A second mailout occurred in December 2015 and a further round of valuations is currently underway.

STAFFING

40. The current staff structure comprises a project manager (MG2), a principal project officer (PO4), a project officer (PO3) and a project assistant (PO1). The PO4 position was extended under delegation by the Chief Executive and Director of Administration for a period of six months to 30th September 2016. It is recommended that this position be extended for a period of two years from 1st October 2016 to 30th September 2018.
41. In order to meet increasing work programme demands, it is necessary to increase capacity in the Roehampton regeneration team. Amongst other tasks, this will be to assist the team with community engagement events, regular meetings with residents, administration of tenant transfers and the bookings of the Roehampton Parish Hall by groups in the local community. Therefore, it is recommended that an additional post of project administrator (PO1/SO2 subject to job evaluation) be created. It is also recommended that a more streamlined team structure be created such that the PO4, PO3, and PO1 positions report directly to the Roehampton Regeneration Project Manager.

COMMENTS OF THE DIRECTOR OF FINANCE

STAFFING

42. The Director of Finance comments that the extension of the Principal Project Officer and the creation of the Project Administrator will cost £95,000 per annum and will be a direct cost of the regeneration project and therefore be charged to the Housing Revenue Account. A positive Housing Revenue Account capital budget variation of £47,000 in 2016/17 is therefore recommended for approval. Any future capital additions will be considered as part of the Housing Revenue Account capital bids process and be recommended for approval in January 2017.

DECANT SITES

43. The Director of Finance comments that the cost of applying for and achieving a planning permission for the three sites can be met from within existing budget provision for the Alton estate regeneration scheme. The cost of building the new units of accommodation and replacement community uses will need to be calculated once further designs are known from the planning process. The appropriate general fund or HRA budget variations will then be sought at that stage. The Fontley Way and Dilton gardens sites are held in the general fund, the Petersfield Road site is a HRA property, at an appropriate time once final usages have been determined one or more of the sites may need to be appropriated.
44. Petersfield Rise consists of six retail units that are occupied by two leaseholders and also has a community centre on the first floor. Two units are unprotected tenancies that expire in 2017 and can therefore be taken back by the Council. Three units are protected by the Landlord and Tenant Act 1954. Therefore acquiring them could either be done by negotiation, successfully

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servicing a statutory notice stating that the Council intends to redevelop the property or using CPO powers. One unit is held on a long lease and acquiring it would either require the use of successful CPO procedures or the agreement of the leaseholder.

45. The community centre until recently was occupied on a licence by the Trustees of the Alton Residents Association. Although the licence is understood to have expired the centre is still occupied by the trustees. There is therefore a risk that the trustees could have acquired security of tenure which would require a statutory notice to terminate the occupancy on similar ground explained above. Dilton Gardens (former Alton Youth Club) is currently vacant and occupied by guardians. Obtaining possession should therefore be straightforward. Fontley Way is also vacant although terms for its occupation by Small Steps had previously been agreed but not formally signed.

COMMENTS OF THE DIRECTOR OF HOUSING AND COMMUNITY SERVICES

46. The DHCS notes the excellent progress being made to secure a developer for this key regeneration project with recommendations in this respect planned to come back to the Committee and Executive in January 2017.
47. Whilst the regeneration proposals and in turn procurement and delivery approaches for Winstanley and York Road and the Alton estates are different the DHCS and officers recognise the importance of consistency of approach to delivering on the resident offer and ensuring ongoing and meaningful engagement with local residents and stakeholders as this regeneration moves forward. In this respect he welcomes the progress being made in relation to voluntary decants and buy back of properties and also the opening of a regeneration office anticipated for July of this year.

STAFFING

48. In respect to consolidation of the Alton Team this is supported by the DHCS and reflects the increased workload of this team as activity accelerates toward the delivery phase. A similar expansion of the Winstanley and York Road Team has already taken place reflecting a focus across both teams of resident engagement and assistance and maintaining and developing the necessary skills to deliver these complex improvement plans. In respect to both regeneration teams further reorganisation of teams and roles can be expected as development and delivery partners are engaged. Albeit that the intention will be for the Council to continue to take the lead in arranging decants and buy backs.

DECANT SITES

49. The preferred option set out here to consolidate community services and utilise sites to provide decant to support this regeneration is supported by the Director of Housing and Community Services. It is particularly notable that this

early development will kick start the regenerative process and allow for minimum disruption for Council residents who will need to be decanted from buildings that will be subject to regeneration.

50. The DHCS also notes that the planning service has been involved in pre planning application discussions to provide an initial view and guidance as to what option best aligns to and meets planning policy requirements and helps deliver the objectives of this regeneration. The DHCS further notes that as with any planning application to take forward development the preferred proposal will be subject to both pre planning and planning application consultation with local residents and stakeholders with these views and proposals then being considered by the Planning Committee.

COMMENTS OF THE DIRECTOR OF DIRECTOR OF EDUCATION AND SOCIAL SERVICES

DECANT SITES

51. The services currently operating from the Fontley Way site, although provided by the voluntary sector, are key components of the Children's Services Department's offer to children and their families which are highly valued.
52. The proposal to re-establish services displaced from the Fontley Way site to an appropriate re-development at Dilton Gardens is one which is supported in principle. The Director of Children's Services will work with the Economic Development Officer on the detail necessary to progress this principle.

CONCLUSIONS

53. The London Development Panel was explicitly established to speed up procurement of development partners for housing schemes across London. Procurement through the LDP can increase efficiency and reduce costs. The LDP route was selected for the public procurement of a developer partner for the Alton Estate Regeneration Project precisely for these reasons. By using an efficient procurement mechanism to bring forward public land for development, the delivery of housing will be accelerated as well as the much needed improvements to the public realm and community facilities in the area. It will also assist with economic growth by creating jobs and supporting businesses.
54. This report provides information on the progress of the developer procurement to date. The Council is now in the third stage of the LDP procurement process with full ITT responses being sought from the four LDP Members who were selected by way of the Sifting Brief stage.
55. The procurement is on-track to select a preferred bidder by November 2016. Following this a report will be submitted to the January 2017 Housing and Regeneration Overview and Scrutiny Committee on the evaluation process

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and a recommendation of a preferred bidder.

56. It is therefore recommended to the Housing and Regeneration Overview and Scrutiny Committee that the progress of the Alton Estate Regeneration Project developer partner procurement be noted.
57. The report provides an update on the investigations into the three satellite decant sites in Alton East. It is recommended that these sites are taken forward as a single planning application to allow for early decant of existing residents.
58. In addition, the Housing and Regeneration Overview and Scrutiny Committee is recommended to recommend to the General Purposes Committee to extend the Principal Regeneration Project Officer position (PO4) for a period of two years from 1st October 2016 to 30th September 2018; create an additional post of project administrator (PO1/SO2); and create a more streamlined team structure such that the PO4, PO3, and PO1 positions report directly to the Roehampton Regeneration Project Manager.

COMMENTS OF THE ACTING HEAD OF HUMAN RESOURCES

59. The Acting Head of Human Resources comments that, if agreed, the proposals would result in the creation of a fixed term 1.0 FTE Project Administrator for an initial period until 30 September 2018. . This post will be subject to evaluation using the Council's Job Evaluation Scheme.
60. Also, the proposals recommend that the fixed term post of Project Regeneration Project Officer is extended until 30th September 2018.

STAFF CONSULTATION

61. The Trades Unions have been consulted and any comments received from them will be reported to this committee.

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NICK SMALES
Economic Development Officer

22nd June 2016

Background Papers

There are no background papers to this report.

All reports to Overview and Scrutiny Committees, regulatory and other committees, the Executive and the full Council can be viewed on the Council's website (www.wandsworth.gov.uk/moderngov) unless the report was published before May 2001, in which case the committee secretary (Thayyiba Shaah – 020 8871 6039; email tshaah@wandsworth.gov.uk) can supply if required.

APPENDIX 1 – ALTON AREA REGENERATION – INDICATIVE LDP TIMELINE

Key Event	Indicative Time
Pre-EOI Marketing All 25 panel members.	
Pre-notification to panel members (by GLA).	January 2016
Launch event and briefing session (with the Leader of Wandsworth Council).	2 March 2016
Stage 1 and Stage 2 Concurrent Expression of Interest All 25 panel members. Sifting Brief All 'interested capable and available' panel members (9 bidders).	
Expression of Interest notice sent to all 25 panel members.	24 February 2016
Sifting brief (qualitative evaluation based on approximately 10 questions) sent to 'all capable and available' panel members.	9 March 2016
Return of sifting brief responses.	6 April 2016
Evaluation of sifting brief responses (3 weeks).	7 April 2016 – 25 April 2016
Notification of shortlisted bidders invited to tender and deselected bidders.	6 May 2016
Stage 3 – Mini-Competition / Project Specific Invitation to Tender 4 bidders.	
Invitation to submit detailed tenders to mini-competition (project specific invitation to tender).	13 May 2016
Mini-competition period (14 weeks).	13 May 2016 – 24 August 2016
Clarification meetings.	May and June 2016
Issue of final written clarification responses.	29 July 2016
Receipt of completed tenders.	24 August 2016

Stage 4 – Final Evaluation and Appointment Preferred tenderer selection. The timetable for this part of the procurement remains provisional.	
Evaluation of tenders, including financial evaluation.	August to November 2016
Housing and Regeneration Overview and Scrutiny Committee.	January 2017
Executive.	February 2017
Selection of preferred tenderer.	-
Notification of intention to award.	-
Standstill period (minimum 10 calendar days).	2 weeks
Preferred bidder discussions.	Up to 7 weeks
Contract award.	Estimated April/May 2017

APPENDIX 2 – LONDON DEVELOPMENT PANEL MEMBERS

- Affinity Sutton Homes Ltd
- Ardmore First Base Partnership Limited
- BDW Trading Ltd
- Bellway Homes Limited
- Bouygues Leadbitter Consortium
- Carillion-igloo and Genesis
- Catalyst Housing Limited
- Countryside Properties (UK) Limited
- Family Mosaic & Mulalley
- Galliford Try PLC
- Hadley Mace Holdings Ltd
- Higgins Group PLC
- Kier Limited
- Lend Lease Europe Holdings Limited
- London & Quadrant Housing Trust
- Lovell Partnerships
- Notting Hill Housing
- Places for People Homes Limited
- Redrow Homes Ltd
- Regenter Limited
- Rydon Construction Limited
- Taylor Wimpey UK Ltd
- The Berkeley Group PLC
- Telford Homes Plc
- Wates Construction Ltd