

CATFORD STADIUM - INVITATION TO TENDER
HCA DEVELOPMENT PANEL - SOUTHERN CLUSTER

AUGUST 2012

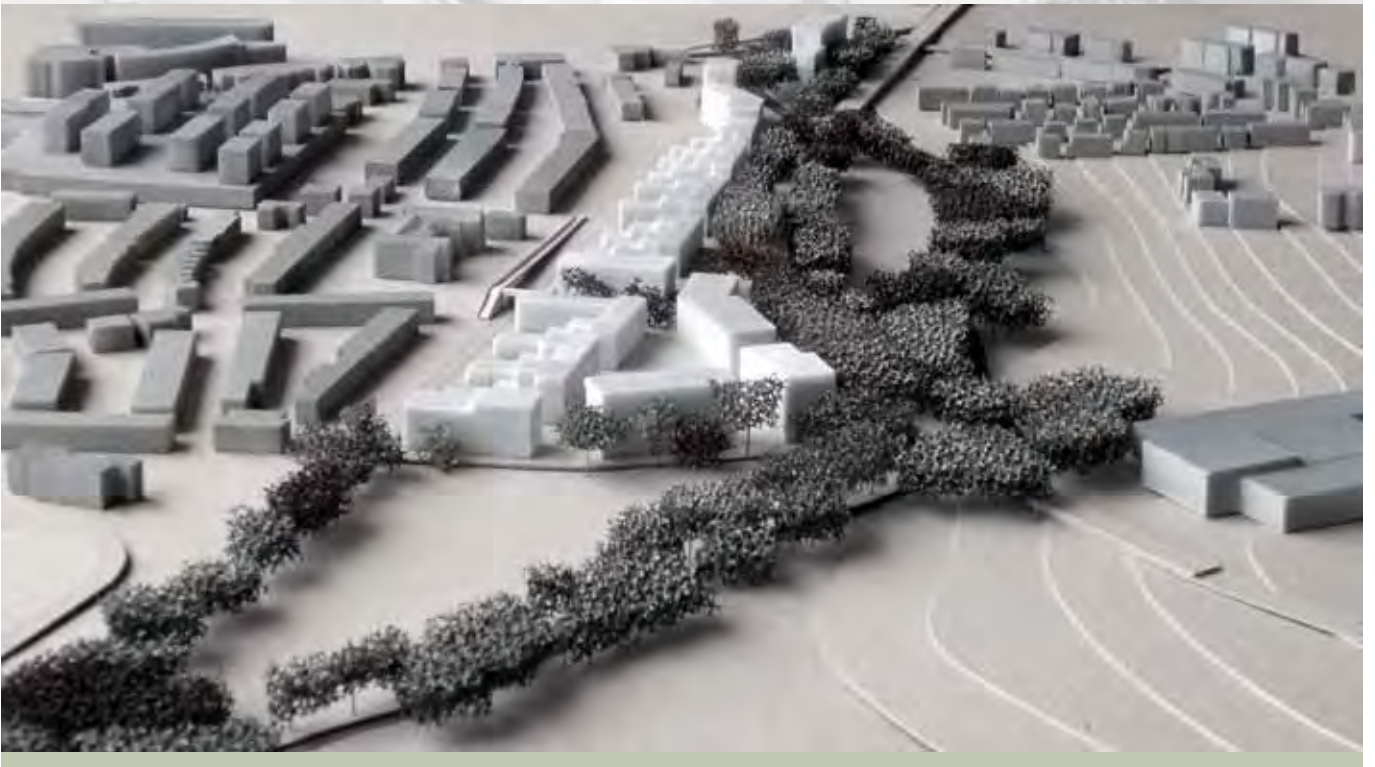


[Pages 6-8 Exempt - Regulation 13 Personal Information]
Section 4 Financial response - Exempt - Regulation 12(5)
(e) Commercial in confidence]

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INTRODUCTION



INTRODUCTION

Barratt London and Gallions Housing Association, as our RL Partner, are delighted to submit our response to the Greater London Authority's Invitation to Tender (ITT) for the Catford Stadium regeneration site.

More than just homes, Barratt build communities. Our developments incorporate amenities like libraries, medical facilities, sports centres, shops, cafés and restaurants along with landscaped open spaces to create vibrant, sustainable communities.

At the heart of our business is home building and over the last 30 years we've developed a rigorous construction management process that ensures ambitious and complicated schemes are delivered on time and on budget. We've also forged valuable partnerships with suppliers that give us a vital edge in reducing costs and lead times.

Whether the development contains 12 or 2,000 homes, managing the construction process ourselves gives us a remarkable degree of flexibility; unlike many other developers we are able to react to the market by speeding up or slowing down progress to perfectly match the prevailing market conditions. We're also the only London developer active across all market segments and one of the few to have built through the recession; in fact we've recorded over 13,500 completions in the last 10 years.

We recognise the value that public sector partnerships play in creating developments for London; our relationships with the GLA, the LDA, the Homes and Communities Agency and many Borough Councils means we're rapidly becoming a 'developer of choice' for private and public sector partners and leaving a lasting legacy for generations of Londoners.

The marketing of our developments is handled by an experienced team of in-house professionals working with some of London's most respected agencies. Sophisticated and highly targeted, our bespoke marketing strategies encompass everything from spectacular sales and marketing suites to press, poster, online, sms and email campaigns that are perfectly in tune with our target audiences' tastes and aspirations.

Customer Relations Management (CRM) is an integral part of our marketing strategy. By capturing and managing customer enquiries through our revolutionary i-sales system, we have the ability to both track and monitor the customer journey from start to finish. Our Touch system, soon to be available on iPads, allows potential buyers to explore the entire development, from individual floor plans to the local

area, creating a totally interactive experience.

Finally, our customer service and after-sales team ensures that our customers are happy customers (97% would recommend the Barratt Group to a friend) and have garnered us some of the industry's most coveted customer satisfaction awards. We're the only major national developer to have been awarded the prestigious five star Housebuilder Award by the Home Builders Federation and the only developer to offer a free five year warranty on most of our homes.

At Barratt we understand that the London property market is different to other areas of the country. Buyers in the capital demand style, sophistication and real attention to detail. We work with cutting-edge interior designers to ensure that all our developments meet our customers' exacting requirements.

We also recognise that the quality of London's built environment is shaped by the architectural choices we make. We work with some of the country's leading architects, empowering them to create schemes of real vision and ambition. We understand that outdoor space adds real value to our developments and we work with leading landscape designers to create beautiful, natural environments. As well as inspired landscaping, outdoor spaces often include works of art by established and emerging artists and have won us two What House? Awards for landscape design.

In the following submission documents, we detail how we will work together as a team with the GLA and other key stakeholders to deliver a successful project. We have included our commercial and financial proposals along with outlining our long term management plan for the future stewardship of the scheme going forward.

In responding to the ITT, we have provided our commercial and financial response, including the HCA Development Summary Appraisals for the Base Case with two land payment scenarios together with a detailed delivery programme to meet your time objectives.

As a team, we reviewed the consented planning permission and endeavoured to optimise the scheme to bring it in line with the London Housing Design Guide standards and Code for Sustainable Homes Level 4. We also considered a fresh approach to the phasing strategy to fully realise the site's potential in terms of the public realm by enhancing permeability of the site and integration with the neighbouring residential community and Ladywell Fields. Therefore, we have included financial and design responses for an Optimised Scheme and Variant Scheme with two payment scenarios for each.

Finally, we have as a team debated the project and its complexities at considerable length and we would be delighted to discuss our thoughts and possible options and cost savings with you in due course.

SECTION 1

TECHNICAL CAPABILITY & QUALITY



- TEAM & APPROACH
- A SCHEME REQUIREMENTS
- B PHASING STRATEGY
- C LONG TERM MANAGEMENT

GALLIONS HOUSING ASSOCIATION

Barratt Homes and Gallions have been working together for over ten years, delivering successful, mixed tenure, residential developments, now numbering over 2000 units. We are currently working on a number of schemes in partnership, including Waterside Park in Newham.

Gallions are committed to delivering high quality homes in thriving neighbourhoods. They strive to ensure that their homes contribute to an inclusive and mixed tenure. They insist on high standards of design to ensure that their homes meet both the current and future needs of the residents and minimise their environmental impact.

Gallions encourage tenure blind development, and are working with Barratt to ensure that there is sensitive clustering of affordable homes throughout the scheme, to create the optimum balance between ease of management and mixed communities.

Gallions understand that there is more to being a successful landlord than just providing an excellent home. Residents are at the heart of the organisation, and have a major say in how the community is run, with service specific panels and a review board embedded in the governance structure. They also use resident auditors to help improve performance.

Gallions Housing Association has successfully been awarded Excellence in Communities for the second year in succession. The award, run by Quality Housing Services, judges Gallions' services to its residents against a comprehensive set of eight criteria including how it manages anti-social behaviour and how it encourages residents to get more involved in the local community.

This demonstrates their expertise in managing homes on multi tenure developments. However they are constantly looking to improve, and have recently begun to roll out a caretaker service which delivers a higher quality of management to residents.

Gallions are well aware that the needs of residents are as diverse as the residents themselves. They are committed to equality, and ensuring that their services are as accessible as possible. They look to work with residents to ensure that they are tailoring the offer to meet their local needs and priorities.

Gallions also look to develop the capacity and skills of residents and work with their partners to offer apprenticeships, insist on the use of local people on their developments, offer tailored training to residents, offer community space, and support positive initiatives wherever possible.

As Gallions are in the unique position of owning and managing parks, lakes and canals, they use these resources to provide entertainment and education services, running projects with organisations such as Groundworks and Trees for Cities.

Our ultimate objective is to ensure that Catford Stadium is delivered. Barratt London's track record for delivery over recent years is unsurpassed in the London region and we will work together with the GLA to ensure that delivery is efficient and effective in meeting the key milestones of the GLA, London Borough of Lewisham and local community. Effective co-ordination not only between the key parties involved, but with the consultant team is critical to ensure delivery. To effectively co-ordinate the work of consultants, the teams for which we would agree with the GLA, we would:

- Ensure that consultants have a copy of the project brief and a clear understanding of project aims and objectives, risks, team structure, lines of communication, budget and programme.
- Ensure appointment documents are issued to cover all required outputs, design standards, delivery requirements and programme.
- Initiate kick-off meeting with clear agenda to confirm approach to project delivery and establish lines of communication within the team.
- Develop project controls for risk management, programme, cost and quality.
- Develop a project delivery plan setting out the detailed strategy for project realisation.
- Inform the team of arrangements for monitoring against project controls and introduce them to the requirements of the project delivery plan.
- Track progress regularly against the project programme and track tasks required to ensure successful delivery.
- Engage with the GLA on a regular basis to ensure that all information on the project delivery status and budget are being met.

DELIVERY APPROACH

Barratt London has considerable experience and expertise in delivering complex development regeneration programmes and projects as evidenced at our Renaissance scheme in LB Lewisham, St Andrews, Bromley-by-Bow, LB Tower Hamlets, Canada Water, LB Southwark and Dalston, LB Hackney, that we can deliver Catford Stadium for the GLA without incurring significant additional public sector expenditure.

The approach will be determined by the individual circumstances and the outcomes required, as will the measures to monitor

performance, however, there are a number of key indicators which, in our experience, are pertinent to the Catford Stadium project.

- Discussion and agreement with the GLA on reporting requirements – delivering them accurately and on time.
- Regular progress meetings – easy to understand in a format and timing in accordance with the clients requirements.
- Timely reminders – encouraging the GLA and other key stakeholders to respond to important diary dates.
- Legislation and policy guidance updates – notification of relevant changes; new case law and how these might affect property and estate management.
- Effective management of sub-consultants – we regularly manage multi-disciplinary teams on behalf of public sector clients; this will be carried out effectively and efficiently.
- Stakeholder buy-in – all strategies and proposals must have support from relevant forums, including the GLA, other public sector organisations and the community.
- Sustainable regeneration strategies – with sustainability at the very heart of the GLA's approach, it is essential that the project embraces holistic regeneration which addresses all issues that affect the quality of people's lives including design, social, economic, physical, cultural, and environmental factors.
- Delivery Programmes, Business Plans and Legal Agreements – all the terms and responsibilities of the parties will be detailed in delivery programmes, business plans and legal agreements, which are flexible enough to allow the partners to respond to future changes required. The viabilities will be transparent and understood by all parties. Progress will be tracked against the delivery programme and requirements of business plan to ensure delivery of agreed objectives for Catford Stadium.

The important principle is not to restrict the potential range of indicators that could be utilised and also as a company we would encourage the use of 'workshops' to encourage collaboration between the GLA and the project team.

Our wide experience demonstrates that it is important to:

- Inform the GLA regularly about all aspects of the progress and delivery of the project. (Critically not to hide difficulties as they invariably come to light during the development process);
- Assemble a team who can be trusted, have experience of working collaboratively and can demonstrably work to a budget and programme;
- Do not change the team without GLA approval and

discussion over the implications of such action;

- Discuss the risks of adopting a certain strategy with the GLA. Prior approval to changes in strategy or the adoption of innovative approaches is recommended.

CONSULTANT APPOINTMENTS

Our track record of delivering results throughout the downturn and on often complex sites has been supported by our highly skilled and experienced staff and consultant teams, who we will utilise for this project to ensure the key target deliverables are met. We have previously and are currently working with a number of the consultants appointed to this project and we would seek to continue working with those consultants appointed to this project as they have the resources and capabilities to deliver the outputs required. Any subsequent change to the consultant team would be made in close liaison and agreement with the GLA to ensure continuity and deliverability is not compromised.

Barratt London has the expertise and contacts to deliver a consultant team that will ensure delivery targets are met and that the design and quality factors of the project are not compromised. We are currently working with the following consultants, appointed to assist with this submission.

- Lead Architect – Witherford Watson Mann
- Architect – Mae Architects
- Planning Consultant – BPTW
- M&E Consultant – Whitecode Design Associates
- Structural & Civil Consultant – Brand Leonard Consulting Engineers
- Sustainability Consultant – Bespoke Builder Services
- Landscape Architect – Studio Engleback
- Public Consultation – Hard Hat
- Legals – Winckworth Sherwood

It is the policy when contracting consultants to use Barratt Term Appointments, which are framework agreements with particular consultants for fixed periods. The benefit of these appointments is that the legal terms and insurance levels are managed centrally and the individual appointments can be made by using a one page Project Order Form, to which a list of the particular services required and agreement on fees can be attached. In this way legal terms and services are clearly defined so in the event of a consultant warranty being required this will have already been agreed which is save on time and costs.

In reaction to appointing consultants from the existing project team and also any additional new consultants and ensuring we/they deliver a quality service and product, we will:-

Review the project brief and identify disciplines/specialism required to enable effective delivery from both the existing consultant team and where appropriate any newly appointed consultants.

Develop a brief for the consultants, agree budget and estimated fee draw/spend profile and agree with the GLA. We would ensure that the brief includes relevant quality standards, delivery requirements and programme.

In order to achieve value for money and effective cost management for the project, where appropriate and in co-ordination with the GLA, we would propose a 'mini tender exercise' based on an agreed brief, following which a tender review would be undertaken with recommendations for discussion with the GLA.

We would select the consultants in dialogue with the GLA for the specific role and would issue a formal appointment document in the format agreed with the GLA. We would ensure that the appointment clearly defines implications of non-compliance with the brief, invoicing arrangements and reference to working methods/team communication.

As the challenge of building homes becomes ever more technically challenging, the relationships and the learning that Barratt London has developed with our consultants can be transferred and beneficially utilised on the Catford Stadium project through an effective combination of some of the existing consultant team members and new additions to the project team.

WWM

Wetherford Watson Mann Architects work with the messy reality of our cities and their extensive edges, making the most of existing assets to create distinctive places that are sociable and connected.

Moving from the architectural scale of street and block to the urban scale of district, infrastructure and the metropolitan landscape, they are alert to the individual characteristics of places, nurturing the social capital inherent in existing institutions, such as markets, cultural buildings and public landscapes. Built out of observation and dialogue, their urban projects and masterplans achieve deep-rooted renewal through incremental physical change, often in divided, polarised environments.

Housing is first of all a work of imagining and remaking the city. Their social housing in Gistel, Belgium, works apartments in to the back yard of an old inn, creating a new public space. Their housing scheme for Stonebridge, north London, creates a wetland garden by opening up a canal running through the site, and forms a neighbourhood link between adjacent parks. Their ability to respect and enhance the acquired characteristics of places while responding to evolving social needs has proved deeply valuable to our clients.

The quality of their housing design, which has been exhibited at the Biennale of Venice, and recognised by the Flemish Government Architect, lies in many fine judgements: between the layout of individual units and the definition of collective spaces, between repetition for economy and special solutions for specific conditions, and in elaborating a coherent

constructional language across different heights, orientations and dwelling types: this is the patient, and largely invisible, work of architecture.

For most people, building is a means not an end - it is part of the social and economic fabric of many lives. Wetherford Watson Mann never lose sight of this fact, and have made this social dimension a fundamental part of their architecture.

mæ

mæ is an ambitious design led practice delivering high quality architecture, placemaking and urban design for public and private sector clients with policy guidance and research for government and its agencies.

The practice was founded by Architect and Town Planner Alex Ely, former Head of Sustainable Communities at the Commission for Architecture and the Built Environment (CABE) with the aim to build a leading architecture practice working in housing and urban regeneration.

They have designed Award winning projects including the latest phase of the Government's Manchester Millennium Community, a flagship project for East Thames - Hammond Court and The Colville Estate for London Borough of Hackney. They were the only young practice shortlisted for the prestigious Olympic Park Legacy neighbourhood commission - Chobham Manor. They have received extensive publicity and recognition and were recently described as one of 'the most dynamic and innovative up-and-coming architectural practices working in the UK today' in the book 'New Arcadians Emerging UK Architects'.

mæ has written a wealth of best practice literature including 'The London Housing Design Guide' for the Mayor of London and 'Delivering Great Places to Live' CABE's Building for Life Guide. As well as consumer guidance such as 'The Homes Buyer's Guide: what to look and ask for when buying a new home'.

They are on numerous frameworks for leading Housing Associations and are the only practice on both the GLA's Architecture and Urban Design panel and the HCA multi-disciplinary panel. Alex Ely is on the GLA's design review panel.

bptw

bptw's planning team offers clients a comprehensive and responsive service, working in close consultation with clients, consultants, local authorities and the community. bptw boasts a highly skilled team of planners who possess extensive private and public sector knowledge with experience of providing cost effective, high quality, bespoke planning advice. The planning team also benefits from working in partnership with in-house departments of quantity surveyors, building surveyors, project managers, employer's agents, client representatives, architects, 3D visualisers and interactive designers, albeit not exclusively.

The team is currently working with various developers,

housing associations and local authorities on planning applications, offering the full range of planning and project management services, and providing tailor made advice that is suited to each client's needs. Working across a variety of sectors including mixed use, regeneration, mixed tenure residential, community, education, retail and health, the planning team can be responsive to each individual project offering independent advice.

bptw is committed to delivering the highest standards of planning services on all our projects. We strive to ensure that our clients benefit from both exceptional bespoke planning advice and cost certainty. We work closely with our clients and other consultants on projects to provide the best value for money. From the outset of each project we establish points of contact for key stakeholders and agree clear lines of communication across all teams to ensure the smooth running of a planning application process

As planning consultants in a multi-disciplinary practice, we are aware of the issues beyond our perceived role and make every effort to contribute to projects beyond offering planning advice. We realise that value for money and cost certainty are goals that need to be engrained in the project process and through decisions made at an early stage.

The levels of experience within the planning team gives our clients the reassurance and confidence that we can deliver a high quality, tailored service for all types of projects.

Planning services are led and managed by Partner, Mark Gibney, who has over 20 years of experience in both the public and private sectors. Mark is supported by Planning Director, Gerry Cassidy as well as a team comprising principal planners, planners and planning assistants.

Over the last number of years, both Mark and Gerry have worked with Barratt on several projects:

- REGENERATION - Loampit Vale: Secured planning permission for Barratt London on a mixed use regeneration proposal in Loampit Vale, Lewisham comprising 788 residential units, retail and office space, and a new leisure facility with Assael Architects.
- REDEVELOPMENT - Chandos Tennis Club: Working to secure permission for the re-location of the Chandos Tennis Club in Barnet into a new high quality tennis centre and to develop new housing for Barratt Homes on the former tennis club site. The planners have led on all negotiations for the project, coordinating the proposals for both sites.
- NEW BUILD - Tria: Planning permission secured for Barratt East London on a Housing Design

Award winning scheme comprising 51 residential units in Bethnal Green.

Studio Engleback

Studio Engleback is an award winning environmental design practice that specialises in ecourbanism, a whole system approach that addresses climate change, resource depletion and flexibility as a response to making places for people in the 21st century. They work at all scales from regionally planning and urban frameworks to masterplans and detailed design. The Architects Journal placed the Studio as one of the Top 10 sustainable issues of 2011 last December.

Set up in 1996, Studio Engleback is a small prize-winning practice based in Tunbridge Wells, Kent, and led by Luke Engleback, a Chartered Landscape Architect and Academician of the Academy of Urbanism with over 30 years experience of environmental design and planning. They are passionate about understanding and interpreting the many issues involved in a systemic approach to urban design at all scales of intervention and decision making - from macro, meso, to micro. In 2010 the Studio won the LI Strategic Planning Award for the Ashford Development Framework.

The Studio was also part of the design team that won the Sustainable Housing Award and Green Apple Award for the Graylingwell Hospital Redevelopment in Chichester and the Housing Award and 2012 Civic Trust Commendation for Kevin McCloud's Triangle Site in Swindon. At 'micro' level the Studio won the LI Award 2011, for their work on an edible landscape manual for the Triangle. That project featured in a series of documentaries shown on UK Channel 4 last December.

Although small, the Studio's long held ideas on sustainable planning and design have enabled them to punch above their weight, and in the past 13 years they have worked on urban frameworks, masterplans, and delivery of urban renewal projects ranging from 10-32 000 homes, including a number of high profile hospital redevelopments in the UK and abroad. In the last couple of years they have provided the environmental design (masterplanning through to detailed discharge of planning conditions) and planning (Landscape and Visual Impact Assessments) on the following projects:

- the £1.5 billion London Blackwall Reach redevelopment with Adeas for Countryside/SwanHA;
- the northern extension of Winchester for Cala (to planning-2000 homes), Graylingwell (on site 750+homes) and Fairmile (on site 350+ homes) Hospitals for Linden/GT all with JTP;
- Swindon Triangle (delivered) and Gorse Hill, Swindon with Glenn Howells (43 & 250+ homes), three Oxford sites with AHMM (for planning 80+ homes) all for HAB Oakus;
- £8 million scheme for 78 homes in Stroud for Kevin McCloud and Green Square Housing Association on site and due for completion in 2014;
- 31 hectare Shopwyke Lakes in Chichester (500+ homes)

with JTP, and Stane Park Pulborough (150+ homes both for Hanbury Properties),

- 6 Estates in Hackney with Maccreeanor Lavington, WGI and PCKO

Bespoke Builder Services Ltd

Bespoke Builder Services Ltd is a construction consultancy specialising in sustainability, energy conservation and the application of renewable energy technologies. As a consultancy we do not sell products, so we are able to take an objective view of a development to assist developers in incorporating the most cost effective and practical solutions, and to help ensure that these vitally important issues are addressed in a transparent way, where the needs and responsibilities of all the stakeholders are fully respected.

Established in 2001 by two directors with many years experience in the construction industry, the practice has grown steadily since, and to date has carried out hundreds of EcoHomes, CSH, BREEAM and SBEM assessments, and many thousands of SAP assessments. The compliance workstream is complemented by our strategy development workstream where we utilise our "hands-on" knowledge of practical implementation issues to develop sustainability and energy strategies for new development proposals that are practical and cost effective. Our team of consultants includes registered SAP, SBEM, CSH and BREEAM Assessors, and specialists in planning energy policy, sustainability and energy strategy development and building physics.

Ken Thomas, Associate Director and Principle Consultant will lead consultation on this scheme. He is a licensed EcoHomes, Code for Sustainable Homes and BREEAM Healthcare, Education, Prisons, Retail, Offices, and Industrial assessor as well as a SAP assessor. On joining BBS in 2003, Ken developed the environmental consultancy business and with the further expansion of the business he was able to focus more on the development of sustainability and energy strategies for planning applications while continuing to be actively involved in the implementation and certification stages with key clients.

Ken has worked on a wide range of large residential and mixed-use projects and has developed an in-depth understanding of planning policy and practice, particularly in London, alongside his expertise in low carbon energy technologies and their underlying science, and his knowledge of the broader range of sustainability issues that face the construction industry today. His current portfolio of on-going projects includes large residential and mixed use schemes in Lewisham, Newham, Islington, Tower Hamlets, Southwark, Greenwich, Westminster, Barnet and Brighton.

1. A. SCHEME REQUIREMENTS

PLANNING

Planning permission DC/07/67276 was granted in January 2009 for the redevelopment on the site of the former Catford Greyhound Stadium to provide 589 residential units, 508 sq.m. retail and commercial floorspace and a 298 sq.m. community centre, together with associated landscaping and public realm, provision of a footbridge, river naturalisation and parking.

The Catford Greyhound Stadium scheme was part of English Partnerships' London Wide Initiative pilot scheme programme.

The 4.26 hectare site is located to the west of Catford town centre. The site is bounded to the south by the A205 South Circular (which forms part of the Transport for London Road Network), Catford Bridge Station and Catford Station, to the north by Ladywell Fields, a public park, and to the east and west by railway tracks, which are elevated on the western boundary.

The land beyond the railway tracks to the west and east is residential in character, with a section of Ladywell Fields to the northwest. Ravensbourne River enters the south of the site and runs north for approximately 40 metres before entering into Ladywell Fields.

Catford and Catford Bridge railway stations lie at the southern corners of the site and offer regular service to Central London and the southeast England. The site is also well served by frequent bus services with most of the bus stops directly located on Catford Road. As a result, the site has a good public transport accessibility level ranging from three to five.

The site was formerly a greyhound racing stadium, which has been essentially vacant since 2003

The tender documents advise that the London Borough of Lewisham has confirmed that the planning permission has been lawfully implemented.

PLANNING STRATEGY

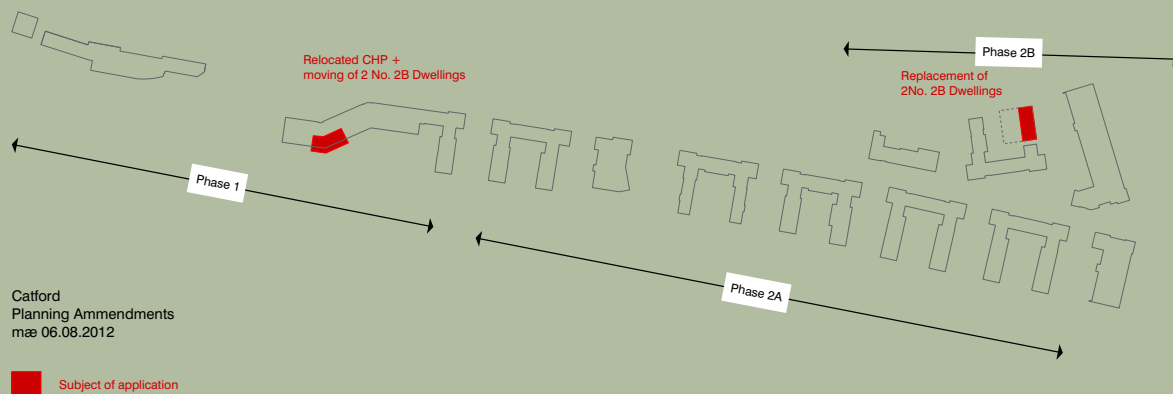
In line with the GLA's objectives to secure early delivery of residential units this tender's delivery strategy has been shaped, in part, by the current statutory mechanisms available to accommodate any necessary amendments. The proposed phasing has also been tailored by the site's linear configuration, site access logistics and relatively long phased construction period estimated at approximately 5 years.

As the approved development progresses northwards, additional variations to the approved scheme would be sought during the course of construction to significantly enhance the approved development whilst ensuring a fully implementable fall-back scheme to guarantee delivery of residential units

It is only in the final phase where we propose improvements to the approved scheme that would require a stand-alone planning application. We are confident that that securing planning permission for this final phase to the north of the site could be comfortably achieved within the development's current projected construction timeline.



PHASE 1- S96A – NON-MATERIAL VARIATION AND DISCHARGE OF CONDITIONS



It is propose within this phase to seek to vary the existing planning permission,

- Switch location of energy centre into Block B
- Improve elevation treatments to Blocks A and B

Within this initial phase the following amendments could be dealt with by way of a S96A. An application under s.96A is not an application for planning permission and the existing GDPO provisions relating to statutory consultation, publicity and notification do not apply. By definition the changes sought will be non-material, we would not expect consultation or publicity to be necessary and we do not anticipate effects which would need to be addressed under the EIA regulations. The Council would seek to determine a S96A application in 28 days.

ENERGY CENTRE

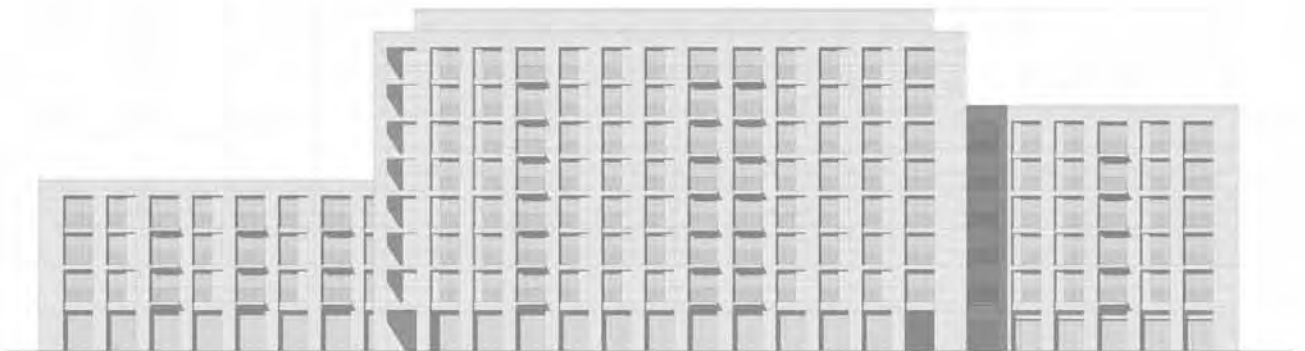
It is our view that the incorporation of the energy centre in the first phase can be accommodated through a S96A application and a discharge of condition application (condition 8). The existing consent was issued without any details or dimensions of the approved energy centre except the general location and the Council anticipated regularising final details through approval of

conditions procedures. The space vacated by the approved energy centre will accommodate the displaced units from Block B ensuring there is no change to the approved Description of Development.

ELEVATIONS

We believe that, with Council support, changes to the appearance of the Blocks A and B can be accommodated through a combination Section 96 A amendments and discharge of conditions 1 (materials) and 2. (elevational detailing). In the event the Council would seek to regularise these amendments through a minor variation (s.73) application this 8 week process could be comfortably progressed whilst other pre-start conditions and below-ground works are being discharged.

Changes to the elevations would follow the approach set out in Section 2 on Design Optimisation, ensuring that the buildings have a more balanced, durable character, forming a calm backdrop to the mature trees and new planting along the River Ravensbourne.



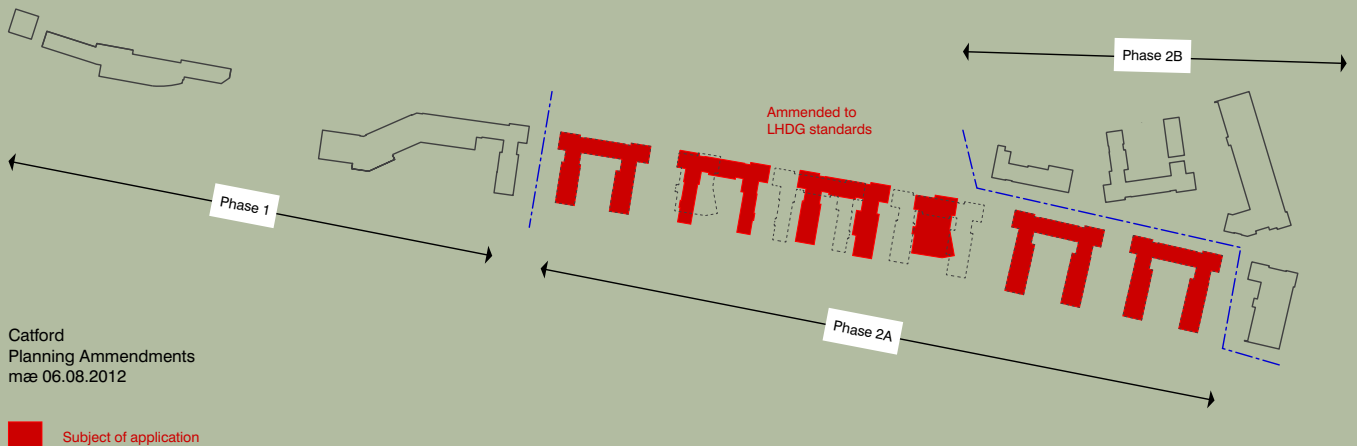
PHASING

As the Planning Permission stands, there are only two phases identified within the accompanying Section 106 agreement to the original permission. The planning decision notice identifies that a number of planning pre-start conditions require to be approved before works starts on any particular phase. It is likely that the Council contemplated 'block' rather than 'phase' when drafting the conditions but in any case this definition can be changed to be clearer within a separate S96A application to allow a more flexible block-by-block discharge of conditions.

DISCHARGE OF CONDITIONS

There are a significant number of conditions to planning permission DC/07/67276 that require to be discharged prior to works beginning on site. We anticipate that any revisions to the extant planning permission by way of a non-material or minor-material amendment could be secured within this initial period without impacting on the delivery of the early blocks.

PHASE 2A - S73 – MINOR MATERIAL VARIATION



Revisions to the approved plans within the second phase may be dealt with by way of a S73 application through substitution of drawings. A minor material amendment is one whose scale and nature results in a development which is not substantially different from the one which has been approved. The development which the application under s.73 seeks to amend will by definition have been judged to be acceptable in principle at an earlier date.

Whilst S73 applications should be determined in accordance with Planning Act the Council should, in making its decision, focus its attention on national or local policies or other material considerations which may have changed significantly since the original grant of permission. S73 applications require to follow GPDO requirements relating to publicity and notification but the Council should take a proportionate approach to re-consultation where S73 variations impact on limited groups.

Where an application under S73 is granted, the effect is the issue of a new, alternative grant of permission. Whilst this will render the application liable to CIL and EIA screening requirements case law (including Wheatcroft) suggests the Council should not re-revisit the redevelopment principles established within the original permission. As the proposed Phase 2A variations will not require amending the original planning permission's description of development we are confident a S73 application is the appropriate regularising route in this instance.

We propose with this second main phase to secure minor amendment to the approved development by

way of a S73A application, viz

- Modest increases in building footprints to achieve current residential standards;
- Minor rationalisation block arrangements;
- Relocate community buildings and plaza next to existing footbridge; and
- Details for new footbridge, associated access and landscape.

The Council would seek to determine a S73 application in 13 weeks. An EIA screening letter would be submitted in advance of the S73 application. A deed of variation to the original S106 agreement would also be required.

Footbridge

We propose to locate the footbridge close to its existing location on the line of Bradgate Road in order to improve its utility to the wider community and increase the perception of safety by its users. By aligning the foot of the bridge approach within the site to the existing opening through the viaduct (which is to be unblocked), a clear route through the site, and into Ladywell Fields, will be evident to users. To the east of the railway line, steps would connect to Bradgate Road, and a ramp to Holbeach Road.

The Council acknowledges that the S106 legal agreement does not give an absolute obligation (beyond reasonable endeavours) to provide the footbridge because the footbridge crosses Network Rail land, who is not a signatory of the agreement. Our proposed retention of the bridge's existing location and its design can be accommodated through the discharge of Condition 7 which, in any case, echoes the S106 obligation that delivery is not anticipated until the development is complete. Regularisation this change in location by way of a S73A application would also be available as necessary.



Consented scheme
footbridge location -
indirect route between
town centre and Ladywell
Fields



Optimised scheme
footbridge location - direct
route between town centre
and Ladywell Fields

RELOCATION OF COMMUNITY BUILDING AND SQUARE

The community building and the square beside it would as a consequence of this improved alignment of the footbridge be relocated further north. We believe residents and users will benefit from increased footfall in this location.

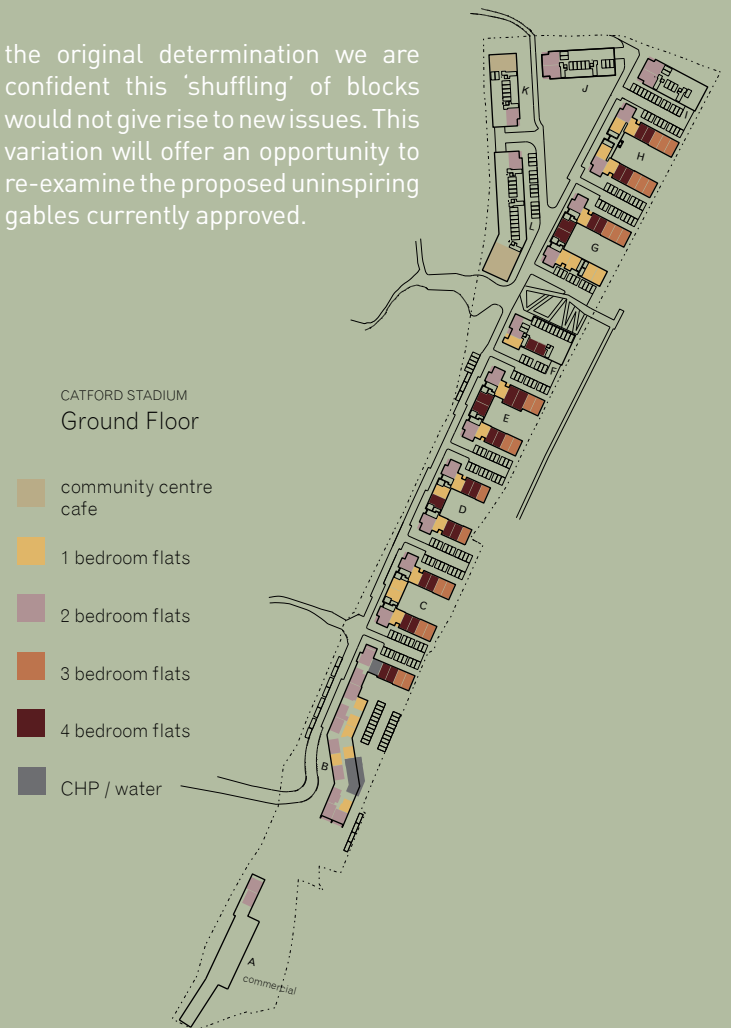
There is no requirement contained within the planning permission or the S106 to make 295sqm of community floorspace available for occupation before completion of the approved scheme. In practical terms the facility is unlikely to be operational during surrounding construction activity.

ARRANGEMENT OF BLOCKS

Relocation of the footbridge and square will require adjustment of the residential blocks in this part of the site. This is proposed largely as a re-arrangement of existing elements, with minor adjustments of materials, composition and volume in order to meet London Housing Design Guide requirements and improve their contribution to the public realm.

Our proposed rearrangement would bring the blocks no closer to the Doggett Road houses, would not increase the number of units nor result in significant increases in massing. Having examined representations from Doggett Road at the time of

the original determination we are confident this 'shuffling' of blocks would not give rise to new issues. This variation will offer an opportunity to re-examine the proposed uninspiring gables currently approved.



ACHIEVING MAYORAL SPACE STANDARDS

The blocks along the main avenue can be redesigned to achieve compliance through relatively economic and efficient means. The undersized one bedrooms flats are increased to 50sq.m, the two bedroom dwellings are re-planned as 2b3p to achieve compliance within the floor areas. Modest increases are made to the three and four bedroom homes to conform with the space standards whilst all dwellings are planned to meet Lifetime Homes Standard and the other standards of the LHDG. Outdoor amenity space is increased to meet the larger requirements. The overall building lines of the consented scheme are followed; by building out to the line of the balconies and inseting repositioned balconies we can use the balance of the area to meet the necessary standards.

In order to achieve requisite standards we anticipate the footprint of the approved blocks would need to

expand by an average of 7%. Whilst it is likely that such changes could be accommodated within a S96A amendment we would propose that opportunity be taken to re-examine the elevation treatments, which could be dealt with by way of a S73 non-material amendment application. This would allow an element of limited re-consultation to ensure residents of Doggett Road can comment on the block 're-shuffle' without re-opening the principle of the site's redevelopment.

ELEVATIONS

As with the earliest blocks, and in line with the approach to design optimisation, the elevations of these blocks will be reviewed, ensuring that the buildings have a more balanced, durable character, forming a calm backdrop to the mature landscape. In particular, we propose a set-back top floor, with the front brick façade only three storeys high, so that the street between the raised viaduct and these blocks is at an appropriate scale for its width and one-sided nature.

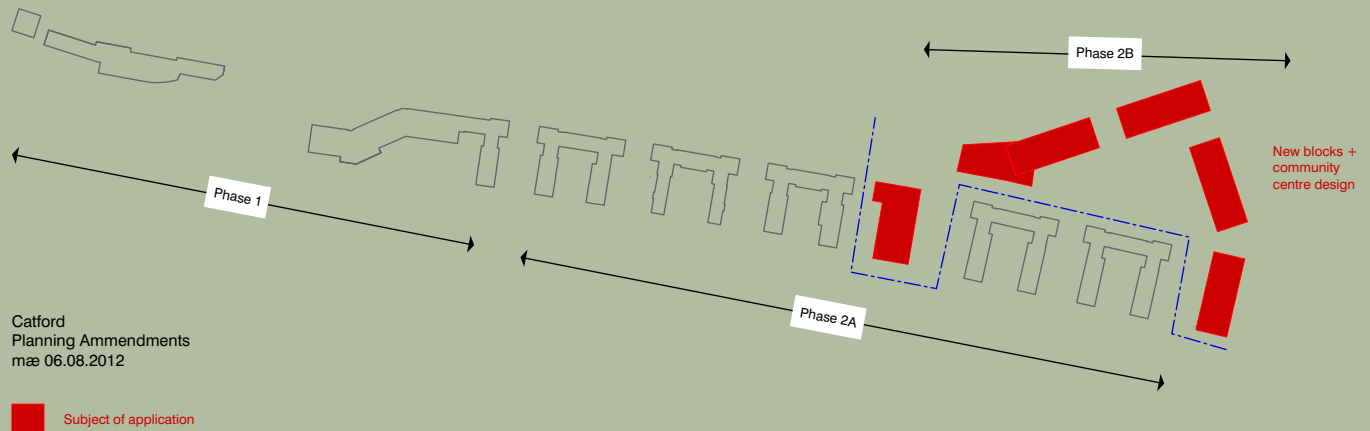


CIL LIABILITY

The Government is proposing in October of 2012 to revise the regulations to remove CIL liability for S73 amendments expect where additional floorspace is created (e.g to meet the London Mayor's space standards).

An EIA screening letter would be submitted in advance of a s73 application which has a short 3-week determination period. A deed of variation to the original s106 will also be required.

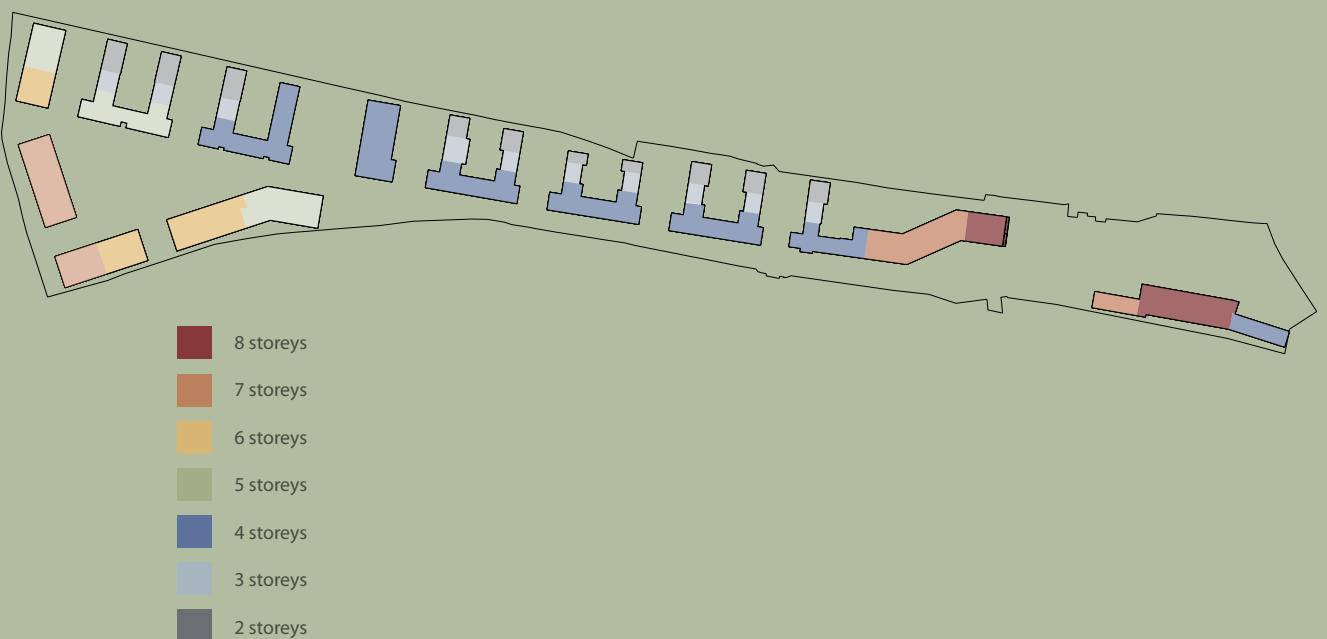
PHASE 2B - FULL PLANNING PERMISSION

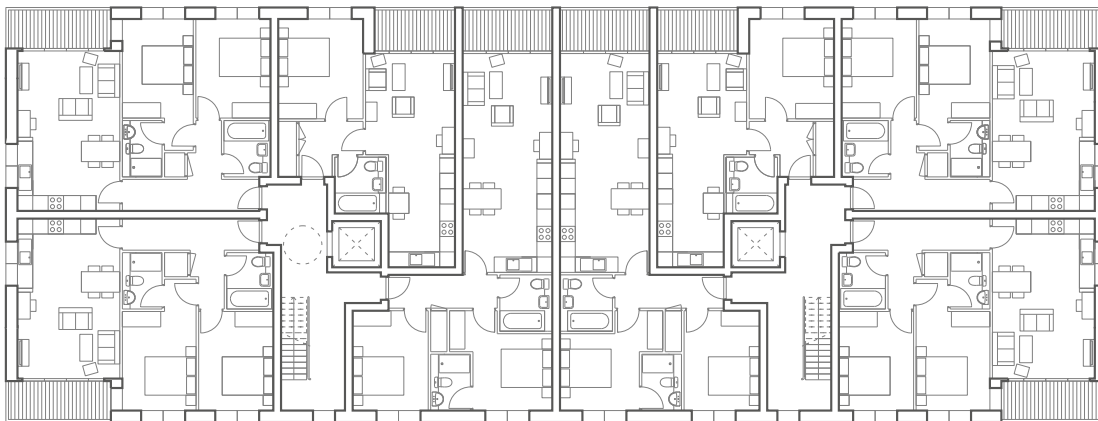


The northern end of the site is least satisfactorily resolved in the consented scheme, both in masterplan and architectural terms. In addition, the residential units are substantially under the London Housing Design Guide requirements (about 10m² on average). We have proposed a modification of the apartment typology proposed for the northern edge to Ladywell Fields, reducing the block length from X to Y and increasing the number of cores. This change brings the blocks close to the forms and proportions of the typical London 'mansion blocks'. We have proposed that this block type is also used along the railway viaduct in this part of the site, where upper level flats will enjoy views through the canopy of the trees out to Ladywell Fields. Use of this compact typology at this point where the site widens permits the creation of a shared amenity garden for residents.

The advantage of this approach is not just delivering better space standards but we would meet the other standards required of the LHGD such as predominately dual aspect properties, lift access requirements, minimising dwellings per core per floor to a maximum of 8 as well as Lifetime Homes, daylight and amenity requirements. The new site layout with improved public space and higher quality of architecture will help achieve the urban design aspirations of the Mayor described in the Shaping Good Places, Housing for a Diverse City and From Street to Front Door requirements.

As with the earlier phases, and in line with the approach to design optimisation, the elevations of these blocks will be reworked, ensuring that the buildings have a more balanced, durable character, forming a calm backdrop to the mature landscape.





- J3
2 bed 4 person
69.1 sq. m + 6 sq. m balcony
- J4
2 bed 4 person
68.4 sq. m + 6 sq. m balcony
- J5
1 bed 2 person
50 sq. m + 5 sq. m balcony
- J6
2 bed 4 person
69 sq. m + 6 sq. m balcony
- J7
2 bed 4 person
69 sq. m + 6 sq. m balcony
- J8
1 bed 2 person
50 sq. m + 5 sq. m balcony
- J9
2 bed 4 person
68.4 sq. m + 6 sq. m balcony
- J10
2 bed 4 person
69.1 sq. m + 6 sq. m balcony

This final amendment would require the submission of a full planning application for 216 units accommodated within 5 blocks rising from a height of 13 metres to 22 metres. This final phase would also seek reincorporate the community centre floorspace west and replace the vacated location onto the new footbridge square with residential units. In all, this optimised scheme permits the

delivery of 608 units, a modest (3%) increase which assists in raising the viability of the scheme.

There would be a requirement for a EIA screening opinion.

We believe that it would be sensible to budget for a Council determination period of approximately 6 months.

PROJECT DELIVERY PROGRAMME

Barratt's track record of delivering results throughout the downturn and on often complex sites has been supported by our highly skilled and experienced staff and consultant teams, who we will utilise for this project to ensure the key target deliverables are met. We have previously and are currently working with a number of consultants appointed to this project that have the resources and capabilities to deliver the outputs that are required. Barratt has the expertise and contacts to deliver a consultant team that will ensure delivery targets are met and that the design and quality aspects of the project are not compromised.

Barratt has an extensive track record of effective planning and programme management. We will endeavour to deliver the redevelopment of Catford Stadium within our specified programme whilst achieving the successful integration of the scheme with the greater community of Catford with minimum impact on local residents and businesses. Our ultimate objective is to ensure that Catford Stadium is delivered. Barratt's reputation for delivery over recent years is unsurpassed in the London region and we will work together with the GLA to ensure that delivery is efficient and effective in meeting the key milestones of the GLA, London Borough of Lewisham and the local community. This will be achieved through the implementation of the following key outputs:-

Effective co-ordination not only between the key parties involved, but with the consultant team, as this is critical to ensure delivery.

- Ensure that consultants have a copy of the project brief and a clear understanding of the project aims and objectives, risks, team structure, lines of communication, budget and programme.
- Ensure appointment documents are issued to cover all required outputs, design standards, delivery requirements and programme.
- Initiate kick-off meeting with clear agenda to confirm approach to project delivery and establish lines of communication within the team.
- Develop project controls for risk management, programme, cost and quality.
- Develop a project delivery plan setting out the detailed strategy for project realisation.
- Inform the team of arrangements for monitoring against project controls and introduce them to the requirements of the project delivery plan.
- Track progress regularly against the project

programme and track tasks required to ensure successful delivery.

- Engage with the GLA on a regular basis to ensure that all information on the project delivery status and budget are being met.

Our diverse resources enable the GLA to tap into a knowledge base that covers a host of different aspects of disciplines. Our public sector experience has shown that this requires an ability to respond quickly to instructions and be adaptable to changing circumstances. This is a key thread of our approach. Experience has taught us that major regeneration schemes may be split into three key phases, including bidding, legals and pre-development; construction delivery and marketing; and post construction on long term stewardship.

Together with the GLA and other Key Stakeholders, we will chair formal risk workshops at the appropriate stage and prepare our Risk Management Plan, detailing the key risks, ownership, mitigation strategies, costs, timescales etc which will be continually managed and updated through the duration of the project.

DESIGN & QUALITY

To ensure that the design quality is not compromised, we would propose a joint partnership approach with the GLA, built on the principles of transparency, trust and access to information. We will work alongside our design team in open collaboration with the stakeholder team to evaluate needs and outcomes and tailor the process to meet the specific demands of the project. Collaborative working is intrinsic to the manner in which we bring forward our regeneration project work.

We want to transform 'places' to be the best they can be with a bias towards function and quality. Since our buildings and developments are there to be used by others, the need to ensure that they ultimately deliver the results for which they were conceived is paramount. In doing so it is essential that our team works with all the necessary user groups to facilitate the delivery of their visions and help them to be realised. Our key approach in this regard will be to:

Use the 'workshop' environment to present constraints and opportunities enabling the stakeholder partners to engage in decisions at an early stage, steer the design process and apply weighting to various options. This allows the physical, social and economic constraints to be evaluated as part of the objective setting process and ensures that 'deliverability' of objectives is maximised from an early stage.

Establish and be part of a core steering group who can set broad project based objectives and targets for delivery. This would include all the compulsory and aspirational quality standards. Any other sub groups would report over time to this umbrella team to ensure that overall progress targets are being maintained.

Establish a design steering group comprising members of our design team and stakeholders who can determine and finalise objectives together. As part of this, measured outcomes can be defined and tested throughout the design process at regular design steering group meetings. This would also be the forum for agreeing variations of design direction as new constraints and changing events make it necessary.

Barratt's approach to design and quality management has recently been rewarded with another Housing Design Award for St Andrews, Bromley-By-Bow Phase 3. The judging panel congratulated the design and quality of construction, heralding the scheme as the 'New London Vernacular'. The project will be developed by Witherford Watson Mann Architects and mae Architects, drawing on our experience of delivering high quality, award-winning architecture that achieves exemplary compliance with planning policy and housing standards – as in WWM's masterplan for Poplar Riverside prepared for a

Compulsory Purchase Order by the London Development Agency, and contribution to the award-winning Olympic Legacy Communities Scheme; and mae's experience from award winning schemes such as Phase 3 of the Manchester Millennium Community and Hammond Court regeneration in Waltham Forest as well as master plan for the Colville Estate in Hackney and their shortlisted Chobham Manor scheme for the London Legacy Development Corporation. mae will also bring their significant policy experience to bear to deliver a successful project having drafted the London Housing Design Guide for the Mayor of London and numerous best practice publication for CABE.

Our approach to urban housing starts from the public spaces, judging carefully how the massing, proportions, materials and above all the life of the housing can support the quality and character of the public realm (and, in turn, can benefit from its qualities). We believe this public space led approach is particularly relevant at Catford Stadium, where the site constraints are significant, but the landscape quality of the Ravensbourne River, the railway embankment trees and Ladywell Fields create a strong context and starting point.

LANDSCAPE



The development of this long narrow strip of land needs to be dense due to its proximity to two stations into London. It is constrained by two railway lines, one at higher level on a viaduct and embankment, one roughly at grade, and by the southern outfall sewer which has a restriction on tree planting in a 12m zone. The outline planning application takes advantage of the sewer by placing the access road

over the sewer, but this is too straight and could encourage speeding, so we have included measures to reduce speeding that include 'chicanes' made with planting.

The Adjacent Ladywell Fields Park has been undergoing upgrading and is a leafy valley floor park adjacent to the river Ravensbourne. The Ravensbourne is a tributary of the Thames and flows into Deptford Creek and has been canalised for much of its length. There is a move to restore the functional and character of rivers flowing into to the Thames in London, and work has been done to improve the bank side treatment of the Ravensbourne in Ladywell Fields. Part of the river flows though the site at the southern end between the two Catford Stations, and there is a requirement that an 8m natural zone is appended to the river at this point. Because there is now a significant level difference between the river and the current surface at this point there is a danger that the river could be seen as a distant and deep canalised element with a softer edge to the west. We would like to challenge this and soften the whole southern square area as this is a point at which the river would be seen by thousands of people on a daily basis.

STATION SQUARE

Catford takes its name from a ford crossing point through river shallows where, apparently, wild cats were seen: therefore restoring a sense of the ford is important to the character of the square. Using the wider zone it could be possible to re-invest the river in the future with a more natural course than at present including meanders and riffles. A stepped soft, natural zone provides this opportunity, and in the first instance will open the volume of the river edge.

Some large existing trees can be retained and new trees can be planted in a sympathetic 'natural' pattern appropriate to a river edge. Inevitably with space constraints there will be a need for some bank retention, but we think this might be done in bio-porous gabion terraces to provide a slightly broader river corridor and meander zone. There needs to be communication between the two stations. This can be achieved beside the south circular road, but also via a way down closer to the river via the terraces via a light weight foot bridge.

We propose a paving grain that is perpendicular to the South Circular road and plays off the two stations to create a dialogue. The paving would be more intense by the main road and then become more informal towards the entrance to the park and the housing development, moving from paving flag infill to a bound gravel, in keeping with the intention for the main spine road.

THE SPINE ROAD

This road is almost half a kilometre long, and in the

planning permission it is straight. We need to break up this into much shorter sections of straight road within a tight corridor adjacent to the Viaduct, and create a shared surface Viaduct Street in which plantings create, in effect chicanes that swap over sides at mini squares at the entrance point to the car parks on the east side between residential blocks. The planted zones cannot have trees, so would be a combination of espalier fruit trees 1.5m high and soft fruits in recognition that we are in the 'Garden of England'. The two way street should be no wider than 5.5m, and may narrow locally to 4.2m to slow traffic.

PARKING COURTS

It is important that these areas are not expanses of macadam, and despite the need to accommodate a large number of cars, have a leafy quality.. The reversing areas are bound gravel, and the parking bays are porous, extending over a 5m wide supertrench in which there are clusters of birch trees under planted with ferns and groundcover, and backed by a low hedge where space permits. The super trench is a measure to absorb surface water runoff and provide air and soil to the trees, the soils aid cleaning of the water through microbial activity, and together with the vegetation provide a degree of evaporative transpiration to effect some urban thermal regulation between blocks to improve human comfort and help to reduce energy use in warm weather. This is an important adaptive measure to future climate change and the government's aim for a lower carbon economy. The porous paving would be local gravel scalplings contained by a recycled plastic grid that may green up over time.

PARK SQUARE

A relocated footbridge over the lower railway for Doggett Road descends via a park extension ramp made from material from the former stadium, planted with birches. At present the park is accessed via a tunnel under the railway embankment, extending the park across the width to the site to the new footbridge, which we suggest can be greened using climbing plants on either side of it, effectively advances the park entrance to Doggett Road. The internal spine road is crossed at grade, and a small play area is located in the setback adjacent to the railway bridge.

RESIDENTS' GARDEN

A broader space is located in the location of the former Dog Track at the northern end of the site. The Southern outfall sewer restricts tree planting on the eastern 12 metres, but there is space for informal spinneys of birches on low mounds of material from the former stadium, and parking, on the greater part of this space which opens to the north at town points onto Ladywell Fields. Throughout the scheme, the intention is to extend the informal, leafy, quality of Ladywell fields park into the scheme and to avoid lines of lollipop trees. Grouping of birch trees in clusters 1-3 metres apart and planted at different sizes in larger beds of low shrubs is central to this vision which has several functions

including filtration of particulates from the air, local urban thermal regulation, enhancement of biodiversity and surface water management. The aesthetic derives from these functions and the veiling of the architecture that forms the edges of the space through light foliage.

We have not placed cars directly around the green as these block views to and over it. Instead they are aligned with the pavement and incorporated in adjacent spaces. We have suggested a central lawn flanked by a toddlers play area, which is distinct for a main playground adjacent to the entrance to the Ladywell Fields under the viaduct, and the potential for a community kitchen garden or orchard. Together these will provide a verdant setting to the surrounding apartments.

SUSTAINABILITY / ENERGY STRATEGY

Through the optimisation exercise Barratt propose to deliver the Catford Scheme to the Code for Sustainable Homes Level 4. Below we set out our approach to various aspects of sustainability;

ENERGY AND CARBON DIOXIDE EMISSIONS

The dwellings will be designed to exceed the requirements of Part L1A: 2010 by provision of enhanced insulation and energy efficient plant and equipment alone. This will be achieved by ensuring that the building fabric performance satisfies the applicable "zero carbon" FEE standard for the dwelling type concerned. Non-residential buildings will benefit from similar fabric performance.

The whole development will be heated by a community heating system with high efficiency gas boilers and a gas CHP unit. This, combined with the fabric and efficiency measures, will result in regulated emissions that are 25% below the Part L: 2010 compliant level.

The community heating system will be designed to be connected to a district heating scheme should one be developed in the locality in the future.

SUSTAINABLE USE OF MATERIALS

The height of the apartment buildings dictates that concrete frame construction is used with concrete floors and roof, and where possible lower-impact cement replacements such as PFA will be used in the concrete. The proposed brick façades benefit from a design life in excess of 60 years, and are low maintenance. In the case of other materials, due regard will be given to maximising the use of building elements which gain the higher ratings in the BRE Green Guide to Specification; using materials

with recycled content; and using local suppliers and materials from sustainable sources with third party certification.

FLOOD RISK AND SURFACE WATER MANAGEMENT

Much of the existing site is occupied by hard surfaces and the sub-structures of the previous buildings, and the new development will result in a net reduction in the area of the impermeable surfaces. In addition, bio-diverse green roofs will be provided to all buildings wherever feasible to provide a significant degree of source retention. The site geology is such that infiltration cannot be used, but other feasible SUDS techniques including the green roofs, water storage under permeable paving, and swales within the soft landscaping will be used to achieve in a significant reduction in run-off volumes and an improvement in water quality. These measures, in combination with attenuation systems, will be used to reduce discharge rates to a level compliant with the Mayor's essential standards.

Water conservation

A range of water conservation measures will be implemented to reduce the calculated water consumption to below 90 litres per day for each resident. These will include low flush WCs, regulated taps and showers, low capacity baths and low water washing machines and dishwashers.

Security, accessibility and adaptability

The Design Team will continue the consultation with the local Architectural Liaison Officer with a view to ensuring the development complies with the requirements of the Secured by Design scheme.

An Access Consultant will be employed to advise on access and Lifetime Homes issues and the development will comply with the requirements of the 2010 version of Lifetime Homes. Construction and operational waste management prior to the commencement of the construction phase a Site Waste Management Plan will be prepared. This will ensure that excavation waste is reused on site as far as possible and that construction waste is minimised. It will also ensure that all unavoidable waste is as far as possible recycled, and evidence from previous projects demonstrates that typically over 95% of construction waste can be diverted from landfill. Separate bin stores with space for refuse bins and bins for recycling of dry materials will be provided for the apartments and the commercial space in accordance with the Local Authority guidance. The kitchens of each apartment will be equipped with built-in bins for recycling.

SUSTAINABLE CONSTRUCTION

The Applicant will prepare and implement a Construction Environmental Management Plan in line with the Mayor's best practice guidance to minimise the local environmental impact during the construction phase. This will be supported by registering the development with the Considerate Constructors Scheme and subjecting the site to the regime of rigorous external audits that this entails.

SUSTAINABLE TRANSPORT

Cycling is a real alternative given the central location and the proximity of Catford and Catford Bridge stations. Cycle storage spaces will be provided in secure cycle stores, with 1 space for 1-bed units, 2 spaces for 2- and 3-bed units, and 4 spaces for 4-bed units. Electric car charging points will be provided in the car parking areas in accordance with the London Plan 2011.

OPEN SPACE AND BIODIVERSITY

The ecological value of the existing site is generally low with only the perimeter trees having value, and these will be protected. The site biodiversity will be significantly enhanced both by the site-wide bio-diverse roofs and an extensive Ecologist-led landscaping scheme that will seek to maximise the site biodiversity by using where possible plant species that are native or have known benefit to wildlife and including other enhancements such as bird and bat boxes and invertebrate refuges.

The detailed design of the scheme will ensure that all dwellings have a private balcony, terrace or courtyard that satisfies the space standards set out in the Interim London Housing Design Guide

To realise our vision of creating a successful and truly sustainable community at Catford Stadium, we will work in partnership with the GLA and the Council, drawing on the expertise our Group Sustainability team.

We recognise that communication is key to the successful delivery of sustainability, ensuring that an understanding of the sustainable targets and design solutions to meet them are communicated to all personnel involved on the project and embedded in work practices. To guarantee delivery, design certification will be targeted before the superstructure works commence on site. Code for Sustainable Homes (CSH) compliance will be monitored as construction progresses to ensure post construction stage certification is delivered expediently as units are completed.

As a Group we are playing an industry leading role to establish the most workable solutions to achieve government aspirations for zero carbon development by 2016. We were a founding member of the Green Building Council, our Research and Development programme is larger than ever, we work closely with the Zero Carbon Hub and members of our Group Sustainability team sit on various national working parties including those for the CSH and the Fabric Energy Efficiency Standard (FEES).

We have an established partnership in E.ON to deliver low carbon energy solutions across Britain and E.ON are currently working with us to deliver the Energy Centre solutions with Combined Heat and Power at a number of our major London projects.

We fully recognise the benefit of 'building in' energy efficiency rather than 'bolting on' additional renewable energy systems which will add to the maintenance burden for home-owners in future years (and create the potential for a fall-off performance if not maintained). To this end, Barratt is confident that we already have the expertise necessary to deliver 'fabric first' homes that meets and exceed the new standards for fabric energy efficiency version of the CSH and reflected in the FEES specification.

Our long standing commitment to energy efficient buildings is also demonstrated in other cases such as St Andrews, Bromley-by-Bow, a local HCA landmark regeneration scheme and Dalston Square, Hackney where we have achieved the CSH Level 4 mandatory energy standard although the overall CSH target was only required to be Level 3.

LEGAL DOCUMENTS

In the interest of adhering to the delivery programme, Barratt propose to work together with the GLA, London Borough of Lewisham and all other stakeholders to ensure all necessary legal agreements are reached swiftly.

Upon completion when the GLA grant the Lease, Barratt will provide the following:

- 1.A certified copy of the completed Appointment of the Compliance Inspector;
- 2.A Collateral Warranty given by the Compliance Inspector in favour of the GLA;
- 3.An Overage Agreement;
- 4.A Legal Charge in respect of any deferred payments.

A collaborative approach will be sought with the planning authority with regards the discharge of conditions on the consented scheme as well as any application submitted under S73. As outlined above, it is Barratt's intention to commence Phase 1 of the consented scheme whilst the application of the optimization is submitted mitigating risks to the delivery programme.

STAKEHOLDER CONSULTATION

If successful in the bid Barratt would seek to work in partnership with the GLA, London Borough of Lewisham and Gallions Housing Association to engage with the local residents and businesses, the adjacent school and the Ladywell Park users as well as the wider community. Without local stakeholder 'buy in' for the scheme there is a risk of deviating from the proposed phasing strategy and in turn delaying the delivery commitment of much needing

housing for the Catford community.

Barratt believes that development works best where the local community is actively engaged in shaping the area around them. Consulting the local community is vitally important when designing an effective scheme and their continued involvement is essential to the ultimate success of the redevelopment. As a result of our extensive experience in developing sites in close proximity to local communities, we have a track record of community liaison and would look to hold comprehensive community consultations to achieve local buy-in for the scheme and explain our rationale and methodology.

Community engagement will be at the forefront of the Catford Stadium development process. Barratt is committed to engaging with the wider community throughout the regeneration process. There will be an emphasis on positive engagement by informing people about the development, helping residents to understand the process and addressing local concerns.

Good consultation must involve the whole community and Barratt will strive to instil a sense of fun and energy into public involvement. We have a huge amount of experience in delivering successful community involvement in projects across London, engaging positively with diverse and different local audiences.

A bespoke consultation and engagement strategy will be developed for Catford Stadium which will aim to build trust and confidence in the partnership. In seeking to meet the principles of community engagement outlined above, we propose to undertake a variety of methods throughout the development process, to help deliver a full and comprehensive consultation that involves all stakeholders throughout the life of the project. Our approach focuses on seven main areas:

- Raising awareness – communications about the project
- Engaging – meeting people, getting them actively involved
- Taking soundings – research into the place and its people
- Visioning – imagining future scenarios and environments
- Participating – working with people to develop designs
- Consulting – finding out people’s thoughts and opinions
- Feeding back – reporting back what has been said

We will establish a single point of contact for the local community residents, supported by regular meetings with the key stakeholders and newsletters on the scheme’s progress and initiatives being implemented. We would also propose to establish a steering group for local residents, which would continue to operate through the construction programme. During construction effective communication with residents is essential, so we would ensure that the local residents steering groups are attended by key members of our construction team, as well as our community engagement consultants, Hard Hat, who have extensive experience of running similar Construction Working Groups across many of our projects in London.

Our proposed activity for the Catford Stadium scheme will include community newsletters, a dedicated project website, social media representation such as Twitter or Facebook, attendance at appropriate forums, the Barratt Outreach programme and face to face interviews.

QUARTERLY NEWSLETTERS

During the site enabling and subsequent construction period newsletters will be distributed to the local community on a quarterly basis, updating them on the progress of the development and advising them of the construction milestones. It will contain vital information such as working hours, contact details, sales updates and general news related to the site and wider community. It can act as a way of bringing various groups of the community together by advertising community events in the area.

DEDICATED WEBSITE AND SOCIAL MEDIA

A website will go live once the consultation period begins to keep members of local community informed about the scheme. It will contain all the information that will be presented at the public exhibitions for people who are unable to attend as well as a feedback mechanism to ensure that all comments on the scheme are received and considered. The website can also act as a link to social media sites such as Facebook and Twitter where community members can give their views on specific issues posted by members of the development team.

CONSTRUCTION WORKING GROUPS

This is an opportunity for local stakeholders to be kept up to date with the progress of construction once it begins as well as an opportunity to discuss issues arising from construction. Local businesses, resident representatives, ward councillors and council officers will be invited to attend regular meetings.

OUTREACH PROGRAMME

As part of Barratt’s commitment to the local area, members of the construction and site team will endeavour to raise

awareness, aspirations and attainment of local school children as part of the ongoing building project. Site visits will be arranged so that local colleges and schools can get an insight into the work that is carried out on a building site. Where possible this will be matched to their curriculum. In addition members of the construction team can go into schools and give assemblies about the house-building industry and the various professions it involves.

CONSTRUCTION CODE OF PRACTICE

Barratt understands that a construction site of this size must be managed with minimum impact on neighbouring residents and businesses. To this end, we can confirm that Barratt will sign up to the Considerate Constructors Scheme for Catford Stadium. Barratt sites are monitored against the Code of Considerate Practice, designed to encourage best practice beyond statutory requirements.

Considerate Registering sites is embedded into our overall business and having registered nearly 900 sites already, in the year ending 30 June 2011, 47% of our developments are registered with the Scheme. Our construction practices are designed to minimise negative impacts on the communities in which they occur and we will follow the principles of the Considerate Constructors scheme to ensure that all works are carried out safely and in such a way as to minimise inconvenience to residents, surrounding property users, pedestrians and other road users. Work will be planned with due regard to hours of work, maintaining services, roads and pedestrian routes and we will develop effective strategies for dealing with noise, dust and issues such as mud on the roads. Where local schools are close, deliveries around school start and finish times will be avoided.

Furthermore, Barratt East London are Environmental ISO14001 accredited and OHSAS 18001 (Occupational Health and Safety Assessment Series) accredited. It is our aim to ensure our activities impact as little as practical on our surroundings. Please see Appendix ?

SUPPLY CHAIN MEMBERS

Barratt aims to continually improve its standards of procurement and design to reduce its environmental and social impacts by working in partnership with our suppliers. Barratt has achieved this by undertaking the following:

1. Implementing a sustainable and ethical procurement policy that will ensure that we consider the sustainability value of a product as well as its cost.

2. Benchmarking our suppliers on the environmental performance of their products and working with them to help improve the sustainability of their products.
3. Implementing a sustainable timber procurement policy for all major timber supplies.
4. Working with our suppliers to minimise packaging waste and encourage the use of sustainable packaging where it cannot be eliminated.
5. Working with our suppliers to identify and develop the products that we will need to deliver affordable low carbon homes and to develop green option packages for our customers.
6. Requiring all Group suppliers to provide their own environmental strategy, with clear improvement action plans where required.

In partnership with our suppliers, Barratt have started to gather information from them in order to assess their sustainability performance and potential. This is an important process which will allow Barratt to set realistic and achievable targets in line with our Supply Chain Charter, in particular as we start to develop the products that we will need to deliver affordable low carbon homes and to develop green option packages for our customers.

We are working with a sustainability consultant to review our benchmarking process to ensure that it is aligned to the Code for Sustainable Homes and that it identifies how our key suppliers are managing environmental and social risks. The data gathered will enable the Company to objectively rate each supplier, by awarding them a grade from A to D, to compare different suppliers, and to assess suppliers of products against specific issues.

Barratt is a major consumer of construction materials and producer of waste and for this reason has the opportunity to make a substantial impact on waste production by involving its supply chain. We have worked with the Waste Resources and Action Programme ('WRAP') in the past to look at ways of targeting higher levels of recycled content in construction materials. WRAP works in partnership to encourage and enable businesses and consumers to be more efficient in their use of materials and recycle more things more often. This helps to minimise landfill, reduce carbon emissions and improve our environment.

This year we have carried out a waste assessment to identify where trades and suppliers' waste originates from, in an attempt to identify the costs of materials wasted and disposal costs and to see how procurement processes can be used to reduce waste and its associated costs.

The use of timber and timber products, form a significant part of Barratt's activities. We therefore consider it imperative that we take an informed approach to ensure its responsible procurement. Our approach is to only partner with suppliers who can demonstrate an improving programme of sustainability of their timber related resources.

The Barratt acknowledges the importance of auditable independent certification throughout the supply chain process and is introducing relevant schemes where appropriate to the business. Whilst there is currently more than one recognised timber certification body, we have chosen the Forest Stewardship Council ('FSC') standard and it's 'Chain of Custody' certification as our primary recognised scheme and the Programme for the Endorsement of Forest Certification ('PEFC') and Sustainable Forestry Initiative ('SFI') Standard as secondary schemes to ensure full coverage of certified timber materials used by the Group.

Our Quality Management System governs all quality processes throughout the organisation and our customer care and quality objectives have been established at the highest level. The objectives that will be applied to the Heart of East Greenwich Project are as follows:-

To deliver a product and service that exceeds our buyers' expectations:-

- To provide clearer and more accurate information, particularly regarding procedures and leading up to legal completion and following occupation;
- Improve communication, both externally with our customers and internally between our sales and construction teams;
- Ensure all personnel understand our emphasis on high standards of workmanship and service.

The project team, led by the Operations Director, Kevin Wotherspoon, will ensure that Catford Stadium will be constructed to the highest possible standards by implementing the following:-

- A Quality Control Plot Book (known as the Blue Book) for each plot;
- Regular site visits;
- Regular Site Manager Inspections;
- Key Performance Indicators;
- NHBC Key Stage Inspection Monitoring;
- Weekly monitoring of NHBC reportable items;
- Ensuring Contracts Managers arrange monthly sub-contractor meetings;
- Site Manager Seminars;
- Barratt Final Build Inspections;
- Council of Mortgage Lenders and NHBC Final Inspection;
- Reviewing all Home Owner Surveys and rectifying any repeat items;
- Ensuring that the Divisional Directors visit the project once a month as part of the Barratt Group Forward through Quality Site Inspection process.

LOCAL EMPLOYMENT

The redevelopment of Catford Stadium represents a

significant investment in Lewisham. During the development of the site, we will work closely with the Council and other interested parties to provide employment throughout the life of the development.

Our commitment will be formalised into a Local Employment Strategy, in agreement with the Local Authority.

A "Local Employment Strategy" means a 'Jobs and Training Strategy' for the Development, setting out strategies and initiatives to provide and improve training and employment opportunities within the Borough and to assist local people in securing employment (both during and after construction). Such strategies and initiatives are to include (but not limited to)

- Routes to employment including direct access to employment opportunities on the development
- Early warnings to local businesses within the Borough of Contracts to be let on the development
- Provide details of the scope and quantum of jobs to be created and the skills required in relation to the offered jobs.
- Measures to encourage local businesses to apply for work in relation to the development.
- Training opportunities, employment advice or programmes of employment and training brokerage arrangements.
- Provision of opportunities for apprenticeships
- Provision of opportunities for school leavers, older people and those that have been out of work for long periods of time
- Interview arrangements for vacant jobs
- Arrangements to work with schools and colleges
- Targets to monitor the effectiveness of the strategy.

Our vision for this Strategy is to create a development whereby local people have access to construction jobs and related opportunities and where employers can access a pool of suitably qualified, skilled and experienced workers. The strategy also aims to engage school children in the consideration of the construction industry as a viable and rewarding career opportunity, supporting and raising the level of both aspiration and attainment.

Barratt is experienced in delivering effective local employment strategies, as exemplified throughout our other developments for example on our scheme Renaissance, Lewisham under the S106 Agreement, Barratt has committed to employ 25% local construction workers; comprising 10% construction trainee apprentices undertaking NVQ Level 2 and 15% improvers or qualified construction workers.

We would aim to provide a 'Workplace Co-ordinator' (WPC) that would undertake a range of activities including:

1. Identification of vacancies
2. Encouraging applications from suitable candidates, by working closely with the Job Centre and local training institutions
3. Providing support to new employees and employers to ensure effective transition into work.

The WPC will also provide the appropriate strategic links with the Council, the GLA and interested parties to ensure we meet the necessary employment targets for local candidates.

All positions available on the Barratt Homes website are for direct employees, but the WPC will also encourage contractors to promote opportunities at local job fairs, awareness-raising events, through the local job centre and within local community groups.

The Local Employment Strategy will be monitored on a monthly basis and reviewed annually to test and measure the effectiveness of the strategy in delivering the targets set.

In order to achieve this, Barratt will do the following:

- Hold a meeting with sub-contractors, the appropriate council contact and other interested parties to discuss the effectiveness of the strategy, measured against the targets for apprentices and workers employed onsite.
- Present the Council and the GLA, within a month of the meeting, a document clearly setting out the views of the different agencies involved.
- Meet the Council and the GLA within one month of submission of the completed reviewed document, to discuss and re-evaluate changes to the strategy, as they may be considered necessary or appropriate.
- Provide updated copies of the strategy, adapted to take into account all changes, and issue to our sub-contractors for their implementation.

Furthermore, local sub-contractors and suppliers will be used wherever possible. Each successful sub-contractor will have included within their terms and conditions a requirement to employ a designated quota of local labour to ensure that we can aim to meet the Council's and GLA's targets. Although idealistic, it may not be possible to provide placements with each trade as some are highly specialised, for example piling, however other trades counteract this as other industries such as bricklaying provide greater opportunities.

Nationally we are currently supporting over 200 Apprentices to complete their training in their respective trade and we exceed the standard NVQ syllabus by offering all of our Apprentices a national and consistent Barratt trade training package. Our Barratt Apprentice of the year scheme, Apprentice Charter, Culture of Excellence and Trainee Daily Diaries all ensure we are able to provide an excellent training experience for our trainees, which ensures we are able to retain a large percentage of our recruited apprentices. At Barratt London we are

very proud of our graduate scheme. Our first two graduates have proven themselves and have gone to become a Sales Manager and Site Manager within the Division. Since being established in 2007, the Barratt Graduate Scheme has employed 90 graduates nationally, with the East London Division employing 2 with 3 scheduled to join the team in September 2012.

In June 2011, we were awarded Highly Commended in the Large Employer Category of the National Apprenticeship Service Awards in London. Barratt were also named in Top 100 Employers list recently published in the Times and the Sun.

1.B PHASING STRATEGY

If successful in the bid, it is Barratt's intention to commence the detail design plans in April 2013 following the Agreement for Lease Completion. Enabling works would commence at the end of September 2013 with a start on site date in November 2013. We have allowed a 5 year build programme with a practical completion date in November 2017.

There are two phases on the consented scheme which we have maintained for our three Scheme Options.

In all three Scheme Options, we commence construction at the southern end first delivering the retail, residential and public space, Station Square, in between the two stations. This allows us to undertake the optimisation design plans including the necessary planning applications for the Optimised and Variant Schemes without hampering the delivery programme. The shape and access to the site determined the construction direction and phasing strategy to a certain degree. Please see the construction programmes for each Scheme in Appendix 1. The key milestones for each of the Schemes are detailed below:

CONSENTED SCHEME

- Nov 2013 – Proposed start on site
- Jan 2015 – Ravensbourne River Works completion
- Dec 2015 – Phase 2 construction commencement
- Jun 2016 – Footbridge completion
- Jul 2016 – Phase 1 practical completion
- Nov 2017 – Phase 2 practical completion

OPTIMISED SCHEME

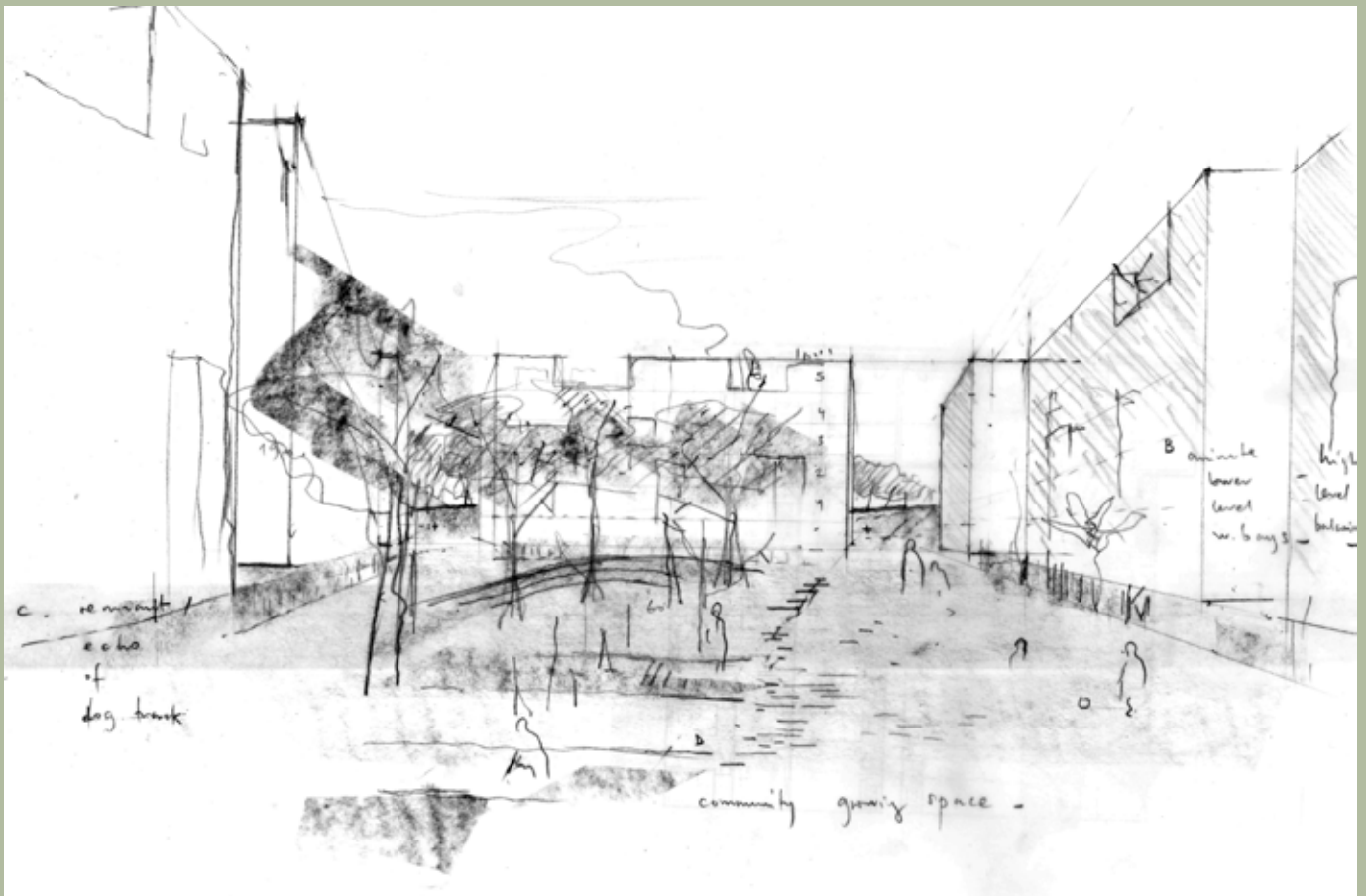
- Nov 2013 – Proposed start on site
- Aug 2013 – Commencement of redesign and planning application Phase 1
- Feb 2014 – Completion of redesign and planning application Phase 1
- Jan 2015 – Ravensbourne River Works completion
- Apr 2015 – Commencement of redesign and planning application Phase 2
- Dec 2015 – Completion of redesign and planning

application Phase 2

- Jun 2016 – Footbridge completion
- Dec 2015 – Phase 2 construction commencement
- Jul 2016 – Phase 1 practical completion
- Nov 2017 – Phase 2 practical completion

VARIANT SCHEME

- Nov 2013 – Proposed start on site
- Aug 2013 – Commencement of redesign and planning application Phase 1
- Feb 2014 – Completion of redesign and planning application Phase 1
- Feb 2014 – Commencement of redesign and planning application Phase 2
- Jan 2015 – Ravensbourne River Works completion
- Mar 2015 – Completion of redesign and planning application Phase 2
- Mar 2015 – Phase 2 construction commencement
- Dec 2015 – Phase 1 practical completion
- Jan 2016 – Footbridge completion
- Nov 2017 – Phase 2 practical completion



Residents garden looking north

1. C. LONG TERM MANAGEMENT

Barratt London firmly believes that understanding whole life costings is the key to achieving best value. The project design team has extensive experience of delivering schemes on time and on budget whilst being mindful of creating durable and robust solutions that stand the test of time and are future proofed.

We always look to balance the equation of time: cost: quality. In order to avoid the mistakes of the past and ensure the longevity of buildings built today we evaluate carefully the quality of design, materials and construction of a project with our cost consultants to ensure buildings and the public realm are attractive, durable and low maintenance.

At Catford Stadium Gallions Housing Association will build on Barratt's track record of providing high quality long term management and stewardship services. Our approach is to involve all residents in decision making and to provide a consistently high quality service to all residents, irrespective of tenure. Gallions has successfully been awarded Excellence in Communities for the second year in succession. The award, run by Quality Housing Services, judges Gallions' services to its residents against a comprehensive set of eight criteria including how it manages anti-social behaviour and how it encourages residents to get more involved in the local community.

LONG TERM STEWARDSHIP PLAN

Gallions is committed to establishing and maintaining sustainable and thriving communities in the long term. After intensive work in the first year of the tenancy by their New Residents team, responsibility passes to their Housing Management department. Gallions work on a patch basis, where an officer is responsible for a tight geographic area. This allows them to get to know the communities where they work, and for the residents to build a rapport with them. Gallions ensures that tenancies are managed intensively where necessary, as this extra effort pays long term dividends.

RESIDENT CONSULTATION ON MANAGEMENT ISSUES/COMMUNITY BOARD

Gallions understands that there is more to being a successful landlord than just providing an excellent home. Residents are at the heart of the organisation, and have a major say in how communities are run, with service specific panels and a review board embedded in their governance structure. They also use resident auditors to help improve performance.

Gallions also understands that whilst all communities deserve an excellent service, their needs can differ.

To ensure they are meeting these aspirations Gallions are committed to "local offers" where residents can design a service to meet their local priorities. Through roadshows and resident conferences Gallions enables residents to shape the service they want.

DEDICATED REPAIRS TEAM

Gallions have worked in partnership with Axis for over ten years to deliver a high quality repair service to their residents. The success of this partnership has been recognised by the London Excellence Awards, winning the "Making Partnerships Work" award in 2008.

This partnership, which has recently been extended, provides a service that performs strongly against the stringent in house targets set and outperforms the benchmarks set against other organisations by Quality Housing Services (QHS).

COMMON PARTS MANAGEMENT OF THE BLOCKS

Team Gallions is our dedicated environmental services team, responsible for the cleaning and landscape maintenance service for their properties. By keeping the team in house they are able to deliver a high quality and reliable service.

After a successful pilot they gave recently rolled out a caretaker scheme across all of their suitable properties. By having a caretaker for a small dedicated patch they have found that cleaning and maintenance standards have improved, and having a recognisable face in the locality impacts upon anti-social behaviour and improves residents perception of their area. This is the approach we would adopt at Catford Stadium.

RESIDENT FEEDBACK AND COMPLAINTS

Resident satisfaction is high at 89% satisfaction against a target of 75%. In August 2011 they introduced a new electronic recording system for complaints which has improved the recording and monitoring process and response times which is currently 100%. Gallions continues to be a top performer in complaints in all areas of assessment for Quality Housing Services and their results remain above the QHS Enhanced Standard. Gallions remains the top performer in the L9 Benchmarking Club and in the top quartile for Housemark.

SERVICE CHARGE MONITORING

By providing the majority of services in house, Gallions is able to keep tight control on the services charges they levy. They have a dedicated officer responsible for the implementation of service charges, ensuring that costs are kept to a minimum whilst still providing high quality outcomes to residents.

TACKLING ANTI-SOCIAL BEHAVIOUR

Gallions are committed to ensuring that all residents can enjoy their home and community. They have a dedicated team working with residents in the first year of their tenancy, to ensure they are aware of their responsibilities.

Our Enforcement team work closely with residents and local partners to ensure any incidents are dealt with quickly and effectively. Gallions have a team of Neighbourhood Wardens who deal with ASB and sub-letting. They work in partnership with Police, local councils and other organisations to reduce anti-social behaviour.

LOCAL PARTNERSHIP WORKING

Gallions already have a successful track record of working with Barratt Homes, which would continue at Catford Stadium. They also work closely with local authorities and other relevant partners to deliver thriving communities.



St. Andrews



SECTION 2



DESIGN OPTIMISATION

DESIGN OPTIMISATION

The main strengths of the consented scheme are:

- Sensible basic layout around the line of the sewer, with residential closes perpendicular to the railway
- Appropriate distribution of lower rise construction in the centre, and medium-rise at the northern and southern ends

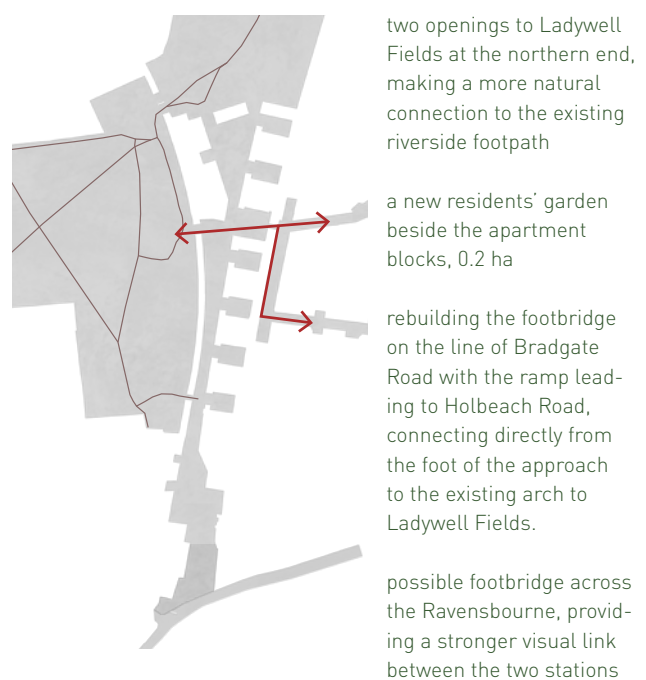
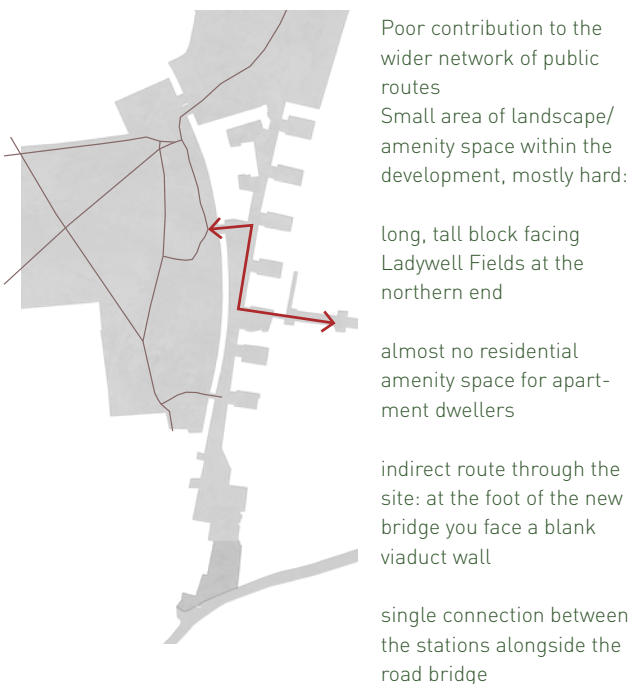
Its weaknesses, as you recognise, are:

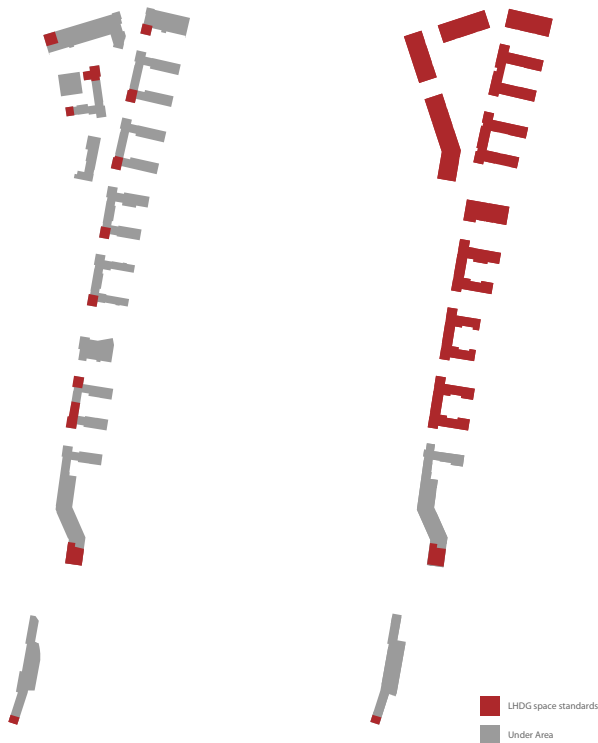
- Poor contribution to the wider network of public routes
- Small area of landscape/ amenity space within the development, mostly hard
- Small unit sizes, and an excess of single aspect units
- Exaggerated material treatments which draw too much attention to the buildings
- Poor viability for a combination of the above reasons

Our optimised site strategy therefore uses modest adjustments to shift the balance of the scheme fundamentally. Proposed changes are limited to architectural treatment and public realm at the southern end, incorporate modest adjustment of volumes in the middle section, and are based on a revised urban layout at the northern end. Administratively, these changes would be dealt with by way of a non-material amendment, followed by a minor-material amendment and finally a standalone planning application only once delivery has commenced on the earlier stages.

1 A MORE PERMEABLE SITE, BETTER CONNECTED AND GREENER

The consented scheme has the right ambitions to connect with Ladywell Fields and the town centre, but does not implement them thoroughly enough. We propose adjustments to improve visual and physical links at the southern end, the middle and the northern end. Each of these links is carefully considered to enhance their landscape quality. At the northern end, splitting the long apartment block in two allows us to connect the public realm of the site to the riverside path and creates a more open aspect. In the middle of the site, replacement of the footbridge close to its current location, with a stair connecting to Bradgate Road and a ramp connecting to Holbeach Road not only extends the residential catchment of Ladywell Fields but also connects directly to the existing opening into Ladywell Fields. At the southern end, the suggested addition of a footbridge across the Ravensbourne connects the two stations more directly. The consented scheme is also dominated by hard landscape; by reconfiguring the apartment blocks at the northern end, we create the space for a residents' garden of 0.2 hectares, incorporating a lawn, toddlers play area and community kitchen garden.





Existing consented scheme-
12% of units to LHDG Space standards

Proposed scheme- 75% of units to LHDG Space standards

2 MORE GENEROUS, LIVEABLE ACCOMMODATION, MEETING HOUSING DESIGN GUIDE REQUIREMENTS

In the consented scheme residential units are small and predominantly single aspect, with just 12% of units meeting the London Housing Design Guide and complying with Lifetime Homes. Our optimised scheme raises both these percentages to 75%, while still delivering at the earliest possible opportunity.

All the low-to-medium rise blocks along the north-south route can be redesigned to achieve compliance through the most economic and efficient means. The undersized one bedroom flats are increased to 50sq.m, the two bedroom dwellings are re-planned as 2b3p and modest increases are made to the three and four bedroom homes to conform with the LHDG space standards. The overall building lines of the consented scheme are followed, achieving the small increase in area required to meet standards, with inset balconies behind this line.

The taller apartment blocks to the north and northwest cannot be upgraded with modest amendments, since the apartments are each on average 10 m² too small. Our proposal therefore is to redesign these blocks and the layout of this part of the site, reworking them as 'mansion' blocks, a distinctive London building type commonly found beside parks (as at Battersea). We achieve the necessary increase in area (about 2,000 m² GIA overall) by continuing the park-facing mansion blocks beside the railway viaduct, where the upper floors will look out over Ladywell Fields, and the lower ones to the Residents' garden. All this is done without exceeding the previous maximum height in this area of seven storeys. The bigger, lighter flats take full advantage of the high quality landscape within and beside the development. Needless to say, complying with the Mayor's standards through good, clear architectural design helps improve the viability of the development. Because this is the last phase, achieving planning consent for these amended blocks is completely realistic in the overall timescale.



above left: Consented scheme- Small unit sizes, and an excess of single aspect units:
75% of units are single aspect
10 units to a single core (LHDG stipulates 8 maximum)
2 bed apartment only 51 m² GIA (10 m² below LHDG minimum)
1 bed apartment only 40 m² GIA (10 m² below LHDG minimum)

above right: Proposed scheme-
75% of units are dual aspect (corner or through units)
4 units to a single core (7 over community space)
2 bed apartment 68 m² GIA
1 bed apartment 50 m² GIA

3 ARCHITECTURE AS THE CALM BACKGROUND TO A HIGH QUALITY LANDSCAPE – THE LONDON WAY

The consented scheme was designed and approved at a time when Ladywell Fields looked tired and worn, before its successful restoration and enhancement. A similar uplift in the quality of the public realm is a logical response for the Catford Stadium development. We have looked to draw out the landscape qualities that reinforce the sense of place, supporting existing mature planting with new indigenous species, and letting landscape lead the design of the spaces between buildings.

The investment in the landscape both within and around the site means that the buildings should complement rather than compete with it. We therefore propose the earth tones of clay bricks, with balconies inset: these have a timeless resonance with this extraordinary landscape of river valley and ancient trees, unlike the noisy mix of brick, white render, green copper cladding and cantilever balconies of the consented scheme. Well-proportioned, balanced and calm architecture as the backdrop to a verdant landscape: this is the way that London's most enduring neighbourhoods have been built. The proposed changes to the buildings and public realm will lift their environmental performance, and contribute towards achieving Code for Sustainable Homes Level 4.

At Station Square, the two new buildings are simple, sober brick structures which frame the square: their massing is carefully related. Their vertical proportions reinforce the drama of the river cutting diagonally through and down from the square. The public space is a simple paved area stretching to the two railway lines, with the grain of the paving emphasising the connection between the two stations, and ground floor commercial units catering to the travelling public. The square's fast, public character softens and slows down around the river edge, with street furniture creating more intimate places beside the river edge. A high quality natural space will be achieved by retaining some large existing trees, supplementing them with new Willows and Poplars, and cutting back the river edge to increase the range of river habitats.



above: Consented scheme- Exaggerated material treatments which draw too much attention to the buildings
Material blocks emphasise the block's 4 storey height
Projecting balconies add to the visual weight



above: Proposed scheme- Calmer material palette complements, rather than competes with the landscape
3 storey brick façade with simple, rhythmic openings emphasises horizontal 'terrace'
Set back roof storey limits sense of height opposite 2 storey viaduct wall



Station Square- view 01

The square is busy at its edges, a calm, natural space at its centre. The buildings are a backdrop to the enriched mature landscape of the river.

At the new **Residents' Garden**, we take advantage of the widening of the site to offer collective amenity space for apartment dwellers. The mansion blocks face two ways, out to Ladywell Fields and in towards the residents' garden. These mansion blocks have again been carefully scaled and articulated with echoes of those along Battersea Park, or the grand villas along Ravensbourne Park, rising to six storeys, with a set-back mansard seventh storey. The large slab of the consented scheme is broken into shorter blocks, with the volumes focused around the shared entrances. Instead of fragmenting the architecture through multiple materials, the buildings are sensibly scaled, recognisable as London types, and are lightly screened by the foliage of the garden trees.

We have suggested a central lawn flanked by a toddlers play area, and a community kitchen garden. The earth mounding of the dog track will be retained on site, in the form of a recognisable banked curve at the edge of the Residents' garden. Together these will provide a verdant setting for the apartment buildings, and a backdrop enjoyed from the balconies, terraces and French windows of the apartments.

The **Park Square** is a key space in the project, providing a strong, direct route from the town centre to Ladywell Fields, where, as illustrated, the entrance to the Fields is immediately visible on descending from the footbridge. Equally, with the birches and alders planted along and between its bridge ramps, it is where the landscape of the park infiltrates the new development and pushes closer towards the town centre, crossing the railway viaduct. In this revised location, it also benefits from the curve of the viaduct, which creates space for a small play area at the southwest corner.

The connections to both east and west noted above are not just useful services to the wider area but are essential for this new residential community. Overcoming any sense of this as an 'island' site, the park square is where the residents of the old dog track site are connected into the wider community of Catford. As such, we have chosen to locate the community room at the edge of this space, on the ground floor of one of the residential blocks, in order to serve and benefit from users from the wider district.



Residents' Garden- view 02

The landscape permeates between the mansion blocks. A lawn, community kitchen garden and play area provide shared amenity, stretching between the community room and the park edge café.



Park Square- view 03

The Park Square makes a direct link to Ladywell Fields under the viaduct; its birches and rowans carry the landscape towards the town centre.

CATFORD STADIUM INVITATION TO TENDER | AUGUST 2012
SECTION TWO - DESIGN OPTIMISATION



Optimised Site Plan

SECTION 3



COMMERCIAL PROPOSAL

- A DELIVERY STRATEGY
- B PRIVATE RENTED SECTOR
- C FUNDING/COVENANT

3.A DELIVERY STRATEGY

SALES AND MARKETING STRATEGY

Barratt Homes, part of Barratt Developments PLC, is one of the largest developers in the UK. They have been at the forefront of regeneration in London for over 30 years and have delivered over 25,000 new homes across the capital. In London, Barratt continues to open new sites and maintain momentum in the marketplace. In addition, we have retained our vastly experienced construction and sales teams and continue to honour our commitments to public and private sector partners. The past two years have been extremely challenging for the development industry, but despite the economic downturn, Barratt have continued to build new homes in London, completing some 2,500 homes in this period.

Barratt are keen to deliver completed new homes that will contribute towards the GLA's targets for housing delivery, whilst also delivering affordable and high-quality housing for the local market. We would target local buyers and owner occupiers to ensure that a community is established and that a transient population is minimised.

A community rests on its population base and it's that population, which makes the community harmonious, or the environment green, or the neighbourhood attractive. What this means is that a sustainable community is absolutely dependent on a population base that is both willing and able to take an interest in their living environment.

We believe that an appropriate balance of purchaser profiles needs to be achieved to ensure long term sustainability and short term viability. We currently have a number of schemes of a similar scale and community challenges, namely Renaissance, LB Lewisham, which are being successfully delivered. Barratt's business model has been developed to fund mix tenure schemes by cross subsidising the less profitable affordable housing element with capital receipts generated from the sale of private housing.

The key challenges in ensuring that the first phase is a success will be affordability and funding. We are confident that we can overcome these challenges through our experience of delivering schemes throughout the downturn by implementing innovative and targeted marketing campaigns, shared equity products, part exchange options and established relationships with many of the key mortgage providers within the market. This enables us to provide the best product at the best price with the best possible finance solution to first time buyers, owner occupiers trading up and local buyers.

The four main types of buyers that we anticipate at Catford Stadium are First Time Buyers, Part Exchange Purchasers, Non Dependent Purchasers and Investors. The extent to which each Purchaser profile will commit to Catford Stadium is largely influenced by the mix of unit typologies that are proposed and the local transport links.

FIRST TIME BUYER

Barratt have previously assisted first time buyers through the HomeBuy Direct Shared Equity Scheme. In addition we offer part exchange and shared equity products such as Dream Start and Head Start which are continuing to prove very popular with our customers.

PART EXCHANGE PURCHASERS

Barratt were the first developer to introduce a part exchange scheme and offers the client a one stop shop, hassle free service in being able to purchase their new home, without all the uncertainty of trying to find a suitable buyer to purchase their own property. Clients who do not meet our part exchange criteria, but still have a property to sell, have the home mover service available to them which ensures they do not have to pay estate agents fees for selling and also Barratt have our own dedicated second hand property web portal, Oakleaf, which prospective purchasers can access in addition to looking for a new home.

NON DEPENDENT PURCHASERS

These are previous purchasers or those not looking to sell their existing homes and have begun to start buying again. These purchasers have seen house prices increase from their low points and feel that the market is now sufficiently poised to allow a longer term growth in prices. We anticipate that many of these buyers have experience of buying from plan previously and are keen to buy off plan again, as they understand the benefits of being able to offer some input and bespoke design ideas of their own into their property.

Investor

There will also be some local investors who are willing to buy into an area they already know, as they see this as less of a risk and additionally believe any issues with the property can easily be sorted out as they are located nearby.

The sales and marketing strategy that would be employed is outlined below:

SALES & MARKETING SUITE

Initially we would market the development at the southern end adjacent to the stations to give maximum exposure and visibility. During Phase 1 we would base the on-site sales team in a temporary cabin from which we would later move

into the community unit during the construction of phase 2. Show apartments will move throughout the scheme as the development progresses.

SALES TEAM

The development will be managed by one sales manager, who will be assisted by two on-site sales advisers increasing to three sales advisers as the development progresses to ensure efficient and effective customer support throughout the purchaser's journey.

LEAD GENERATION

Our marketing campaign will be announced by press release via local media outlining the Catford Stadium regeneration details and development design. We will design bespoke hoarding comprising Catford Stadium scheme CGI's and contact details as well as purchase offers. Announcement boards will be erected at the southern end of the development where most visible from the stations. Through our extensive sales experience we expect that locally issued leaflets and local and national press advertisements will generate interest of approximately 400 enquiries.

WEBSITE

Our website will be updated to enable people to obtain basic information at a very early stage and register details as well as review initial CGI's and information on the regeneration.

SALES AND RENTAL VALUE EVIDENCE BASE

Please see the report in Appendix 3.

RISK MANAGEMENT PLAN

At this stage, we have not carried out a detailed risk workshop or analysis however we have undertaken an initial high level review of the potential risks and prepared a draft Risk Register. We attach this within Appendix 4.

Together with the GLA and other Key stakeholders, we will chair formal risk workshops at the appropriate stage and prepare our Risk Management Plan, detailing the key risks, ownership, mitigation strategies, costs, timescales etc which will be continually managed and updated throughout the duration of the project.

3.B PRIVATE RENTED UNITS

We envisage that for the proposed development at Catford Stadium, that there will also be some local investors who are willing to buy into an area they already know, as they see this as less of a risk and additionally believe any issues with the property can easily be sorted out as they are located nearby. We believe that this purchaser profile will be limited at Catford Stadium, due to the anticipated demand from local owner occupiers, including first time buyers, based on the competitive price entry point for the completed units and initiatives on offer to new prospective purchasers.

There will be undoubtedly a small element of investor interest from individual, local landlords who are familiar with the Catford market and already have a presence in the area. Consequently, we believe that by encouraging a small amount of local investors to the scheme, will ensure housing option and choices for residents, without unbalancing the community structure to be created within the scheme, thereby limiting the risk of a transient population base.

We have considered the potential impact of a PRS approach to an element of the proposed scheme and believe that coupled with the operational costs, potential voids and relatively long term low rental growth for more peripheral locations, that the creation of home ownership opportunities for this scheme will ultimately create a more successful completed scheme and community. Furthermore, we believe that any added benefit for 'de-risking' an element of the scheme through the PRS approach from a sales perspective, would be outweighed by the reduction in price offered for the completed stock units.

3.C FUNDING

Barratt have unparalleled experience in raising finance for housing and regeneration schemes. We have a strong internal finance team containing nationally recognised industry experts and we hold good relationships with all major lenders. Our trading performance is strong; we have successfully refinanced the business and are investing in new land including projects released by various public sector organisations. We are very committed to delivering Catford Stadium and have demonstrated across London and the rest of the UK our capacity to fund deliver large complex projects.

Our banking arrangements are managed on a 'pooled' basis, are unsecured and can be used for general corporate purposes, thereby including the development of land. Our experience has shown that unless projects are of an exceptional size it is more cost effective to fund from existing funding sources rather than from externally sourced debt and this is the approach that we propose for financing the

Catford Stadium project.

It would be our intention to seek to fund the working capital requirements of the scheme as far as possible from the project cash flow through an agreed programme. Based on our experiences of other public sector schemes to date, we envisage the working capital requirements to be well within the resources of Barratt Developments Plc.

The project would be funded from existing banking arrangements for both pre-development and development costs for the project. As we are able to access the funding required with relative ease, the scheme milestones would therefore not pose a problem from a financial standpoint.

The Barratt Group has successfully refinanced its debt facilities in May 2011, resulting in committed facilities of over £1bn with maturity periods stretching out to May 2021. The success of this deal was due to our strong relationships with our banks and other debt providers and our track record of delivering against our promises.

A summary of our arrangements are as follows, which include a mix of revolving and term

LOAN/FACILITY	AMOUNT	MATURITY
Bank Facilities (from April 2012)	£680m	May 2015
	£90m	Oct 2013
Private Placements	£210m	April 2013 - April 2020
Pru M&G UL Companies Fund	£100m	May 2021
TOTAL	£1,080m	

Our facilities are provided on an unsecured basis to Barratt Developments PLC and are used to fund our operating requirements based on our three year plan and budget requirements. We do not have separate facilities on a project by project basis, save for certain Joint Venture projects from to time. This ensures that we are able to be flexible to meet our business capital requirements.

We see the Catford Stadium project as a great opportunity to create a development which is of outstanding quality and a strong commercial success. Our residential and commercial expertise, an efficient cost base and powerful construction and sales operations will allow the GLA to maximise its cash return and see the construction of family housing and a successful community.

Barratt will fund all costs in implementing the planning consent to be agreed with the GLA and thereafter securing all necessary consents; including minor planning amendments, to facilitate development. Barratt will undertake any site wide

up front infrastructure at its own cost based on budgets agreed with the GLA.

The private residential will be sold on completion of each phase. Barratt Developments Plc would also look to retain a long term interest in the site by retaining management and maintenance responsibilities for the private blocks of development and the wider estate management.

Our internal approval process for new projects is largely directed through our Land Development Leadership Group that meets on a regular basis. For larger schemes Group Board approval is required. Our bid for the Catford Stadium project is included as a potential scheme in Barratt London's 3 Year Plan. Resources are allocated and monitored through regular systematic three-year plan reviews to ensure

SECTION 4



FINANCIAL RESPONSE

APPENDIX ONE
PROJECT PROGRAMMES

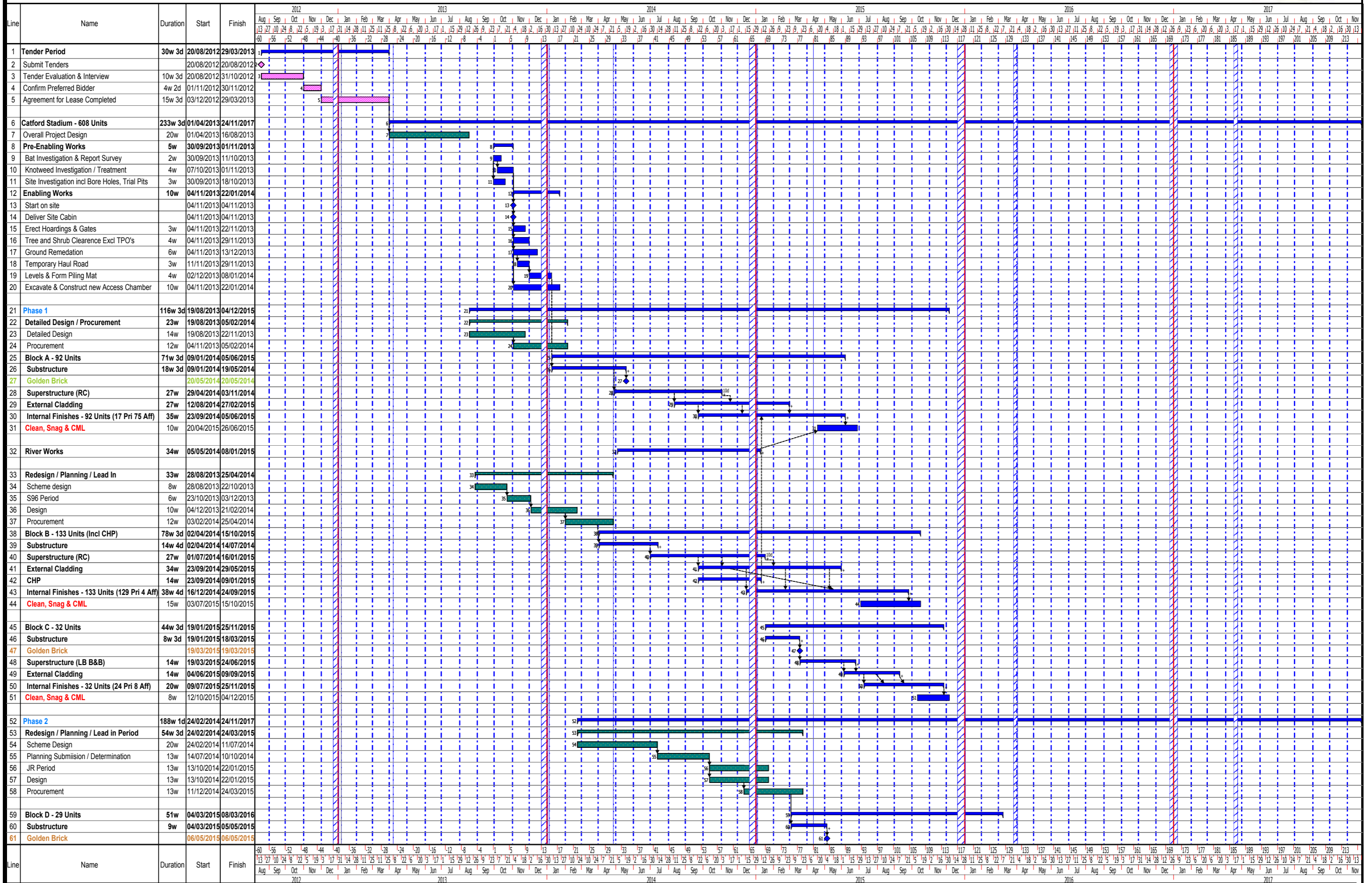
Catford Stadium

Draft Construction Programme - Variant Phasing

Barratt East London



Issue Date 30/07/2012

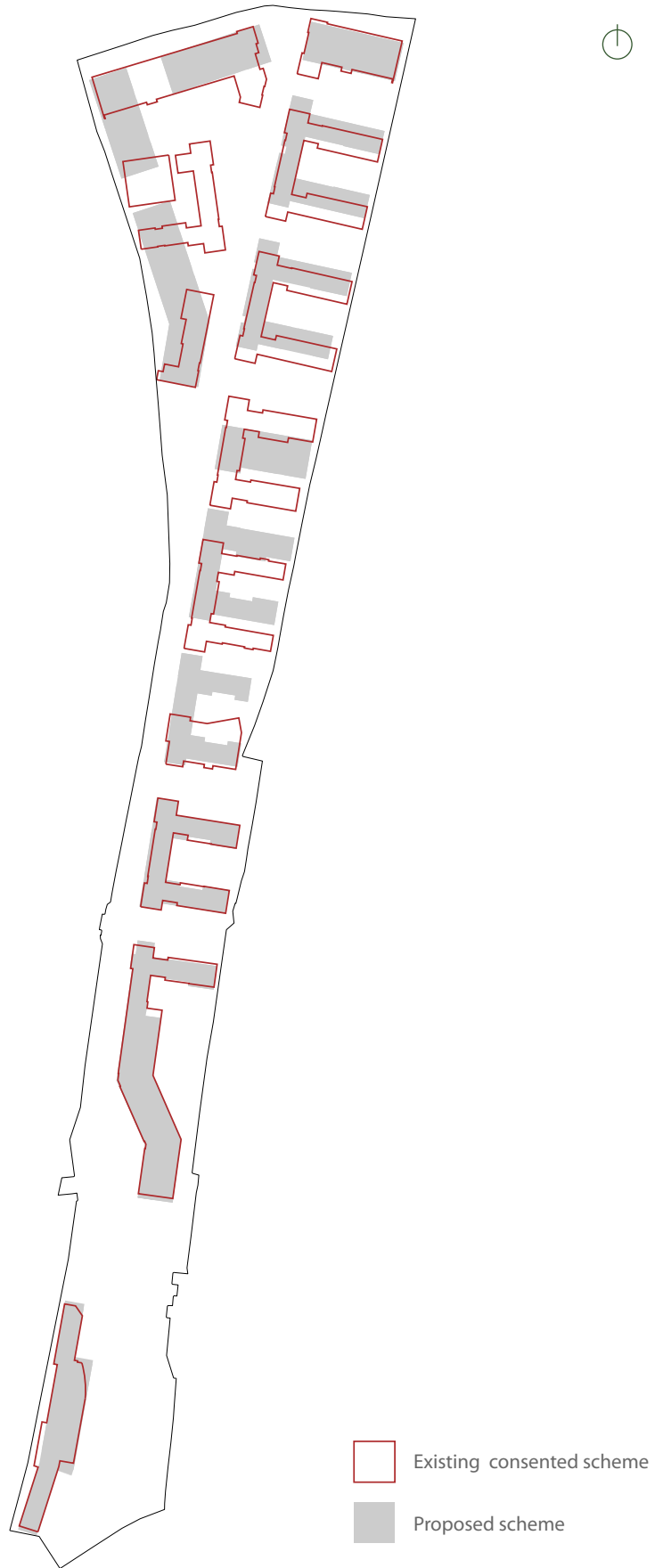


APPENDIX TWO
DESIGN OPTIMISATION
SUPPORTING INFORMATION

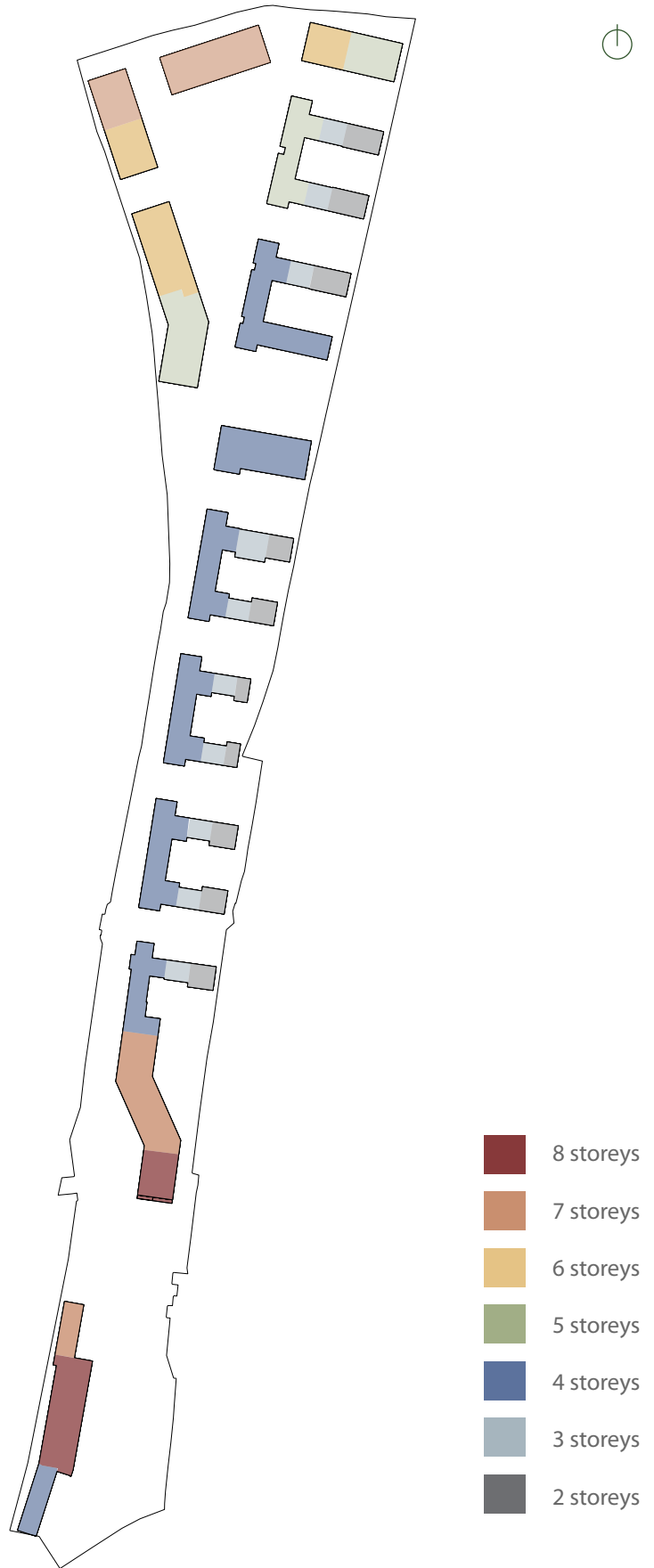
APPENDIX 2



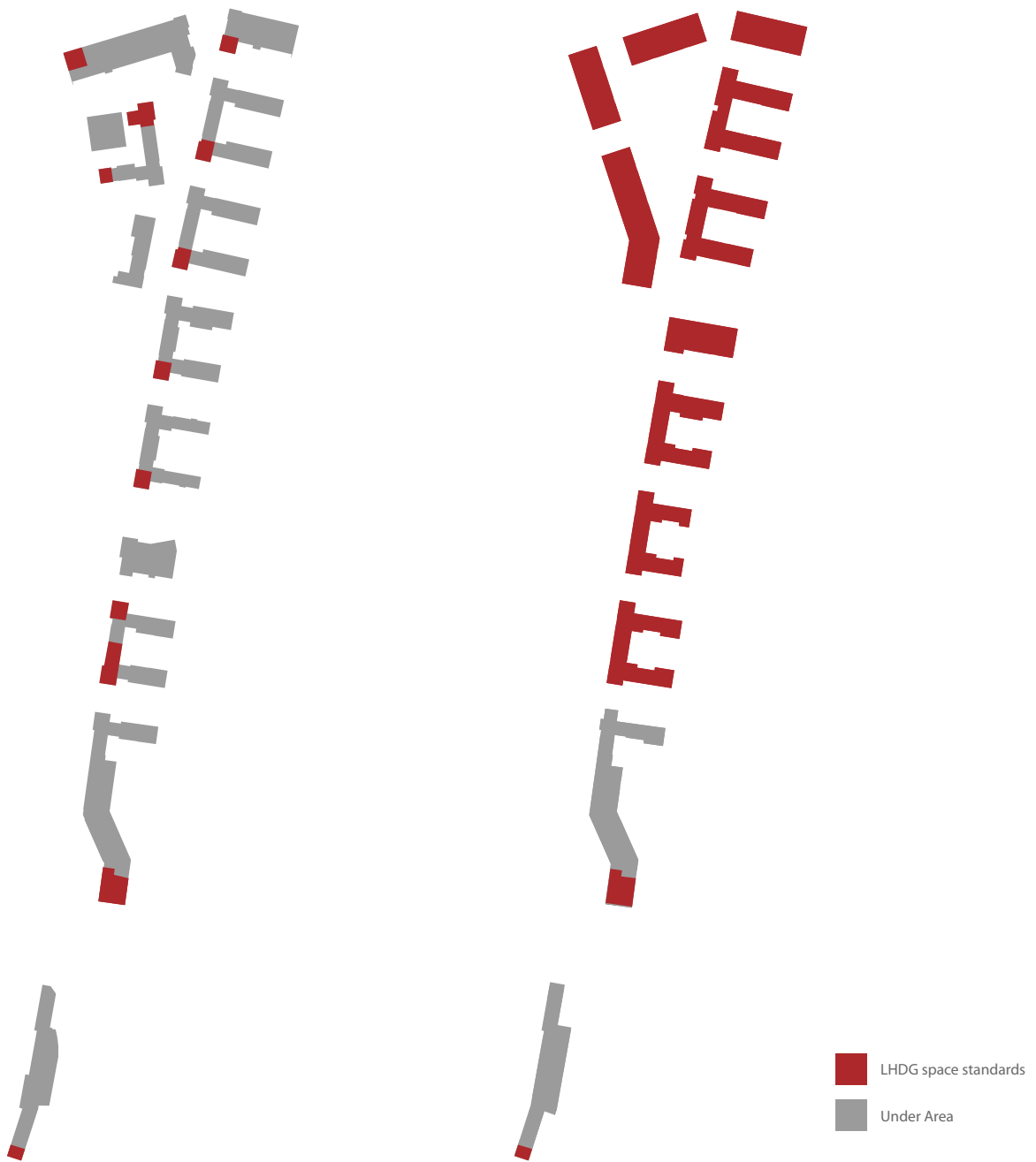
DESIGN OPTIMISATION SUPPORTING INFORMATION



LAYOUT CHANGES TO CONSENTED
SCHEME



BUILDING HEIGHTS PLAN



Existing consented scheme - 11.8% of units meet the LHDG space standards:
 Units are 10m² below LHDG on average [northern edge]
 Units are 2m² below LHDG on average [middle]
 Units are 10m² below LHDG on average [southern 2 blocks]

Proposed scheme - 75% of units meet the LHDG space standards
 Reworked phase 2b: New 'mansion' blocks overlook Ladywell Fields and residents' garden
 Phase 2a: Modest volumetric adjustments to second phase achieve full compliance with standards
 First phase: layouts unchanged for early delivery

LONDON HOUSING DESIGN GUIDE
 STANDARDS COMPARISON

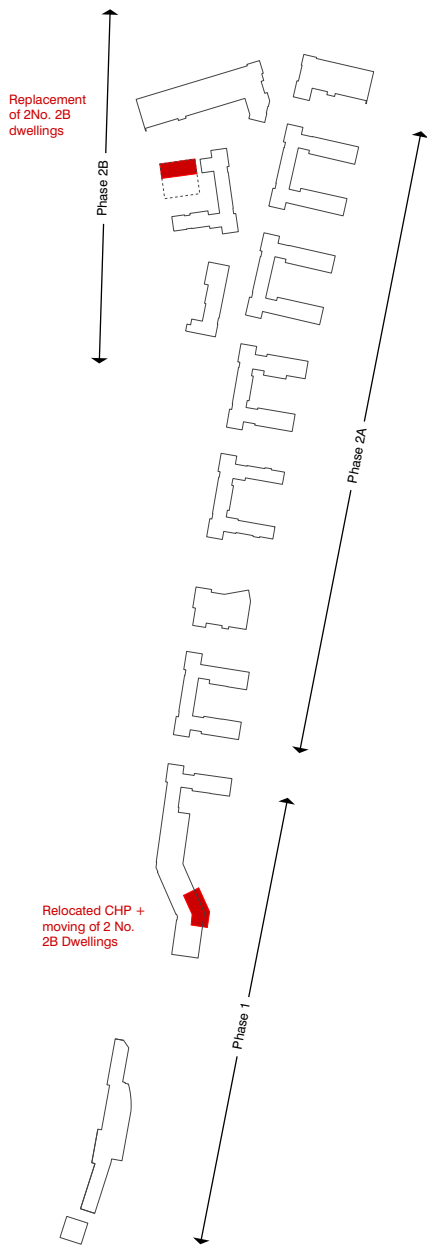


Diagram 1: S96A Non-material Amendments

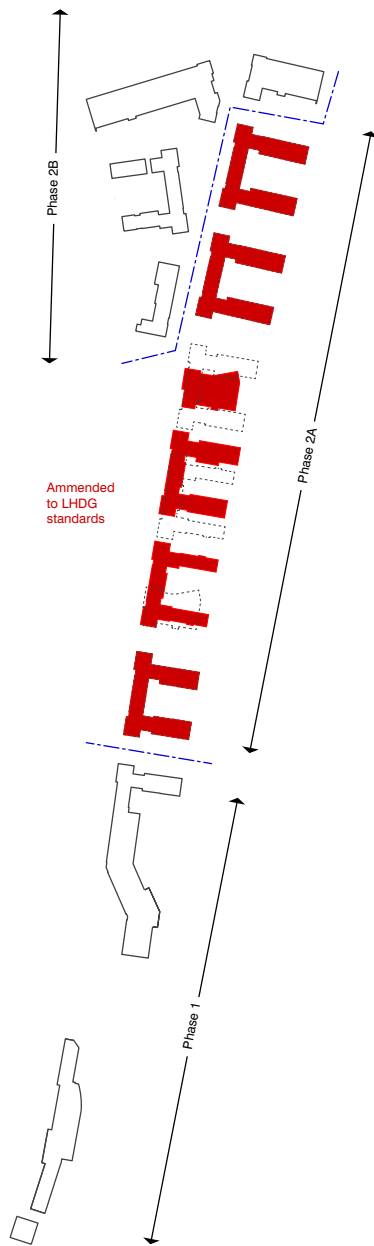


Diagram 2: S73 Minor-material amendments

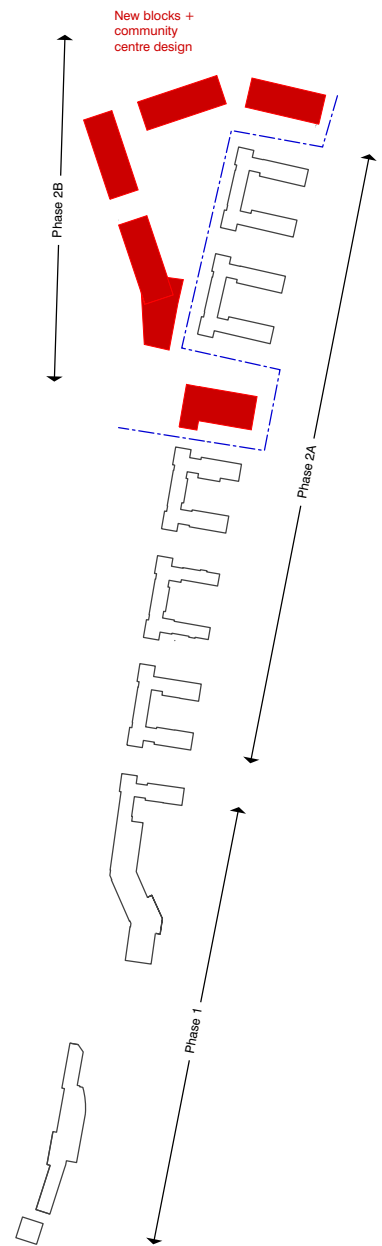
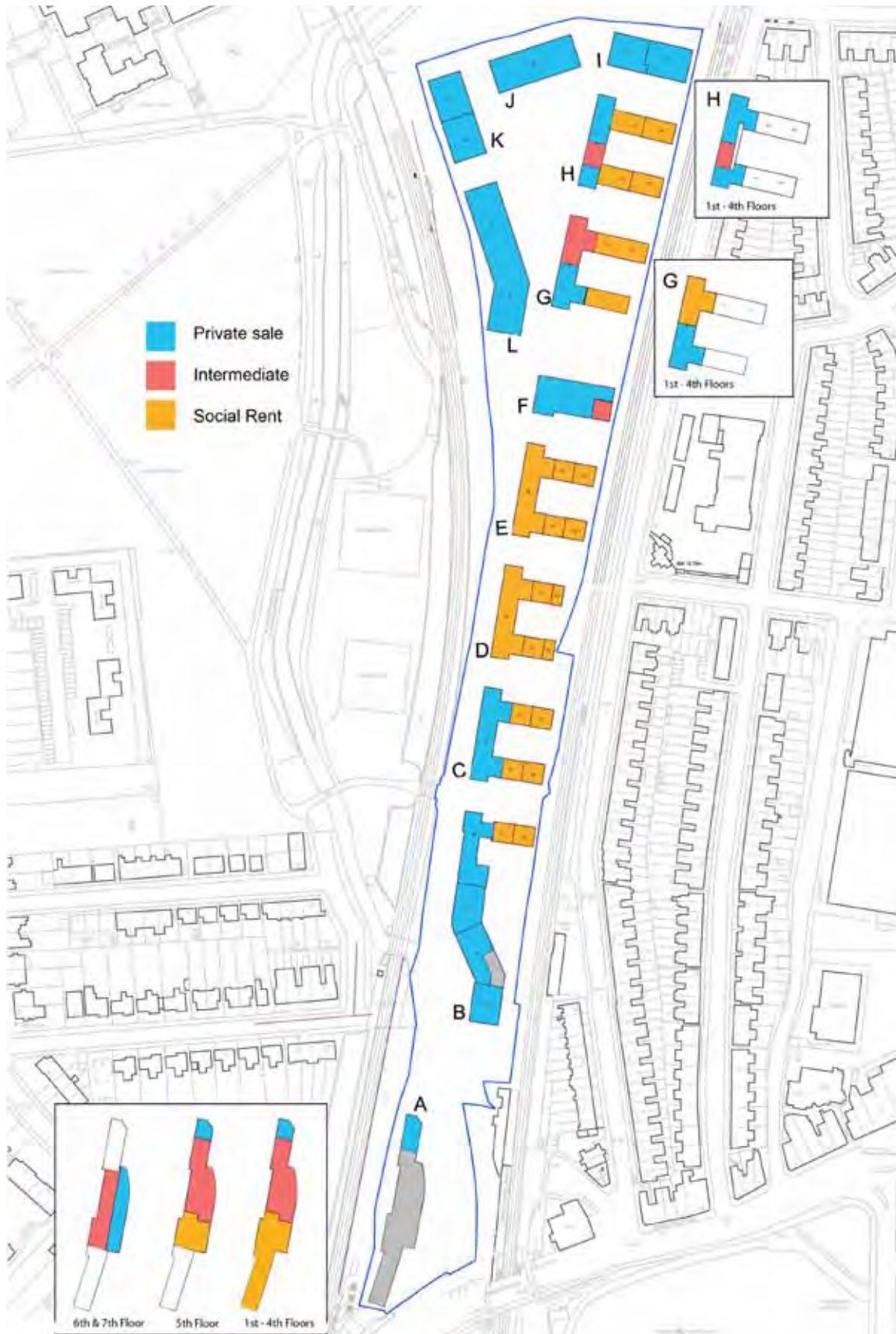


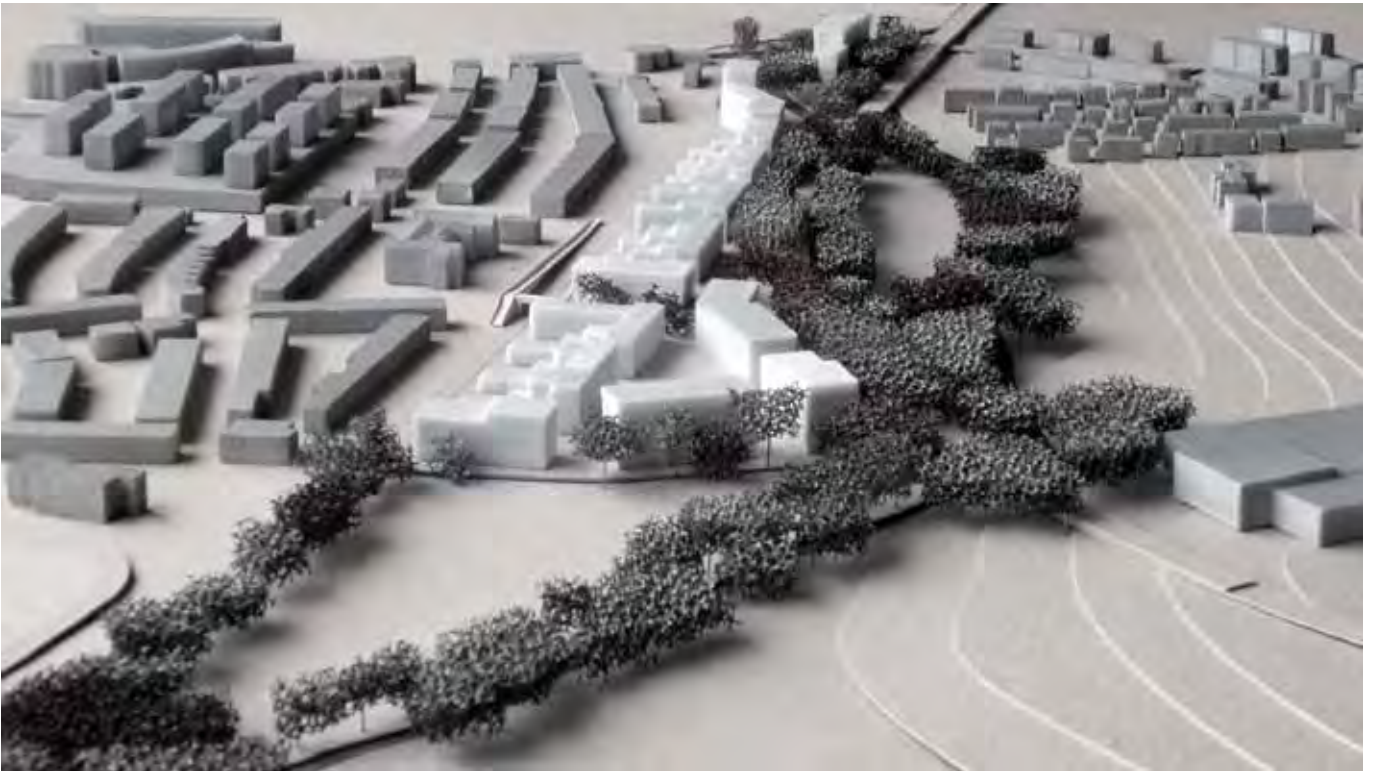
Diagram 3: Stand alone full planning permission

 Subject of application

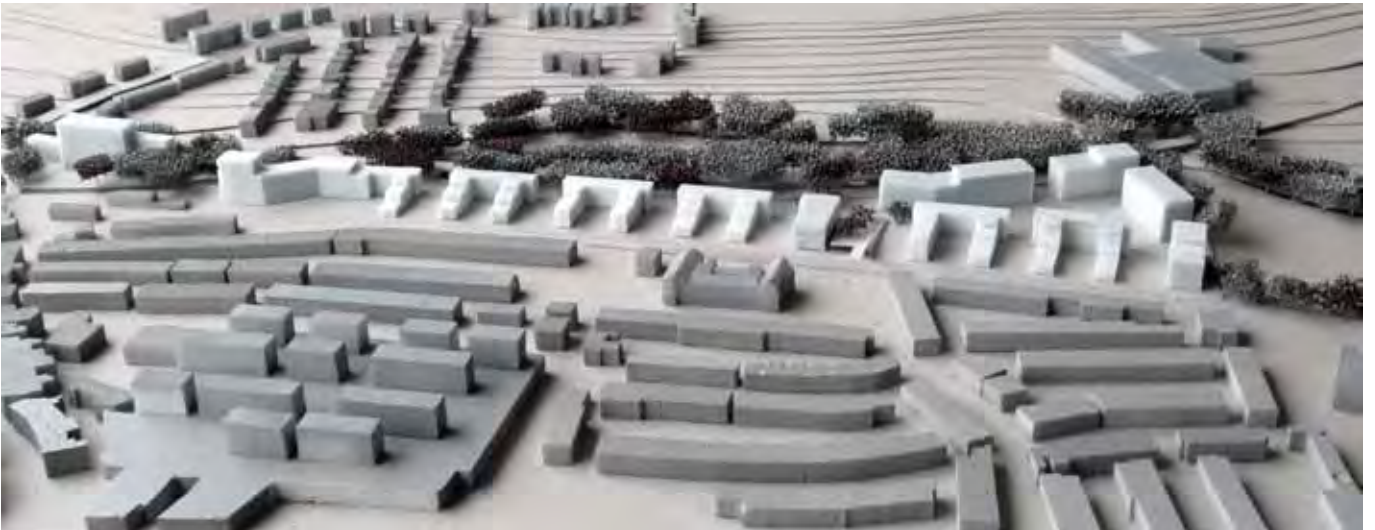
PLANNING AMENDMENTS



TENURE PLAN



looking south



looking west

PROPOSAL: MODEL VIEWS

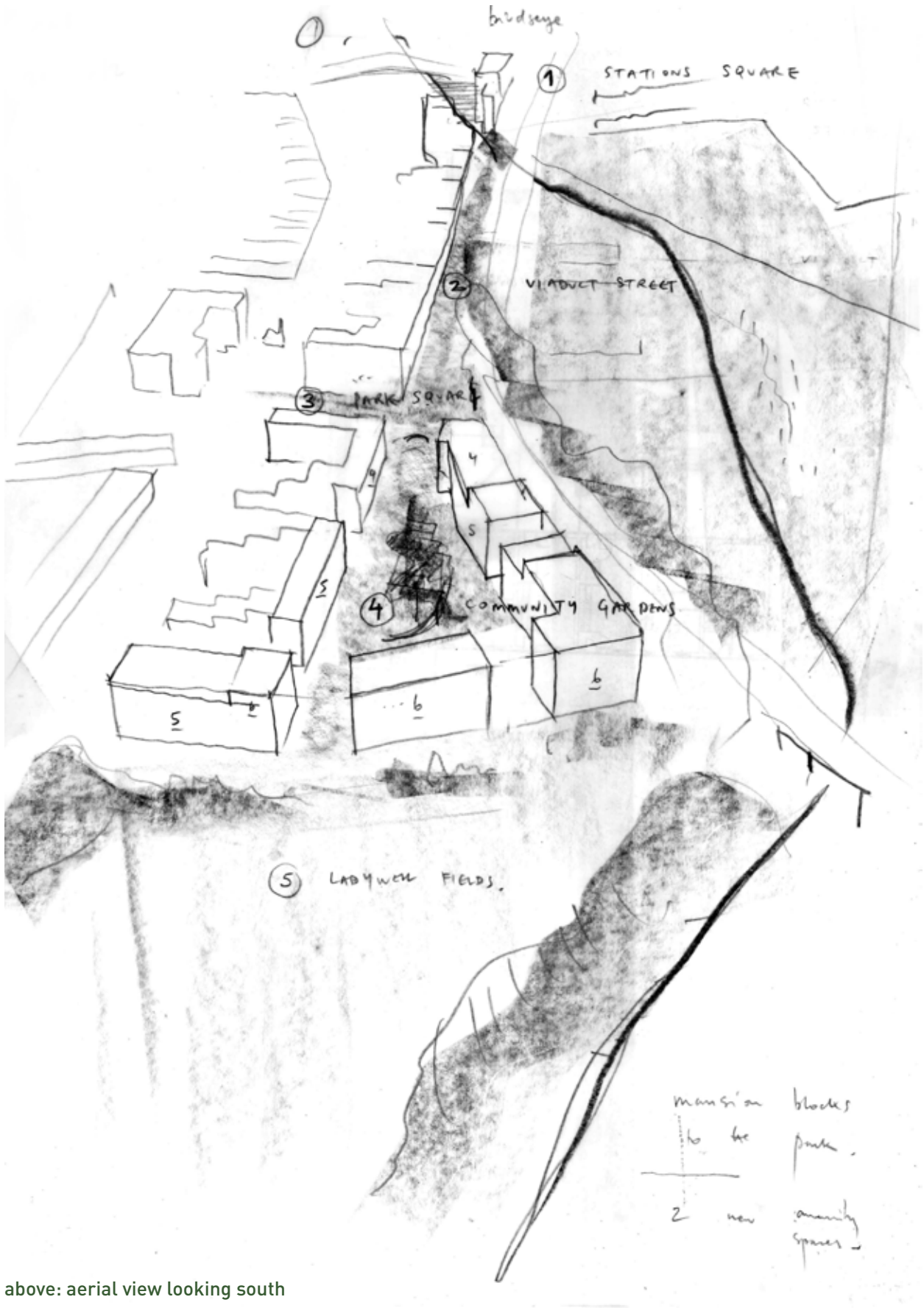


looking north



looking east

PROPOSAL: MODEL VIEWS



above: aerial view looking south



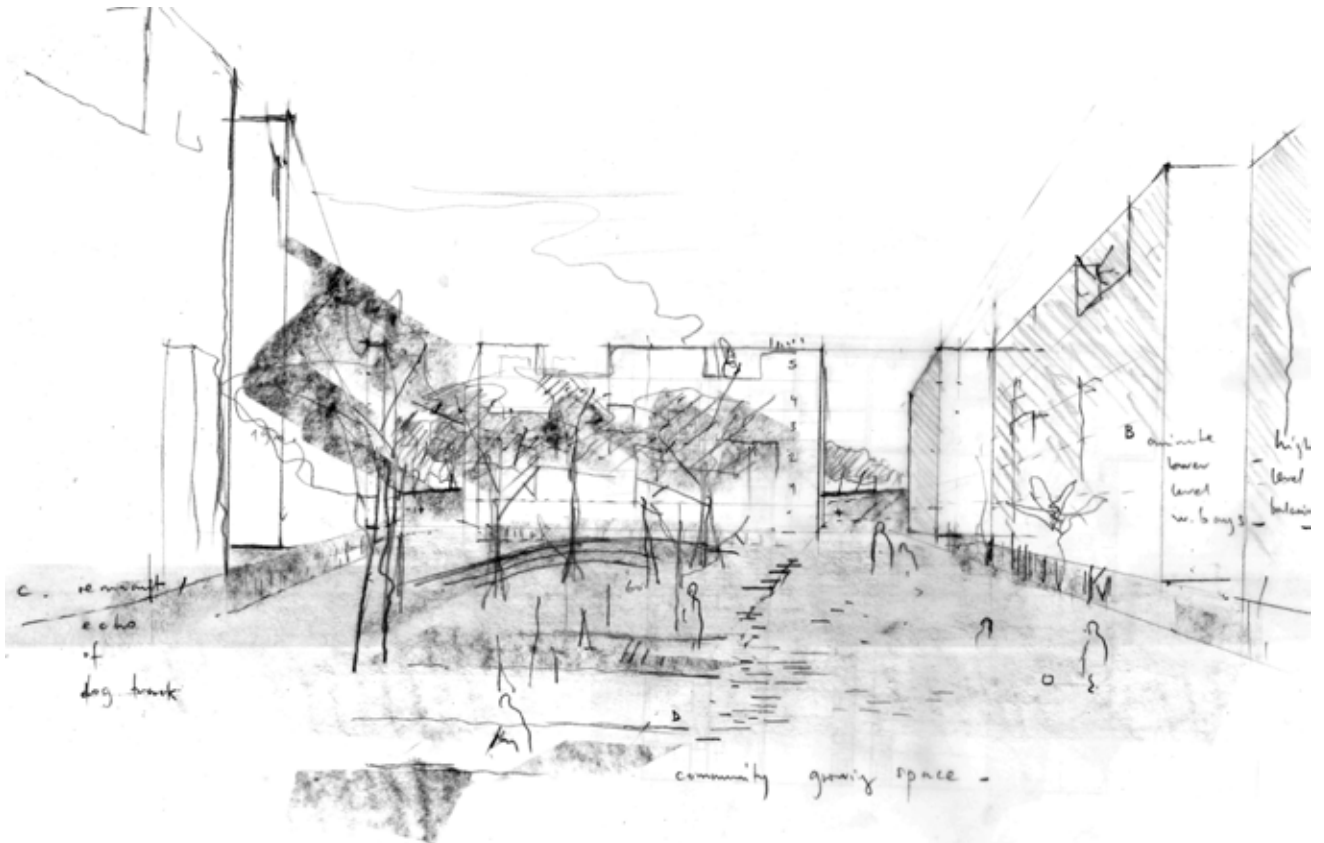
view from Ladywell Fields looking south



view along Avenue looking north

The optimised scheme has been developed working outwards from a clear interpretation of the public spaces within the site and the landscape around it

PROPOSAL: SKETCH VIEWS



view of Residents' Garden looking north

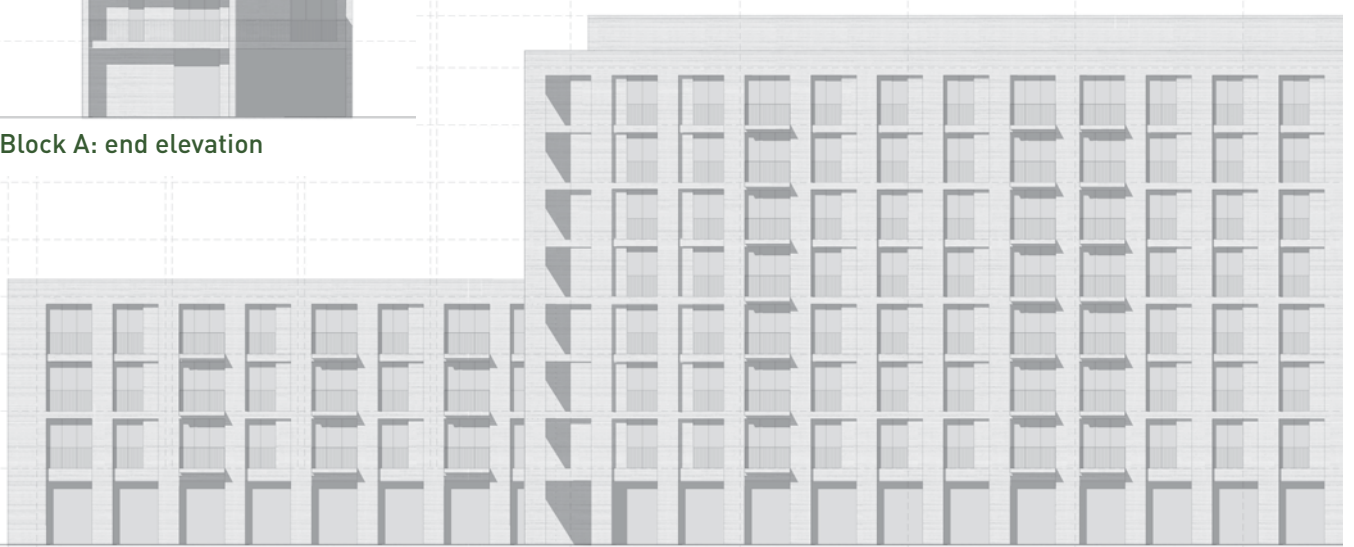


above: view of Station Square looking north

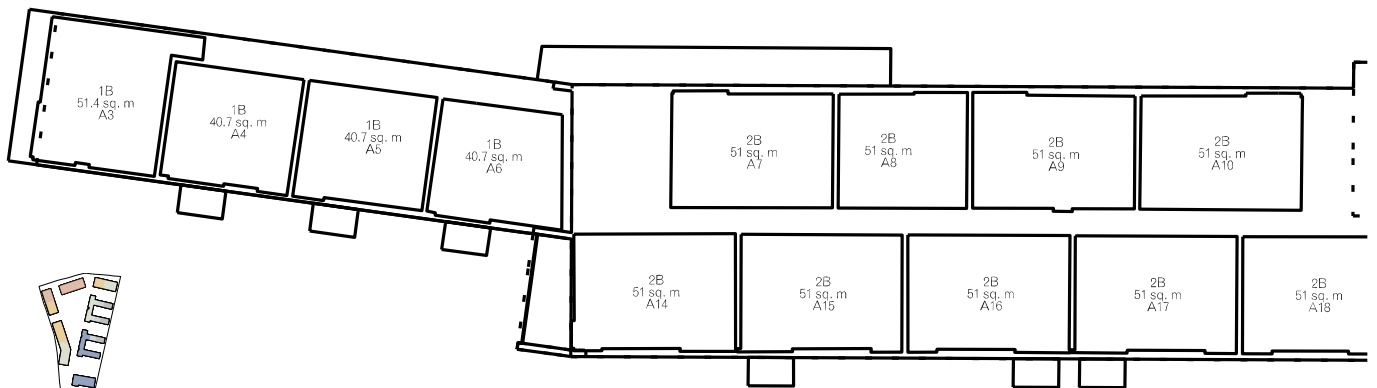
PROPOSAL: SKETCH VIEWS



Block A: end elevation



Block A: front elevation



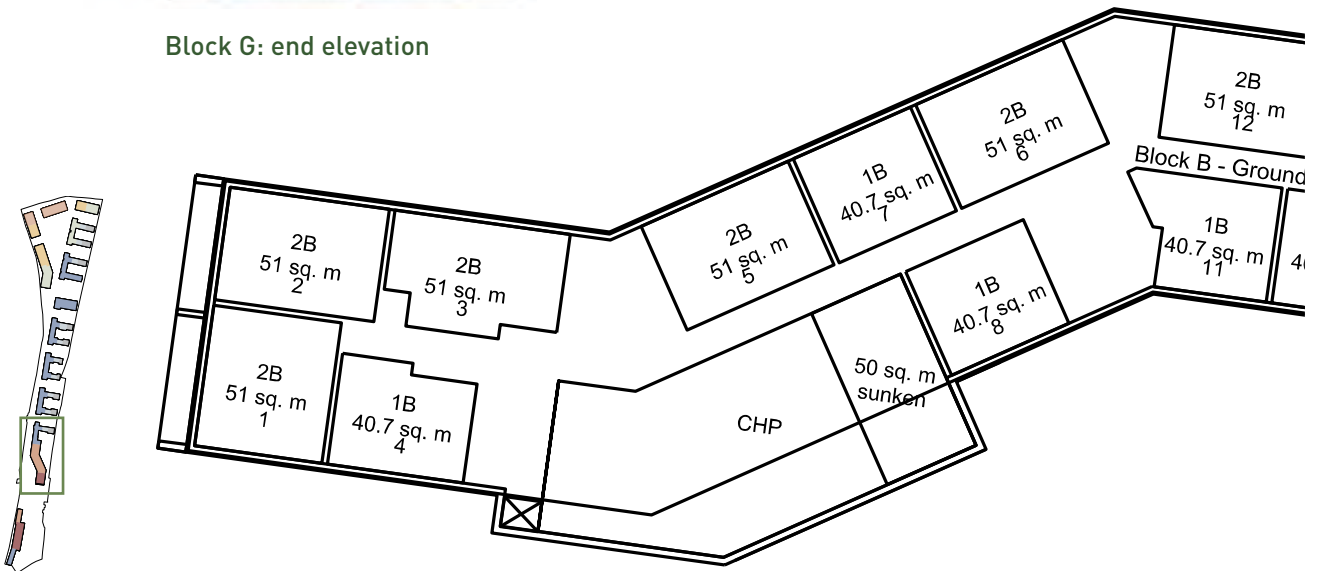
PROPOSAL: ELEVATIONS BLOCK A



Block B: front elevation



Block G: end elevation



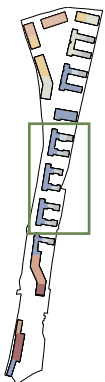
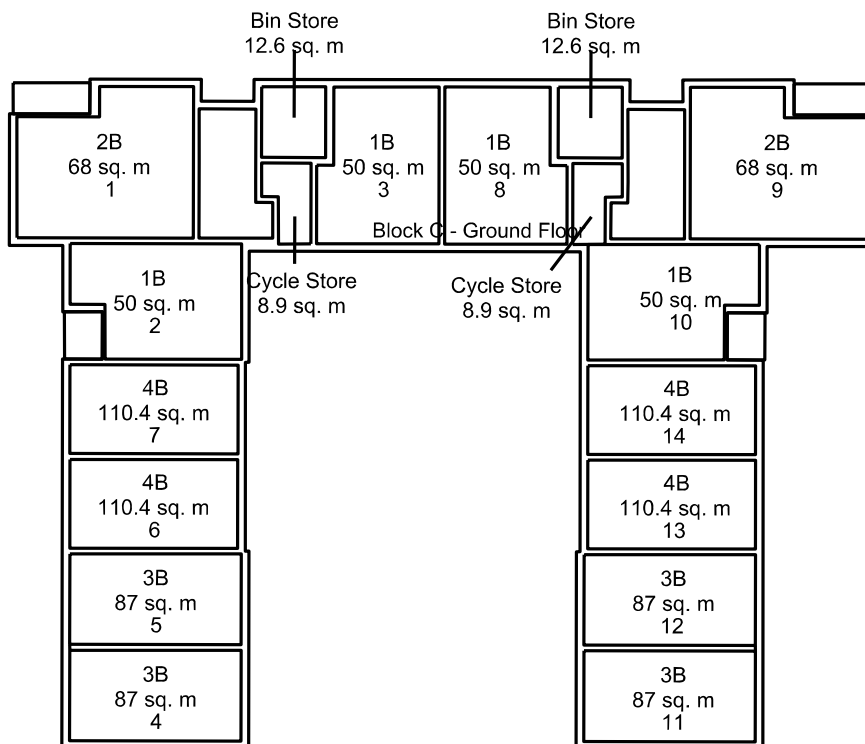
PROPOSAL: ELEVATIONS BLOCK B



Block D, D, E: front elevation



Block C, D, E: side elevation



PROPOSAL: ELEVATIONS BLOCK C,D,E



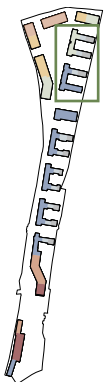
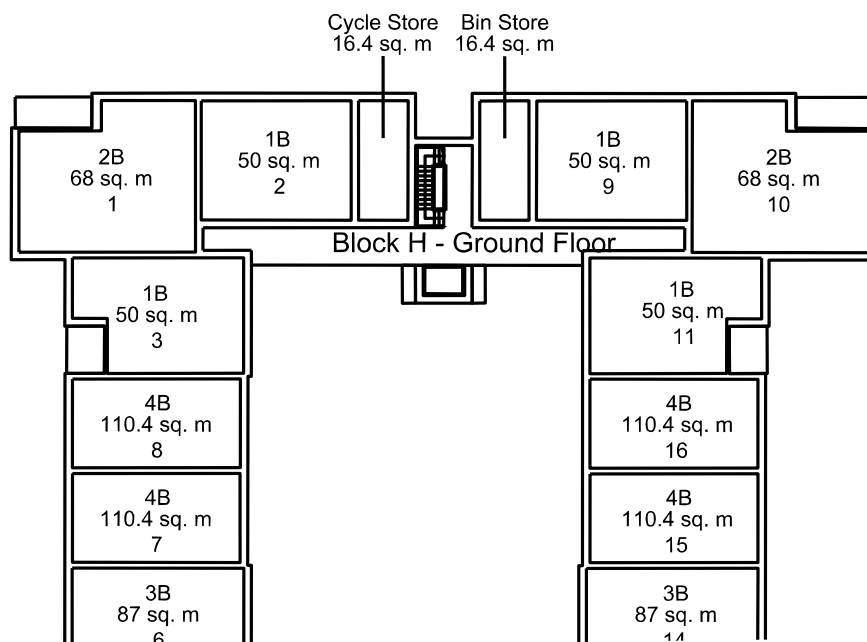
Block G: front elevation



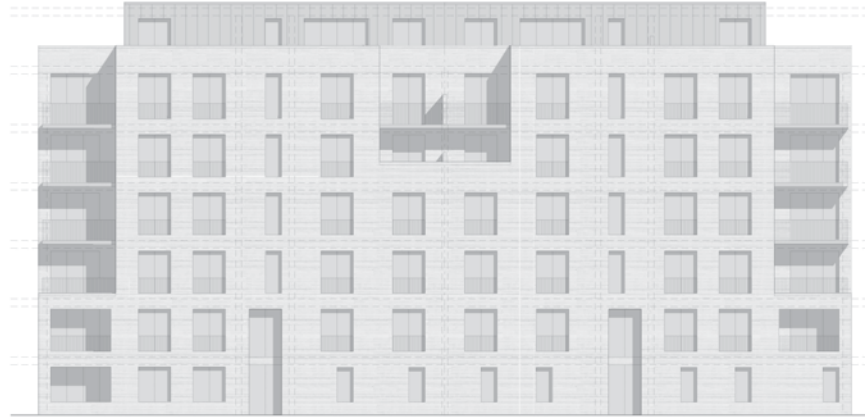
Block G: side elevation



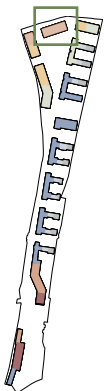
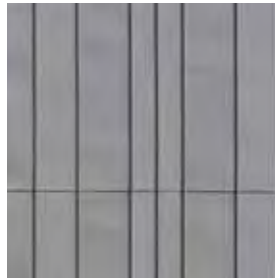
Block H: front elevation



PROPOSAL: ELEVATIONS BLOCK G,H

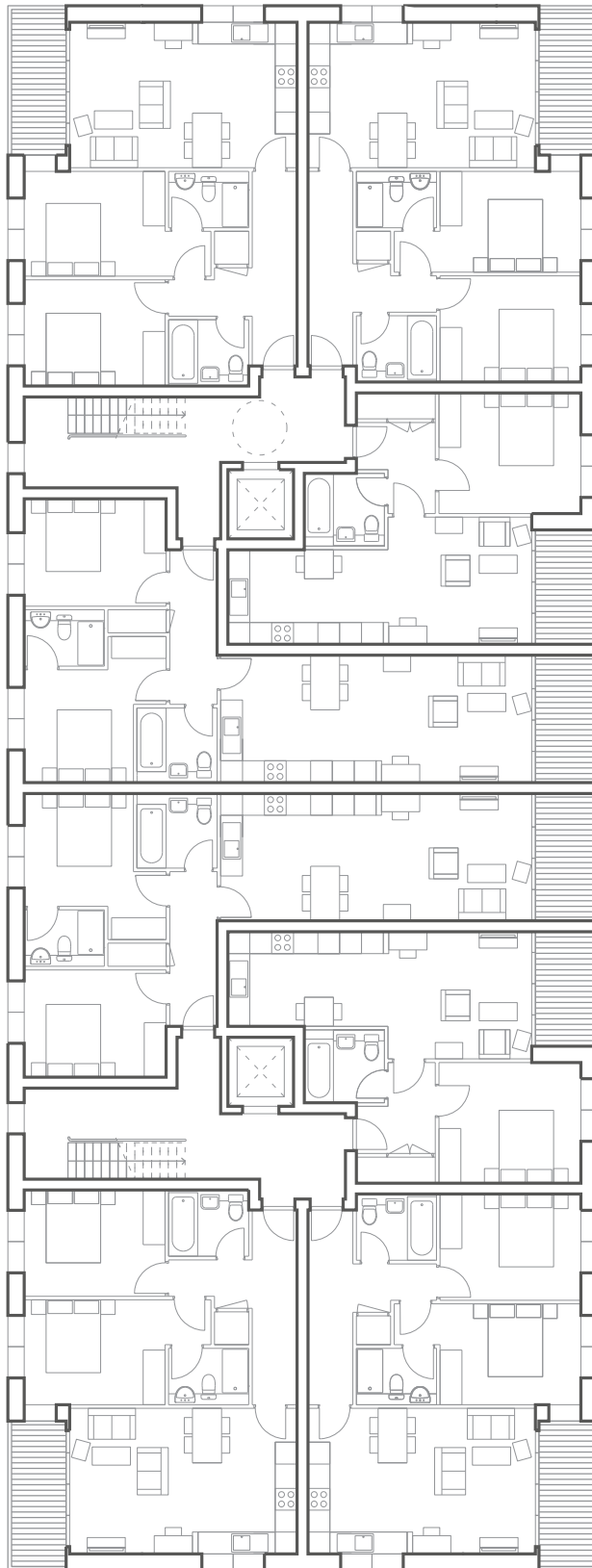


Block J: front elevation



Material palette- we propose replacing a complex palette of competing materials in the consented scheme with a more harmonious earthy mix of complimentary materials

PROPOSAL: ELEVATIONS BLOCK J



J3
 2 bed 4 person
 69.1 sq. m + 6 sq. m balcony

J4
 2 bed 4 person
 68.4 sq. m + 6 sq. m balcony

J5
 1 bed 2 person
 50 sq. m + 5 sq. m balcony

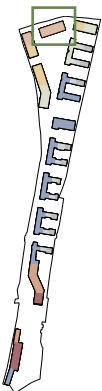
J6
 2 bed 4 person
 69 sq. m + 6 sq. m balcony

J7
 2 bed 4 person
 69 sq. m + 6 sq. m balcony

J8
 1 bed 2 person
 50 sq. m + 5 sq. m balcony

J9
 2 bed 4 person
 68.4 sq. m + 6 sq. m balcony

J10
 2 bed 4 person
 69.1 sq. m + 6 sq. m balcony



PROPOSAL: ELEVATIONS BLOCK J

Block J: typical plan
 Scale 1:200 @A4



PROPOSAL: STATION SQUARE VIEW



PROPOSAL: RESIDENTS' GARDEN VIEW



PROPOSAL: PARK SQUARE VIEW



PROPOSAL: GROUND FLOOR PLAN



PROPOSAL: FIRST FLOOR PLAN



PROPOSAL: SECOND FLOOR PLAN



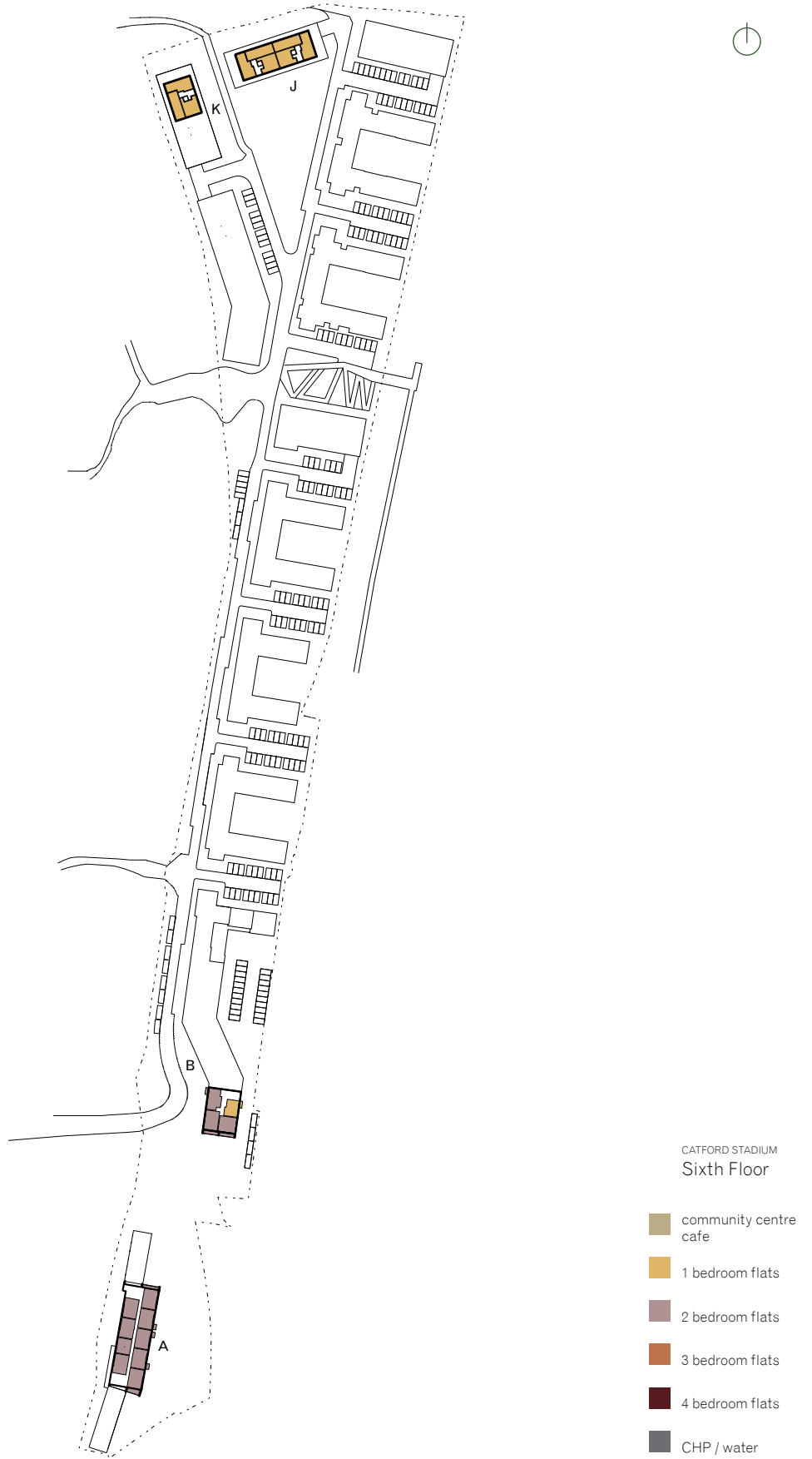
PROPOSAL: THIRD FLOOR PLAN



PROPOSAL: FOURTH FLOOR PLAN



PROPOSAL: FIFTH FLOOR PLAN



PROPOSAL: SIXTH FLOOR PLAN



PROPOSAL: SEVENTH FLOOR PLAN