

Bid Pack Guidance

The Lawns, Upper Norwood

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Enquiries to communityledhousing@croydon.gov.uk
www.croydon.gov.uk/communityledhousing
www.london.gov.uk/smallsites
www.bxbdevelopment.com

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Championing Community-Led Housing



“Thank you for your interest in Croydon’s community-led housing programme. This represents one of a number of initiatives Croydon Council is doing to provide more homes. We are committed to supporting community-led housing as part of the council’s wider drive to provide good, decent homes that are affordable to all, meet housing targets and support sustainable communities. We recognise that people not only need proper homes but also great communities to live in.”

The council has several initiatives to boost housing supply for local people. These include buying more than 250 street properties that offer decent secure homes for families who have previously been in emergency and temporary accommodation; up to 20 specialist homes with wraparound support for the most vulnerable rough sleepers; and creating our development company, Brick by Brick to deliver an ambitious programme of 2,000 high quality new homes across the borough, including shared ownership and affordable rent. All profits are returned to Croydon Council, as sole shareholder, to be reinvested in council services.

With this new initiative for community-led housing the council are offering both land and technical expertise to local individuals and groups for initiatives that generate affordable homes and meet housing need. The scheme will be delivered in partnership with Brick by Brick who will provide expertise and support to the winning bidder.”

Councillor Alison Butler

Deputy Leader, London Borough of Croydon

Cabinet Member for Homes and Gateway Services

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Workshop on Community-led Housing, Croydon

The purpose of this document is to help potential bidders with the application process for community-led housing sites in Croydon.

We realise that this information may at first seem daunting, but we want to help groups as far as possible. If you have any questions throughout the process please email **communityledhousing@croydon.gov.uk**. We will try and answer all questions received by 21st June, and we will send answers to all the questions received to everyone who asks a questions, or lets us know they are interested by emailing the above address.

We would also encourage groups to work with an independent professional enabler, this might be an architect, or other built environment professional, who can support you with this process. Support, advice and grant funding is available from the London Community-Led Housing Hub (see page 8 for further information).

In this document we have set out some background and frequently asked questions so you can familiarise yourself with the bidding process and what is required. A summary of the legal and technical due diligence available can be found on pages 15-16 of this document.

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The Bidding Process

Croydon Council and Brick by Brick welcome proposals from eligible groups and organisations who are passionate and motivated to deliver affordable homes in Croydon. Eligible groups and organisations include community land trusts, housing co-operatives and co-housing groups.

Site Information

The Lawns site will be marketed on the Greater London Authority's Small Sites Small Builders Portal at www.london.gov.uk/smallsites. A bid pack containing legal and technical due diligence is also available for download via an email request to communityledhousing@croydon.gov.uk. This pack contains the following items:

- Bid Pack Guidance
- Bid Scoring Criteria
- Croydon Council Community-Led Housing Cabinet Paper
- Site Particulars
- Background to Contract, Appointment and Lease
- Heads of Terms
- Common Ground Architecture Profile and Fee Proposal
- Land Registry Title Register
- Search of the Land Registry Index Map
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- Southern Gas Networks Search
- UKPN Infrastructure Search
- Highways Map
- Indicative Programme Template and Guidance
- Viability Proforma and Guidance
- Upper Norwood Local Ward Profile

You should review all documentation in order to prepare a good proposal. Croydon Council and Brick by Brick do not expect requests for further information however, where bidders have specific queries, email communityledhousing@croydon.gov.uk. Bidders will have the opportunity to meet with Croydon Council and Brick by Brick on **1 July 2019** at a mid-bid clarification interview.

Site Visits

The Lawns site is visible and publicly accessible. Site visits are undertaken at your own risk and there will be an opportunity for a guided site visit with Croydon Council and Brick by Brick on **13 June 2019**.



View of The Lawns site from the public highway

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Bid Submission

When submitting a proposal, you must complete the GLA proforma which requests key information about you and your financial offer for the site as well as high level information about your intentions, to be submitted as a separate PDF document. This single PDF document should be no longer than 15 A4 pages in length and contain:

- A **summary of relevant past projects** you have delivered. You may include images and a description of how you overcame challenges.
- An **overview of your proposed scheme** including:
 - The anticipated number of residential (and non-residential) units and associated square metres of the development, broken down by tenure.
- Drawings showing the **proposed layout and massing of your scheme**, demonstrating how you are making the most efficient use of the site, integrating the proposals with the locality and overcoming constraints in innovative and creative ways.
- Describe your **approach to obtaining planning permission**, actively addressing likely issues and any intended engagement with the local planning authority, local communities and other stakeholders.
- Set out your **decision-making processes and project management structure**.
- Set out your **project programme** using the template provided, showing credible timescales for key stages of planning, construction and completion. This should be submitted separately to the GLA proforma and single PDF.
- Set out the **key project risks and tangible and practical actions** that can be undertaken to mitigate those risks.
- Set out your **approach to funding** the scheme, including indicative sources of finance. Letters of support and/or proof of available funding will be sought from preferred bidders.
- List the **key cost and value assumptions** you have used to form the basis of your financial offer using the viability proforma provided. This should be submitted separately to the GLA proforma and single PDF.

Proposals should be emailed to **smallsites@london.gov.uk** by the advertised date and time. The submission requirements and selection considerations are set out further in this document and the Bid Scoring Criteria.

Upon successful selection, you will enter into an agreement to lease subject to planning and finance. You will be required to gain planning permission and secure development finance within the contractual terms and agreed timescales. Once you have satisfied the conditions of the agreement to lease you will be granted a 125-year long lease of the site which will enable you to deliver your scheme.

Croydon Council and/or the GLA may be in touch occasionally to get updates for publicity purposes and for monitoring and evaluation purposes.

Key dates

3 June 2019

The Lawns launches on GLA Small Sites Small Builders Portal

13 June 2019, 6pm–7:30pm

Guided site visit of The Lawns site with Croydon Council and Brick by Brick

1 July 2019, 11am–3pm

Mid-bid clarification interviews with Croydon Council and Brick by Brick

29 July 2019, 12noon

Bid submissions deadline

August 2019

Announcement of preferred bidder

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What do we expect from groups?



Community Design Development, RUSS Cohousing, Lewisham



Lancaster Cohousing

How will your community be defined?

It is an important task for members of the community led housing group to establish which community they will seek to serve (defined by place, values, characteristics, activities or something else).

What type of community group will you be?

How will you constitute yourselves?

How will you govern your organisation?

How will you make decisions?

What type of homes will these be?

- How many homes will there be?
- Will the homes be available to buy, or to rent?
- What type of affordable homes will these be? For the definition of 'affordable' please see [section 3.10 of the London Plan](#)

Who will live in the homes?

- Are they for young people, families, older people, or a mix?
- Are they for people who already live or work in Croydon? The Council would like to see these homes reserved for local people.
- Will the people who design them be the same people who live in them?

Who will fund the design and building work?

- Groups should contact the London Community-Led Housing Hub.
- Groups should also identify and begin preliminary talks with possible lenders.

Who will build the homes?

Groups are encouraged to think hard about how the homes will be built. This must be clearly explained when submitting bids

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Frequently Asked Questions

What is community-led housing?

Community-led housing is where communities play a lead role in addressing their own housing needs, following these three principles:

1. Meaningful community engagement and consent occurs throughout the process. The community does not necessarily have to initiate and manage the development process, or build the homes themselves, though many do.
2. The local community group or organisation owns, manages or stewards the homes and in a manner of their choosing.
3. The benefits to the local area and/or specified community must be clearly defined and legally protected in perpetuity.

The community-led housing group will steer the project by outlining their vision and objectives and be responsible for administration and decision making. As a group, you may be:

- Responding to housing need or demand from the wider community
- People looking to live together and build your own homes as a community
- An existing community organisation looking to provide housing

What support is available?

Community Led Housing London (CLH London) supports groups at an early stage with information and advice to bring schemes forward. They also have funding available to commission consultants and professional work to get your project ready for construction. For more information visit the [Community-Led Housing London Hub website](#).

Mentoring and technical advice

CLH London can help your group explore different options and can signpost you to resources and information. Their team of CLH advisors can mentor groups at an early stage and guide you through the process. They can help groups think through their legal structure, ways to develop the homes and long-term management options.

London Community Housing Fund

The Mayor of London announced the London Community Housing Fund in January with £38m revenue and capital funding available to community groups looking to develop new homes.

- Revenue grants are available to community-led groups to help cover the costs of project-specific activities that support the development of proposals such as business planning, development appraisals, feasibility studies or legal advice.
- Capital funding is available to support the direct delivery of new homes by addressing any viability funding gap.

Which organisations or institutions could support my group with this process?

- [Community-Led Housing London Hub](#)
- [National Community Land Trust Network](#)
- [Confederation of Co-operative Housing](#)
- [UK Co-Housing Network](#)
- [Locality](#)

What types of community-led housing organisations are there?

Here are some common examples of the type of organisation that community groups set up:

Housing co-operative

Co-operatives are jointly-owned and democratically controlled organisations defined in law. While various forms exist, fully mutual ownership co-operatives are the most common. All residents are members and only members can be residents, renting from the co-op they democratically control with their neighbours. For more information see [Confederation of Cooperative Housing](#).

Community Land Trust (CLT)

CLTs are legal entities set up and run by local people to develop and/or manage homes, for the long-term needs of a wider local community. They have a membership structure open to anyone who lives or works locally, even if these people don't live in the homes. These organisations hold homes in trust and protect any subsidy to ensure homes remain affordable in perpetuity. Members of the CLT take the formal role of owning, stewarding and managing the homes. See [National CLT Network](#).

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Co-housing

Co-housing communities are intentional communities, run by their residents. Each household has a self-contained, private home as well as some shared facilities such as gardens, cooking and dining spaces, meeting and playing areas, laundry and guest bedrooms, in a mutually supportive environment.

They can include a range of legal forms and tenures. Residents manage their own community in a collaborative way, looking after the maintenance and development of it, running the finances, tending the gardens, organising shared activities. For more information see [UK Cohousing Network](http://UKCohousingNetwork.org).

When would we take ownership of the land?

The land will be transferred to the preferred CLH group via Brick by Brick upon granting of planning permission and proof of forward funding for the construction of the scheme.

What happens if we are unable to raise funds upfront to finance construction?

Croydon Council will retain step-in rights which will allow Brick by Brick to build out any approved scheme prior to expiration of planning permission if insufficient funds are raised by the preferred CLH group. This is to ensure that affordable homes are still delivered for Croydon residents.

Who should we contact if I have any questions related to the bidding process?

Please send all queries to communityledhousing@croydon.gov.uk. There will be an opportunity for a further guided site visit with Brick by Brick and Croydon Council in June and an opportunity to meet with Brick by Brick and Croydon Council to ask questions in early July.

When we will hear the outcome of our bid?

We estimate the scoring process to take approximately three weeks and that the preferred CLH group will be announced in August.

What will the preferred CLH group's role be in the development process?

The preferred CLH group will work in partnership with Brick by Brick to design and deliver the community-led housing scheme up until planning stage. Brick by Brick will provide its development management services to help progress the development process, with the preferred CLH group acting as the client. The preferred CLH group will have the opportunity to continue working with Brick by Brick through the construction stage should they wish, with the preferred CLH group taking ownership and management of the homes upon practical completion.

Will the homes we build be exclusively for our group?

Some groups are primarily interested in providing housing for themselves as a community, whilst others are interested in providing housing for a wider community. This is something that you will decide. Either way you will need to decide how any benefits (particularly affordability) are protected and passed to relevant people in future. How you propose to allocate homes will be assessed during the bidding process, as part of the key asks.

How can the Council and Brick by Brick guarantee new homes remain affordable?

Making sure new homes stay affordable in the long term is the principal objective of the Council and Brick by Brick. Any group that wishes to bid for the land must show how the benefits of affordability through grant funding or discounted land, can be protected for future.

This is most commonly achieved in community-led housing schemes by placing restrictions on resales of homes in terms of who they can be sold to, and at what price.

Can community-led housing groups sell homes on the open market?

Yes they can, however, this must be done in a way that benefits the community, for example by reinvesting any profit in building more homes. Where market value homes are provided without public sector support, there may still be a need to protect the benefits of a shared and mutually supportive living environment.

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How do we bid for the land?

Any group that meets the definition of community-led housing is eligible to apply to build homes. Groups will pull together a proposal document and submit it via the GLA's Small Sites Small Builders Portal. This will include information on our key asks about how many homes will be built on the site, and the type of homes they will be, who the homes are for and how affordable they are.

Who will we be expected to work with to compile a bid?

It is likely that some design and financial input will be required in order to prepare and test your proposals and show how your group will address the 'key asks'. Community Led Housing London can provide technical advice and grants to get professionals on board to help you.

It is recommended that you seek some expertise input into your bid from people who hold skills in architecture, quantity surveying and project management to increase the strength of your bid.

Where will we get the money to build the homes?

Working with Brick by Brick and grants from the GLA can cover design work to get planning permission and money for the consultancy services and professional team to be met by the preferred bidder. The money required for buying the land and for paying for the construction of the homes will generally require borrowing or 'development finance'. The lender is paid back through the income generated from either selling or renting the homes when they are finished. Grant funding from the GLA can help to make the housing more affordable.

The following lenders have historically been interested in funding community-led housing projects, although there is increasing interest from more mainstream lenders:

Community Share Issue and Loanstock offering
(Registered co-ops only)

- Ecology Building Society
- Triodos Bank
- Unity Trust Bank plc
- Co-operative & community finance
- Parity Trust
- Charity Bank

Community Housing Fund Grants and Loans from the GLA

- Affordable Homes Rental Fund

What happens if we are successful in bidding for the land?

You will be given a contract which allows you to enter into a lease of 125 years for the land, once you gain planning permission, and secure the finance to build the homes. If the homes aren't then built within a fixed time period (several years), Croydon Council and Brick by Brick reserve the right to take back the land so it can still be used to provide much needed affordable homes.

Who will actually build the homes?

This is up to your group. Some groups want to hire contractors and professionals themselves and maintain greater control over the process. Others may partner with a housing association or developer to pay for and manage contractors. This approach can often help lower construction costs and reduce your risks in the development process, although it will mean decision-making is shared with the housing association.

Partnering with Brick by Brick

Croydon Council's developer-led partnership approach to community-led housing entails community groups/organisations to work with Brick by Brick, their in-house architecture practice Common Ground Architecture, and consultant team. Brick by Brick is committed to supporting Croydon's community-led housing pilot as part of its Corporate Social Responsibility activities and will support the development process by providing suitable sites, design and development expertise and has completed basic due diligence on sites. By working in partnership with Brick by Brick and Common Ground Architecture, the preferred bidder can expect to receive a number of benefits that would not necessarily be available through other channels; these include:

- **Free architectural services for Stage 1 Design**
Initial feasibility and design work (RIBA Stage 1) undertaken by Common Ground Architecture, paid for by Brick by Brick. Common Ground Architecture's fees for RIBA Stage 2 Design will need to be met by the preferred bidder.

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- **Free access to Brick by Brick's cost consultant**
Cost consultancy advice provided for free up to planning.
- **Access to a full range of consultants and Brick by Brick's economies of scale**
Access to Brick by Brick's experienced consultant team and benefit from cheaper consultancy costs, passed onto the preferred bidder at cost.

Brick by Brick will also provide guided support throughout the development process for the preferred bidder, charged at 1.5% of the assumed total construction cost – less than half of the industry average. This development management service covers:

- **Structured support**
Benefit from Brick by Brick's familiarity and expertise in developing small sites to deliver viable schemes up to planning.
- **Project management**
Assistance with navigating the development process up to planning stage. This includes Brick by Brick's support and assistance in reaching key milestones, keeping progress on track and project management of consultant team input.

Brick by Brick will submit the community-led housing planning application on the preferred bidder's behalf. Brick by Brick will include these affordable housing units in their affordable housing delivery numbers and the preferred bidder will retain ownership and management of the development. The preferred bidder will have the option to continue with our and Common Ground Architecture's support through to construction and practical completion post-planning stage.

Self-finish

Finishing the construction of a building built by professional contractors is known as 'self-finish'. This can be anything from plastering and tiling to fitting kitchens. Often this gives members the chance to learn new skills and can help improve the employability of those involved. Some groups have allowed future residents to build up 'sweat equity' which reduces the selling/rental price of the homes based on how much work a household gives over to the finish process.

Will Brick by Brick work with groups on their bids?

Brick by Brick will not be able to work with groups on their bids. Groups may wish to appoint their own independent advisor(s), e.g. architects, cost consultants, etc., at the bid preparation stage. This will allow groups to think deeply about their own vision and develop their own brief to be developed with Brick by Brick once the preferred bidder is selected. Brick by Brick will then work with the group as their client to ensure the group's vision is delivered. This process also allows the Council and Brick by Brick to maintain a level of separation from the bidding groups so that each bid submitted is judged on its own merit. Brick by Brick will be on the assessment panel.

Funding and advice for groups is available from the London Community-led Housing Hub at the bidding stage, if required.

What role will the architects who work on bids have, after the winner is chosen, if the team then has to work with Brick by Brick and Common Ground?

Once the winning bid is selected, groups could retain their independent advisor to act as their advocate as part of the design process with Brick by Brick. The advisor can help groups with making technical decisions that they might not have the professional knowledge to feel comfortable making, and make sure that the group's vision is being delivered as far as is technically possible within the budget.

Who will manage the homes after completion?

There are a range of options for housing management after homes are built. Many groups manage the homes themselves, setting up management boards and appointing an agent to carry out the maintenance and other management functions; other groups partner with Housing Associations to carry out this role.

What is the anticipated timeframe for development and submission of a planning application?

From experience, Brick by Brick anticipates that the total process up to planning will take approximately 35 weeks. This is the target timeframe for The Lawns planning application – however, it is appreciated that the best-laid plans can become unstuck, and there will be an 8-week flexibility period before Croydon Council will exercise their step-in rights.

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Older Women's Cohousing, Barnet



LILAC, Leeds

Are there other community-led housing projects in London?

Yes, and Croydon Council will be arranging some group visits to some of these homes. We will let you know when these will be.

Recently built homes:

- Coin Street Community Builders, South Bank
- Older Women's Cohousing, Barnet
- Marklake Court, Bermondsey – Leathermarket CBS
- St Clements, Mile End – London Community Land Trust

In planning:

- Church Grove, Lewisham – RUSS Community Land Trust
- Brasted Close, Cable Street, and Christchurch Road – London Community Land Trust

A map of existing and emerging projects is available [here](#).

Helpful Resources

- [Community Led Homes website](#)
- [Community-Led Housing Toolkit](#)
- [London Hub Funding Presentation](#)

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About Brick by Brick



Flora Court



Coombe Road



Station Road

Brick by Brick is not your average property developer. We are small, energetic and believe in doing things differently. Adding value to existing neighbourhoods is what we strive to do by building properly designed, affordable homes on small sites across Croydon for local people. In the three years we have been operating, we have worked with some of the best architects in the industry to successfully secure planning permission for over 1,250 homes across 39 sites in Croydon. 24 of these sites are currently under construction with our first homes ready this summer. Our ambitious programme and work to date has quickly established us as an industry leader in developing small sites – we have won multiple awards including Inside Housing's Best Development Team (2018) and Best Architectural Design (2017) and New London Architecture's Best Housing Initiative (2017).

Innovation drives us to constantly look for new ways to deliver more housing and how this can be achieved by working together with local communities. We are proud to support a developer-led partnership approach to deliver Croydon's first ever community-led housing schemes and are seeking a forward-thinking and equally motivated community organisation to jointly realise this ambition. As part of this pilot and our corporate social responsibility offer, we will provide up to 5 suitable sites, design and development expertise and have completed basic due diligence to assist community groups in the development of proposals.

The preferred bidder will benefit from our and Common Ground Architecture's assisted support throughout the development process up to planning, with the option to continue through to construction and practical completion.

Our guided support will be charged at 1.5% of the assumed total construction cost – less than half of the industry average. This covers the benefits set out on the following page.

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Auckland Rise



Ravensdale and Rushden



Ravensdale and Rushden

Structured support

Benefit from our familiarity and expertise in developing small sites to deliver viable schemes up to planning.

Project management

Assistance with navigating the development process up to planning stage. This includes our support and assistance in reaching key milestones, keeping progress on track and project management of consultant team input.

We are also offering the following benefits:

Free architectural services for RIBA Stage 1 Design

Initial feasibility and design work undertaken by Common Ground Architecture, paid for by Brick by Brick. For more information about Common Ground, please see the *Common Ground Architecture Profile and Fee Proposal*.

Free access to our cost consultant

Cost consultancy advice provided for free up to planning.

Access to our full range of consultants and economies of scale

Access to our experienced consultant team and benefit from cheaper consultancy costs, passed on to the preferred bidder at cost.

You will be expected to work with our consultant team and towards a 35-week programme but, realising that even the best laid plans can come unstuck, we will accommodate some flexibility on these and provide as much or as little support you deem necessary.

We strive to deliver more affordable housing than other developers and will be submitting the community-led housing planning application on your behalf. We will include these affordable housing units in our affordable housing delivery numbers and you will retain ownership and management of the development.

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Legal and Technical Due Diligence Overview

Legal and technical due diligence are available to bidders to assist in the compilation of bids. A summary of their purposes is outlined below. These are to be used in conjunction with your own site visits plus any additional due diligence you may wish to conduct.

Site Aerial and Ordnance Survey Maps

An aerial map contextualises the site (boundary outlined in red) within its local landscape and provides a useful way of establishing surrounding land uses. The map provides a scale and marks the direction of north.

An Ordnance Survey (OS) map provides a similar function to an aerial map, but details the nearby existing buildings and roads, with the site boundary also outlined in red. The map provides a scale at A4 and marks the direction of north.

Site Planning Policy Review

The planning policy review provides an outline of the site's existing land use as well as any planning allocations, relevant planning policies that would apply to the site and key considerations. The review also details the site's planning history and of other sites in the vicinity.

Site Investigation Summary Report

The site investigation report outlines key technical due diligence findings and provides an assessment of related risks and impacts. Please note that this is an outline summary and does not take input from other consultants into consideration.

Topographical Survey

The topographical survey represents the site's natural (e.g. trees) and manmade features (e.g. buildings, street, manholes, etc.) at and above surface level. The topographical survey is provided in both .pdf and .dwg formats to assist in the development of scheme drawings.

Land Registry Title Register

The title register outlines details of the site's ownership, including a description of the land and any rights which benefit it, entries which affect the right of land disposal, leases and any covenants affecting the land. An electronic copy of the title plan was not available from the Land Registry at the time the bid pack was collated. A search of the index map has been included with the bid pack instead. The land forms part of title SGL629566.

Search of the Index Map

The Land Registry holds a computerised Ordnance Survey map which provides an index of registered land, each given its own unique reference number known as the title number. The Land forms part of title SGL629566.

BT and Virgin Media Infrastructure Search

Both the BT and Virgin Media infrastructure searches mark the locations of broadband apparatus in the vicinity of the site. Consider whether any of this infrastructure would need to be relocated to enable your development as well as any potential cost and programme implications.

Thames Water Drainage and Water Search

The Thames Water drainage and water search mark the locations of water mains, sewers and manholes owned by Thames Water. Consider whether any of this infrastructure would need to be relocated to enable your development as well as any potential cost and programme implications.

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Southern Gas Infrastructure Search

The Southern Gas infrastructure search marks the locations of gas mains in the vicinity of the site. Consider whether any of this infrastructure would need to be relocated during the development. A new connection estimate is provided at the end of this document – this cost should be factored into your cost plan and viability appraisal. Consider whether any of this infrastructure would need to be relocated to enable your development as well as any potential cost and programme implications.

UK Power Networks Infrastructure Search

The UKPN infrastructure search outlines the locations of electricity lines and plants such as substations belonging to UK Power Networks. A new connection estimate is provided at the end of this document – this cost should be factored into your cost plan and viability appraisal. Consider whether any of this infrastructure would need to be relocated to enable your development as well as any potential cost and programme implications.

Register of Local Land Charges

The Register of Local Land Charges outlines financial charges, conditional planning permissions, enforcement notices, tree preservation orders and various other notices, orders or agreements relating to a specific site. The Register of Local Land Charges covers a basic LLC1 and CON29R search.

Crystal Palace and Upper Norwood Ward Profile

The local ward profile summarises key demographic and economic data for the Crystal Palace and Upper Norwood ward, of which The Lawns is situated.

Highways Map

The highways map indicates adopted highway on or adjacent to the site. Adopted highways are managed and maintained by Croydon Council.

Heads of Terms

The Heads of Terms outline the Council's terms and conditions for the sale of the land.

Background to Contract, Appointment and Lease

This provides an overview of each of the key legal agreements relating to the sale and development of the land by the preferred bidder. These agreements include:

- Agreement for lease
- Development Management and Architectural Services appointment
- Lease

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