

# Cabinet

## Supplemental Agenda

**Date: Wednesday 24 January 2024**

- KEY 8. Harrow Strategic Development Partnership (HSDP) – Approval of Overarching Business Plan and Phase Business Plans for Poets Corner (Phase 1) and Byron Quarter (Phase 1). (Pages 3 - 192)**

Report of the Corporate Director of Place.

- 18. Harrow Strategic Development Partnership (HSDP) – Approval of Overarching Business Plan and Phase Business Plans for Poets Corner (Phase 1) and Byron Quarter (Phase 1). (Pages 193 - 878)**

Confidential appendices 1b, 2b, 3b, 6 and 7 to the report of the Corporate Director of Place.

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**Report for: Cabinet**

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**Date of Meeting:** 24 January 2024

**Subject:** Harrow Strategic Development Partnership – Business Plans

**Key Decision:** Yes

This is a key decision because:

- i. It will result in the Council incurring expenditure in excess of £1m capital
- ii. It will be significant in terms of its effects on communities in all wards of the Borough

**Responsible Officer:** Dipti Patel – Corporate Director Place

**Portfolio Holder:** Councillor Paul Osborn  
Leader of the Council and Portfolio Holder for Strategy

Councillor Marilyn Ashton  
Deputy Leader and Portfolio Holder for Planning & Regeneration

Councillor David Ashton  
Portfolio Holder for Finance & Human Resources

**Exempt:** Report is public with exempt appendices by virtue of paragraphs 1, 3 and 5 of Part 1 of Schedule 12 A of the Local Government Act 1972 as they contain information relating to any individual; Information relating to the financial or business affairs of any particular person (including the authority holding that information); the financial or business affairs of the Council and other parties and Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

**Decision subject to Call-in:**

Yes

**Wards affected:** All

**Enclosures:**

Appendix 1A – HSDP overarching business plan  
(public version)

Appendix 1A.4 – Equality Diversity Inclusion Policy

Appendix 1A.6 – Health and Safety Policy

Appendix 1B – Overarching Business Plan (exempt)

Appendix 1B.1 – Programme (exempt)

Appendix 1B.2 - Risk and Opportunities Register  
(exempt)

Appendix 1B.3 - Draft Short Term Communication  
Strategy (exempt)

Appendix 1B.4 - Equality Diversity Inclusion Policy  
(exempt)

Appendix 1B.5 - Finance Policy (exempt)

Appendix 1B.6 - Health and Safety Policy (exempt)

Appendix 1B.7 - Advice Note (exempt)

Appendix 1B.8 – Construction KPI Schedule (exempt)

Appendix 1B.9 – Model Print Out (exempt)

Appendix 2A – Poets Corner Phase Business Plan  
Public Version

Appendix 2A.12 Development Manager 12 Month  
Activity Summary

Appendix 2B – Poets Corner Phase Business Plan  
(exempt)

Appendix 2B.1 – Poets Corner Programme (exempt)

Appendix 2B.2 – Poets Corner Planning Risk Register  
(exempt)

Appendix 2B.3 – Poets Corner Constraints Plan  
(exempt)

Appendix 2B.4 – Poets Corner site drawings (exempt)  
(to follow)

Appendix 2B.5a – Poets Corner Commercial leasing  
report (exempt)



Appendix 2B.5b – Poets Corner Supporting Letter (exempt)

Appendix 2B.5c – Poets Corner pricing summary (exempt)

Appendix 2B.5d – Poets Corner Pricing summary (exempt)

Appendix 2B.5e – Poets Corner Pricing summary (exempt)

Appendix 2B.6 – Poets Corner Cost Estimate (exempt)

Appendix 2B.7 – Poets Corner Value for money statement (exempt)

Appendix 2B.8 – Poets Corner Risk and opportunities register (exempt)

Appendix 2B.9 – Poets Corner Estate Management outline strategy (exempt)

Appendix 2B.10 – Poets Corner Stakeholder and engagement plan (exempt)

Appendix 2B.11 – Poets Corner Compliance Report (exempt)

Appendix 2C – Development Management Activities

Appendix 3A – Byron Phase Business Plan public version

Appendix 3A.13 – Byron development manager 12 month activity summary

Appendix 3B – Byron Phase Business Plan (exempt)

Appendix 3B.1 – Byron programme (exempt)

Appendix 3B.2 – Byron planning risk register (exempt)

Appendix 3B.3 – Byron constraints plan (exempt)

Appendix 3B.4 – Byron drawings (exempt) (to follow)

Appendix 3B.5 – Byron previous scheme drawings (exempt) (to follow)

Appendix 3B.6a – Byron valuation and advice (exempt)

Appendix 3B.6b Byron sales report and valuation (exempt)

Appendix 3B.6c – Byron sales report and valuation (exempt)

Appendix 3B.6d – Byron sales report (exempt)

Appendix 3B.6e – Byron sales Valuation (exempt)

Appendix 3B.6f – Byron sales valuation (exempt)

Appendix 3B.7 – Byron cost estimate (exempt)

Appendix 3B.8 – Byron value for money statement (exempt)

Appendix 3B.9 – Byron risk and opportunities register (exempt)

Appendix 3B.10 - Byron draft estate management outline strategy (exempt)

Appendix 3B.11 – Byron community and stakeholder engagement (exempt)

Appendix 3B.12 – Byron compliance report (exempt)

Appendix 3C – Byron development management activities

Appendix 4A – Byron site plan

Appendix 4B – Grange Farm site plan

Appendix 4C – Peel Road site plan

Appendix 4D – Poets Corner site plan

Appendix 5 – Milton Road update

Appendix 6 – Avison Young HSDP business plan commercial report (exempt)

Appendix 7 – Joint venture supervisor value for money report (exempt)

Appendix 8A – EQIA

Appendix 8B – Grange Farm EQIA

Appendix 9 – HSDP timeline of Cabinet decisions 2019 - 2023

## Section 1 – Summary and Recommendations

This report provides an update on the progress of the Harrow Strategic Development Partnership (HSDP) following its establishment in August 2021; and seeks approval for the adoption of a new Overarching Business Plan and phase business plans for Poet's Corner (Phase 1) and Byron Quarter (Phase 1), which will form the refreshed work programme for the sites.

This report also provides an update on and seeks approval of the approach for the next steps of development of the Grange Farm (Phases 2 & 3) sites, whose incorporation into the HSDP the Cabinet approved in November 2022.

### **Recommendations:**

Cabinet is requested to:

1. To note the progress on the core sites against the Initial Business Plan in August 21 and note the forward looking activities set out in the new Overarching Business Plan at appendix 2c and 3c in December 23;
2. To delegate authority to the Corporate Director of Place in consultation with the Deputy Leader and Portfolio holder for Planning and Regeneration to enter any appropriate contract documents and take necessary actions to enable the delivery of the activities set out in the Overarching and Phase Business Plans over the next 12 months as set out in Appendix 2c and 3c to those plans;
3. To approve the Overarching Business Plan of the HSDP;
4. To approve HSDP to spend a maximum of £1.54m on Byron Quarter (Phase 1) Phase Business Plan over the next 12 months (from the date of the Cabinet meeting) (50% being the council's liability);
5. To approve HSDP to spend a maximum of £2.24m on Poets Corner (Phase 1) Phase Business Plan over the next 12 months (from the date of the Cabinet meeting) (50% being the council's liability);
6. To delegate authority to determine the satisfaction of planning gateways 1 and 2, to allow the project to proceed in accordance with Poets Corner (Phase 1) Phase Business Plan to the Corporate Director of Place in consultation with the Deputy Leader and Portfolio Holder for Regeneration and Planning;
7. To delegate authority to the Director of Finance and Assurance in consultation with the Portfolio holder for Finance and Human Resources to approve and enter into any of the financial agreements and instruments required by the Members Agreement to facilitate the new Overarching Business Plans and subsequent above mentioned Phase Business Plans in recommendation 4 and 5 above;
8. To delegate authority to the Corporate Director of Place in consultation with the Leader of the Council to give the Council's agreement to the submission by the HSDP of any planning application and any related

documents or assessments for Poets Corner, Byron Quarter, Grange Farm and Milton Road;

9. To approve the next stage approach to Grange Farm (Ph 2 & 3) as set out in Paragraph 3.2.7 below and delegate authority to the Corporate Director of Place to take any decision and enter into any agreements required to deliver the next stage of the project;
10. To note progress on the Milton Road project;
11. To refer any amendments required to the 2024/25 Treasury Management Strategy to Council;
12. To delegate authority to the Director of Legal and Governance Services in consultation with the Leader of the Council to take any action necessary to ensure that the Council's continued participation in the HSDP is at all times compliant with applicable state subsidy laws;
13. To note that the Council's main offices will remain at Forward Drive for the foreseeable future.

**Reason: (for recommendations)**

To enable the progress of Harrow Strategic Development Partnership and Housing delivery programme to continue.

## **Section 2 – Report**

### 2.1 Background to HSDP:

2.1.1 Following a competitive procurement process under the Public Contracts Regulations 2015, Cabinet approved at its meeting of 15 July 2021 that the Harrow Strategic Development Partnership should be established with the Council's preferred development partner Wates Residential. This was the agreed delivery vehicle for Poets Corner, Peel Road and Byron Quarter Phase 1 (the Core Sites) in the Regeneration Programme. The decision was taken following a three-stage procurement and approval through Cabinet in both 2020 2021.

### 2.2 On 18 November 2021, Cabinet

- a. Approved HSDP to be commissioned to carry out the demolition and redevelopment of the site at Milton Road under a Community Works Agreement; and
- b. Authorised the Chief Executive, following consultation with the Corporate Director of Community, the Leader of the Council and Portfolio Holder for Strategy, Regeneration, Partnerships and Devolution and the Portfolio Holder for Housing, to agree the terms of and formally enter into the Community Works Agreement.

- 2.3 On 10 March 2022, the Cabinet reviewed progress of the work of the HSDP for each site and approved the approaches for dealing with viability challenges and maximise affordable housing.
- 2.4 On 13 October 2022, Cabinet noted the outcome of the review of the Milton Road scheme; approved the amendment of the scheme from that commissioned by the Council to the HSDP in November 2021 and the taking of relevant steps, including applying for appropriate planning permission; and authorised the Corporate Director of Place, following consultation with the Deputy Leader of the Council and the Portfolio Holder for Planning and Regeneration and Portfolio Holder for Housing to appropriate such parts or the whole of the Milton Road and Poets Corner sites for planning purposes and to override third party rights and covenants as may be necessary.
- 2.5 On 17 November 2022, Cabinet noted the outcome of the review of the HSDP sites; authorised and agreed further reports on the phase Business Plans for each scheme; approved Greenhill Way as the preferred location for the Town Hall; agreed the initial Business Plan for Grange Farm (Phase 2); approved the incorporation of the Grange Farm scheme into the HSDP and the development of a planning application for Phases 2 and 3; confirmed the decision to revise the HSDP schemes; authorised officers to commission appropriate professional services and carry out preparatory and enabling works; and considered the production of a report on the economic impact of the proposals for the Greenhill Way site.
- 2.6 On 16 February 2023, Cabinet approved the commencement of construction of the Milton Road scheme through the HSDP; approved the final cost position and risk-sharing approach for the development of the Milton Road scheme through the HSDP; and approved the making of an amended planning application by the HSDP reducing the height of the scheme to a maximum of six stories.

### **Council's Objectives for the HSDP:**

The Council's objectives:

- To deliver wider regeneration across the Borough via new and improved mixed tenure housing, civic and community facilities, new employment space and the enhanced use of property assets within the Borough.
- To accelerate the pace of housing delivery across the portfolio of sites.
- To secure wider economic and social benefits for local residents, including skills and training, health improvement and new employment opportunities.
- Use existing and new property assets to optimise value for the Council.
- To contribute to the delivery of well-designed, high-quality places that make a difference for communities, businesses, residents, and families both now and in the long term.

The Council's key priorities for the Core Sites was to:

- I. Re provide the Civic Centre
- II. Provide the Civic Centre at no cost to the Councils General Fund over the period of the partnership
- III. Maximise Affordable Housing across the 3 sites

### **Council Administration Ambition**

- 2.7 The Administration's ambition for the HSDP was presented at Cabinet in November 2022. In summary the Cabinet agreed an initial business plan for Grange Farm and its incorporation into the HSDP, agreed that the Civic Centre would be removed from Peel Road with a preferred site identified at Greenhill Way. Given the height, density, tenure, and typology of previous schemes, officers were also asked to reviewed improving the height and density ratio across the schemes, making them more sensitive to their surroundings and environments. To improve the quality of the offer and look to provide more family sized accommodation where possible.
- 2.8 Given the additional costs of inflation and increased costs for labour and materials. Officers were asked to prioritise the most viable schemes that would benefit the residents and businesses of Harrow most. The Civic Centre site was paused to focus all resources on Poets and Byron Quarter sites.
- 2.9 On Byron Quarter the focus was to respond to previous public consultation feedback and reduce down the height/massing across the phase 1 scheme without fettering later phases.
- 2.10 On Poets Corner officers have been focussed on bringing down unnecessary height without impacting the number of new homes delivered on the site. The new proposals create height in the right places without impacting on the look and feel of the new development. A new public entrance square has been created and costs have been reduced by redesigning to avoid utility and road diversions. A key risk to the early phase of Poets is the extensive amount of infrastructure works that are required, this has been further reduced by introducing a low risk Build to Rent product for Phase 1 which create the initial Regeneration impact and allowing the later phases to be brought forward.
- 2.11 A review was carried out on the Milton Road development site and following this the height was reduced down by one storey to make it more in keeping with the Harrow Centre Mosque and create a gateway development for the main Poets Corner site.
- 2.12 Planned outcome was to improve governance across the HSDP and focus on bringing forward viable business plans for Poets and Byron Quarter.

### **2.2 Background to Regeneration Ambition**

### **2.2.1 The Council's ambitions for regeneration and the chosen approach**

2.2.2 The Council has set an ambitious Regeneration programme, this is to respond to the London Plan and to provide to the extensive housing need across the borough.

2.2.3 The Council's current draft Regeneration Strategy covers the period from 2015 to 2026 and it outlines three core themes:

2.2.4 **Place** - Providing the homes, schools and infrastructure needed to meet the demands of our growing population and business base, with high quality town and district centres that attract business investment and foster community engagement.

2.2.5 **Communities** - Creating new jobs, breaking down barriers to employment, tackling overcrowding and fuel poverty in our homes and working alongside other services to address health and welfare issues.

2.2.6 **Business** - Reinforcing our commercial centres, promoting Harrow as an investment location, addressing skills shortages, and supporting new business start-ups and developing local supply chains through procurement.

2.2.7 The Councils' aim is to continue to promote sustainable communities by encouraging the right type of Development and Growth throughout Harrow. This is key to the success of the Regeneration Programme, building in sufficient infrastructure across the borough that will invigorate our local economy, attract new businesses and employers to the borough improving employment, education, and work opportunities for our residents. This is intended to provide a sense of place, well-being and welcome community for all. Harrow communities are culturally diverse, and the regeneration programme will build on this success by encouraging new families and people who want to come to live, work and relax in Harrow.

2.2.8 At the heart of this was a determination to build good quality homes for Harrow's people, partly through the use of the Council's own assets. At the same time, the Council set out its' need to develop a new Civic Centre to replace the aging and no longer fit for purpose building located on the site known as Poets Corner.

2.2.9 The Council reviewed which of its sites should initially be placed into the partnership and concluded that the three sites should be those at Poets Corner, Peel Road and Phase 1 of Byron Quarter.

Poets Corner is situated to the south of Harrow and Wealdstone Station, bounded by Marlborough Hill, Railway Approach and Milton Road. The site currently comprises the existing Civic Centre complex and is approximately 11.4 acres.

Peel Road is situated to the north of Harrow and Wealdstone station and is bounded by Canning Road, George Gange Way and Gladstone Way. It extends to approximately 1.4 acres and currently comprises Peel House Car

Park and the existing Ashram Temple, which is being relocated to an adjacent site.

Phase 1 of Byron Quarter is a 3.7acre site in the southeastern corner of the Byron Quarter Masterplan area, bounded by Stuart Road, The Byron Recreation Ground, the Belmont Trail and Christchurch Avenue.

Plans of all the sites are appended at Appendix 4.

### **2.3 Additional Sites**

- 2.3.1 Once the partnership with Wates Construction Limited was incorporated in August 2021 as an LLP, the Council had the opportunity to add further sites into the partnership for development and on the 18 November 2021 the Cabinet authorised the HSDP to be commissioned to carry out the demolition and redevelopment of the site at Milton Road.
- 2.3.2 The Council added the Milton Road development site on 25 March 2022. This is 100% affordable scheme, and the project is on site and will complete in December 2024. The scheme is being delivered through a community works agreement, with the Council entering a building contract with Wates Construction to build the new homes, which will be owned and managed within the Council's Housing Revenue Account.
- 2.3.3 In November 2022, an update report on the HSDP was taken to Cabinet. The Cabinet approved the initial business plan for Grange Farm (Phase 2); approved the development of a planning application for phases 2 and 3; and gave authority to incorporate the Grange Farm Scheme into the HSDP. Due to viability constraints the documents required to incorporate the Grange Farm Scheme into the HSDP have not been completed.
- 2.3.4 Since November 2022, work has been ongoing to address the identified viability challenges for the core HSDP sites. This is due to inflation costs that increased significantly across the UK, putting pressure on all housing delivery programmes. The HSDP's Development Management team have also been working to address significant regulatory changes in legislation through the inclusion of second staircases and to refocus the priorities for the sites towards more family homes where possible.

### **2.4 HSDP Governance**

- 2.4.1 The HSDP is a joint venture between the Council and Wates Construction Limited to deliver regeneration across the Borough on Council owned sites via mixed tenure housing, civic and community facilities and new employment space.
- 2.4.2 The HSDP is managed through a series of governance documents which set out how the HSDP is managed, roles and responsibilities as well as reporting requirements. A key requirement of the HSDP is to provide annual business plans for the HSDP (the overarching Business



Plan) as well as Phased Business Plans (for the individual sites). This annual process is intended to update each member organisation of the HSDP on the progress, performance, and viability of the sites, identify activities for the next 12 months and agree budgets for the work. Due to the uncertainties across the development sector over the last 18 months with inflation and regulatory changes, an annual business plan was not provided in 2022. The Overarching Business Plan is the first update since the Initial Business Plan was adopted in August 2021. The Phased Business Plans are the first that have been received since the inception of the HSDP.

## **2.5 Business Plans**

2.5.1 The Business Plans attached to this document set out the present position on:

- Proposals for the redevelopment focussing on two of the core sites
- The pausing of Peel Road due to viability challenges and rephasing of the programme to prioritise Poets Corner along with Byron Quarter
- The opportunity for the development of 1,265 units
- Split of affordable housing
- Approaches to ways of working including a partnership charter, board arrangements and HSDP resourcing
- Social value approach and targets
- Financial models demonstrating viability, funding strategy and projected returns
- Planning strategy and design principles
- Programme
- Community Engagement
- Approach to equalities and Inclusion

2.5.2 As some of this information is commercially confidential, part of the Business Plans are in the exempt portion of the report.

## **2.6 Overarching Business Plan overview**

2.6.1 The current HSDP Portfolio comprises four sites: Byron Quarter (Phase 1); Peel Road; Poets Corner, and Milton Road (opposite Poets Corner). Appendix 4 provides an outline of the various site locations.

2.6.2 Development is challenging to the most experienced of developers, over the past 3 years the UK inflation rates have increased significantly creating a difficult financial environment for many developers. During this time the HSDP has reviewed its portfolio of sites, rephasing them to create a more secure delivery mechanism for the programme this has been achieved by the following activities.

2.6.3 Concurrently to this and following the pandemic and administration change the Council carried out a review of its accommodation requirements this outlined that the Council no have an urgent need for a Civic Centre. The Peel Road project was delayed due to viability issues and therefore, the Council staff will remain at Forward Drive for

the foreseeable future. The Council emergency front door has now been relocated to its new offices at Gayton Rd. The above changes have allowed the HSDP to focus its resources onto Poets Corner (Ph1) and Byron Quarter (Ph1).

- 2.6.4 Poets Corner (Ph1) subject to obtaining the necessary planning permission is proposed to create new homes, community open spaces with public square, park and new homes in the heart of Harrow. It is proposed to provide a retail offer and create excellent navigation from Station Road to Harrow and Wealdstone station.
- 2.6.5 The Byron Quarter (ph1) responds to resident's comments on earlier phases and is proposed to provide new affordable family size accommodation which responds well to the existing environment in Byron Park.
- 2.6.6 Milton Rd has been incorporated into the HSDP o kickstart the regeneration of Poets Corner and provide much needed affordable homes in Harrow.

## 2.7 Byron Phased Business Plan Overview

2.7.1 The proposed new low-rise housing development will consist of 149 new homes with access via the Leisure Centre carpark and landscaping. It is proposed to feature 27% Affordable Homes (by habitable rooms – subject to viability), 78 apartments and 71 houses which equates to 30% by unit.

The main changes from the previous scheme proposal includes:

- Review of height and density reducing the density across the scheme from the previous 11 storey scheme
- Introduction of more family houses
- Increased proportion of family housing in particular for the Affordable
- Creation of better-quality housing, through good design and placemaking.

2.7.2 The scheme needed to respond to the other challenges set out below:

- Addressing regulatory changes, specifically in relation to fire-safety and sustainability hence all buildings are below the threshold for two-staircases.
- Adjusting for movements in cost, largely relating to regulatory changes not originally anticipated and abnormal inflation from 2022 – hence much of the development is now housing which can be traditionally constructed which is more cost-effective.
- Rising interest rates, impacting the cost of debt and mortgage lending – hence much of the development is now housing which can be sold in a shorter period, reducing peak debt and the duration of borrowing.

2.7.3 The current scheme responds more strongly to the aspirations agreed by Cabinet in November 2022 as it is now predominantly traditional housing with a single flat-block of 6-storeys (max. height) while concurrently resolving the other challenges outlined. As a result of introducing more houses, there are now additional ‘front-doors’ onto the public realm to assist in placemaking and passive surveillance.

Below sets out previous proposed scheme (August 2021) and the current proposed scheme (October 2023):

## Key Changes from Last Approved Business Plan

### Key Challenges

- Regulatory changes
- Cost inflation
- Rising interest rates

### Key Responses

- Housing typologies/ heights
- Construction method

#### August 2021

Redevelopment of Harrow Leisure Centre Car Park for approximately 340 new homes, with 50% Affordable Housing and a maximum height of 10-storeys (330 apartments, 10 houses)

#### October 2023

Redevelopment of Harrow Leisure Centre Car Park for approximately 149 new homes, with 27% Affordable Housing and a maximum height of 6-storeys (78 apartments, 71 houses)

+ 61 family houses  
- 4 storeys  
- 191 homes  
- 23% Aff Housing

*Re-masterplanned for mid/low-rise housing scheme to sensitive boundaries, with a 6-storey flatted block adjacent car-park.*

Build Costs £270 psqft	Build Costs £300 psqft	+ £30 psqft (11%)
Open Market Sales £639 psqft	Open Market Sales £628 psqft	- £11 psqft (2%)
0.75% Base Interest Rate	4.00% Base Interest Rate	+ 3.25%

*Introducing houses avoids regulatory uncertainty, facilitates a more cost-effective build, and reduces time to market.*

£26m External Peak Funding	NA	- £26m
£7.3m Harrow Peak Funding	£16.4 Harrow Peak Funding	+ £9.1m
£7.3m Wates Peak Funding	£15.9m Wates Peak Funding	+ £8.6m

*Fully member funded due to the inefficiencies of setting-up a small external facility. No CWA funding required.*

11.54% Development Margin	13.80% Development Margin	+ 2.26%
£14.0m Development Profit	£9.8m Development Profit	- 4.2m

*Development Margin increased owing to a larger number of private units to support the viability, while Development Profit has decreased owing to a smaller scheme. Note the scheme satisfies the Aug-21 target margins.*

£1.3m Land Value (excl inflation)	£0.6m Land Value (excl inflation)	- 0.74m
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Positive / Neutral / Negative



More family housing



Better connectivity to Byron Park



No external funding required



Lower storey heights

## Next Steps:

The Byron Phase Business Plan will be adopted along with v117 of the Financial Model this includes £1.54m of expenditure for the next 12-months:

Item	Proposed Budget Jan to Dec 24
Planning & Design Fees	1,325,000
<i>Architect</i>	300,000
<i>MEP Engineer</i>	110,000
<i>Highways Consultant</i>	40,000
<i>Landscape Architect</i>	45,000
<i>Structural/Civil Engineer</i>	80,000
<i>Planning Consultant</i>	50,000
<i>Core Consultants Sub-Total</i>	625,000
Build Cost (PCSA)	650,000
Sales & Marketing	50,000
S106/CIL	0
SDLT & Other	45,000
Developers Contingency	30,000
Management Fees (Accruals)	92,000
<b>TOTAL</b>	<b>2,192,000</b>
<b>TOTAL (excl PCSA)</b>	<b>1,542,000</b>

2.7.4 The new proposals on Byron Quarter will provide much needed new family sized homes in Harrow and it will increase the diversity of sales products and routes to market for the HSDP.

## 2.8 Poets Corner Phased Business Plan overview

2.8.1 The proposed development currently consists of approximately 1,100 new homes including 15% AH (Affordable Housing) across all phases, 14,000 sqft of commercial with associated access and landscaping.

2.8.2 It is currently proposed to be brought forward in three phases with Phase 1 delivering over 532 new homes Build to Rent (BtR) with a current assumption of 6% or 30 units for Affordable Discount Market Rent.

2.8.3 The scheme is based around a street-based masterplan with a series of open spaces with the majority of the existing trees remaining to create a green space (Poets Garden). The proposals include a high street square, multiple block courtyards, as well as a series of indoor amenity spaces for residents.

2.8.4 Given the proximity to public transport and the development has a focus on pedestrians, providing easy navigation through utilising landscape and open spaces and public square to enable residents and visitors to find their destination point.

2.8.5 Building heights vary from 3 to a single maximum 15-storeys block at the Northeast corner of the site which is a reduction of 2 storeys from previous proposals.

2.8.6 Below sets out previous proposed scheme (August 2021) and the current proposed scheme (October 2023):

### Key Changes from Last Approved Business Plan

#### Key Challenges

- Regulatory changes
- Cost inflation
- Rising interest rates

#### Key Responses

- Alternate routes to market
- Re-masterplanning
- Unit and building efficiencies

#### August 2021

Redevelopment of the Civic Centre for approximately 1,000 new homes with 40% Affordable Housing, a maximum height of 17-storeys, along with a school and approximately 1 ha of public open space

#### October 2023

Redevelopment of the Civic Centre for approximately 1,100 new homes with 15% Affordable Housing, a maximum height of 15-storeys, along with approximately 1.2 ha of public open space

**+ 100 homes**  
**+ 0.2 ha open space**  
**- 2 storeys**  
**- Primary school**  
**- 25% Affordable Housing**

~~Re-masterplanned~~ to avoid service diversions resulting in increased open space with build cost savings

Build Costs £275 <del>psqft</del>	Build Costs £317 <del>psqft</del>	<b>+ £40 <del>psqft</del> (14%)</b>
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Open Market Sales £626 <del>psqft</del>	Open Market Sales £635 <del>psqft</del>	<b>+ £9 <del>psqft</del> (1%)</b>
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0.75% Base Interest Rate	4.00% Base Interest Rate	<b>+ 3.25%</b>
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~~BitR~~ introduced to better viability, addressing rising costs and interest rates, set against flat sales market

£17.8m Harrow Peak Funding	£0 Harrow Peak Funding	<b>- £17.8m</b>
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£17.8m Wates Peak Funding	£10.4m Wates Peak Funding	<b>- £7.4m</b>
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Peak funding reduced due to forward-funded ~~BitR~~ (all Phases)

12.31% Development Margin	8.93% Development Margin	<b>- 3.38%</b>
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£47.7m Development Profit	£38.7m Development Profit	<b>- £9m</b>
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Development margin reduced due to less risky forward-funded ~~BitR~~, noting current proposals for Phases 1 and 3 do not satisfy Aug-21 target margins of 10% on ~~BitR~~ at 9.3% and 6.9% respectively)

-£2.6m Land Value (excl inflation)	£1.4 Land Value (excl inflation)	<b>+ £4m</b>
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Positive / Neutral / Negative



100 more homes for Harrow



2,000 sqm more public open space



Less HSDP funding



Lower storey heights



More land value

### Next steps:

The Poets Phase Business Plan will be adopted along with v117 of the Financial Model this includes £2.24m of expenditure for the next 12-months:

Item	Proposed Budget (Jan to Dec-24)
Planning & Design Fees	1,700,000
<i>Architect</i>	<i>776,000</i>
<i>MEP Engineer</i>	<i>265,000</i>
<i>Highways Consultant</i>	<i>75,000</i>
<i>Landscape Architect</i>	<i>100,000</i>
<i>Structural/Civil Engineer</i>	<i>195,000</i>
<i>Planning Consultant</i>	<i>85,000</i>
<i>Core Consultants Sub-Total</i>	<i>1,496,000</i>
Build Cost	0
Sales & Marketing	0
S106/CIL	0
SDLT & Other	10,000
Developers Contingency	30,000
Management Fees (Accruals)	500,000
<b>TOTAL</b>	<b>2,240,000</b>

- 2.8.7 The new proposals will kickstart the wider regeneration of Poets Corner, an important strategic site, proposing to deliver c1,100 new homes including Affordable Homes and c14,000 of commercial space. Phase 1 will reduce the risk on the delivery of later phases by forward funded providing Build to Rent and reducing upfront enabling costs.
- 2.8.8 Over the next 12 months the design team will explore further opportunities to improve the affordable numbers across the site increasing the affordable homes to a minimum of 20% by seeking additional grant funding, the allocation of existing grant and improving the design to be more efficient as part of the design development.
- 2.8.9 Due to the size and complexity of the site, the proposal is that the Poets Corner Phase 1 detailed design and planning application will be brought forward as part of the wider Outline planning application for the entire site which will place obligations on Phases 2 and 3. The rationale will be to create a masterplan for the entire Poets Corner site creating a new place and anchor location for residents, businesses and visitors to Harrow.

### **3.0 Additional Sites**

#### **3.1 Milton Road Update**

- 3.1.1 The Milton Road site adjoins Poets Corner; the site was incorporated into the HSDP via a Community Works Agreement (CWA) in March 2022. Following the 2022 administration leadership change, the height of the apartment building was reduced from 7 to 6 storey improving its

relationship with the emerging Poets Corner masterplan. This was changed as part of a Minor Material Amendment (MMA/s.73) to the existing planning permission.

- 3.1.2 Milton Road project is currently on site, all activities are on programme, the final due for completion in 2024 will deliver 36 new Affordable homes with a mixture of houses and apartments for Social Rent and Shared-Ownership.

## **3.2 Grange Farm Update**

- 3.2.1 The design and delivery of Phases 2 and 3 of the Grange Farm Estate Regeneration was put to HSDP partners as a potential Future Opportunity in mid-late 2020. Wates prepared a proposal for the HSDP to undertake the project with a proposal issued to Harrow in December 2020. The HSDP was granted an exclusivity period to prepare a Phase Business Plan (PBP) for Harrow's consideration.

- 3.2.2 In October 2022 the HSDP board submitted a PBP to Harrow Council and made recommendations as follows:

- Agree the initial PBP for Grange Farm (phase 2)
- Incorporate the scheme into the HSDP
- Proceed to develop a planning application for Phases 2 and 3

- 3.2.3 These recommendations were subsequently approved at the 17 November 2022 Cabinet.

- 3.2.4 The HSDP instructed a core project team of consultants from Dec 2022 to develop the proposals and undertake the pre-planning consultation.

- 3.2.5 The necessary legal agreements to add Grange Farm to the portfolio were subsequently drafted and were in the final stages of production in June 2023.

- 3.2.6 It was confirmed by LBH representatives at the HSDP board meeting of June 2023 that work on Grange Farm should be paused for a period in order to prioritise and focus on the core sites with updated business plans in accordance with the HSDP agreement.

- 3.2.7 Following a thorough review of the scheme, the planned next steps are:
- a) to restart Grange Farm (Phase 2 and 3) and proceed to a planning application;
  - b) concurrently, the Council to investigate different construction delivery routes to for delivery stage of the project to demonstrate Best Value and to bring pace to this programme.

## **4.0 Climate Change, Nature Recovery and Sustainability**

- 4.1 The Overarching Business Plan acknowledges that, as a vehicle for major development in the borough, HSDP has a crucial role to play in contributing to each of the four key themes of the Borough's strategy.



- 4.2 This includes energy efficient buildings that incorporate circular economy principles into their construction methods, encouraging sustainable modes of transport in the borough such as walking and cycling, and contributing to achieving biodiversity net gain on sites.
- 4.3 The primary method of heating will be via electric heat pumps with an ambition to meet the remaining 5% peak loads by direct electric top up subject to grid capacity and end user costs testing. Electrically based heating will allow the developments to benefit from the continuing decarbonisation of the national grid over coming years and ultimately achieve net zero carbon operational energy.

## **5.0 Social Value**

- 5.1 The HSDP and council officers have undertaken a full review of Social Value. The HSDP Social Value Manager (SVM) will lead on all the social value activities and will measure these activities on the Social Value Portal (SVP).
- 5.2 A Social Value Strategy will set out the proposed activities and opportunities to promote social value and growth across the Borough, this will be updated regularly reporting on actions from the HSDP's programme these include providing:
- New Apprenticeships
  - New jobs created for local residents
  - Careers, advice & guidance (including site visits)
  - Upskilling for the existing workforce
  - Work Experiences opportunities
  - Payment of London Living Wage
  - Volunteering by Wates and Supply Chain staff
  - Spending with local SME's and micro-businesses to include all associated business sectors during the design and build process, to ensure local businesses benefit from construction and all the other opportunities generated in the developments.
  - Tree planting and other environmental initiatives that support the Climate Change and Nature Recovery Strategy and Harrow's Green Flag Parks.
- 5.3 The HSDP supply chain is key to support the use of local labour, therefore the HSDP team will work with their subcontractors before the tender stage promoting local employment and recruitment of local apprentices.
- 5.4 The target outputs will be delivered by Wates, their supply chain and in partnership with key stakeholders. All consultants and subcontractors will be required to submit monitoring forms demonstrating compliance with the social value programme, providing progress updates, sharing successes and highlighting any concerns with updates reported monthly to the HSDP Board.

## **Social Value Key Themes**

- 5.5 The Social Value programme for the HSDP has been developed around the following key themes:
- Employment and Training
  - Supporting the Community
  - Supporting Local Businesses
  - Other Social Value Commitments Exceeding Expectations
  - Additional Projects

## **Monitoring and Reporting**

- 5.6 Wates Residential internal collection document is the Community Investment Plan (CIP). The CIP captures all the delivery data in one place.
- 5.7 Quarterly reports and detailed Project Impact Report (PIR) will be prepared midway through the project. Underperformance will be addressed at quarterly review meetings. The SVM will conduct monthly update meetings with Harrow colleagues.
- 5.8 The Social Value Portal (SVP) can be used to calculate the impact / social value added from the activities undertaken. However, the real impact will be measured by the number of jobs created residents into work, apprenticeships created and completed and local spend with Harrow suppliers.
- 5.9 The SVP is an online solution that allows organisations to measure and manage the contribution that they and supply chain makes to society, according to the principles laid out within the Public Services (Social Value) Act 2012 & PPN 06/20.
- 5.10 Their solution allows organisations to report both financial and non financial data and rewards organisations for doing “more good” in the community. The SVP calculates the impact using the unit cost database 2.0 version, as its proxy bank.
- 5.11 Monitoring returns will include data against the 9 Protected Characteristics, to ensure underperformance is picked up and addressed.

## **Overall SV Targets**

- 5.12 In establishing these targets, a key focus area on delivery is on helping unemployed, under-employed and those furthest from the job market as well as actively engaging with schools and colleges to engage young people in the career opportunities available through the apprenticeship routes and entry level roles.
- 5.13 All community benefit will be delivered within Harrow’s existing infrastructure of skills, employment, education and community. Our SV commitment for the project includes:

- Over 180 apprenticeships created with over 45 of those for unemployed / furthest from the job market
  - Over 300 new jobs created with over 50 of those for unemployed / furthest from the job market, noting that a job requires at 26 continuous weeks to be counted.
  - Over 180 work experience opportunities
  - Over 500 volunteering hours by Wates and Supply Chain staff
  - Over 70 workshops to support Community Voluntary Organisations  
The content of those workshops to be agreed prior to their delivery.
  - Over 10 business mentoring sessions and business skills sessions
- 5.14 At the end of each year the performance will be reviewed and the forecast for the following year amended as necessary to ensure a steady flow of opportunities and activities throughout the lifetime of the project, keeping local residents engaged and building on the opportunities available.

### **Social Value Funding Approach**

- 5.15 The Social Value offer is driven through Wates and the Supply Chain offering ensuring that the programme is delivered without the requirement for additional funding by the Council or any financial impact upon the Councils returns or land value.

### **6.0 HSDP Next steps**

- 6.1 Following Cabinet agreement, the HSDP's Development Manager will proceed on the design development of the two core sites Poets and Byron (ph1).
- 6.2 The Byron Quarter and Poets Corner Phase Business Plans set out the activities that will be progressed to bring forward the sites for development. In particular the business plans outline the required budget for the next 12 months to progress with the detailed design and planning applications for both sites.
- 6.3 The Byron Quarter business plan has set a target date to submit a planning application by May 2024 with an expectation to have planning determined by the end of 2024 including any judicial review period. While the principles of design for Byron Quarter are progressed, the HSDP will undertake the detailed design and technical work required in the coming months to before submitting for Council approval the proposals that will be put forward for planning. This currently scheduled for April 2024, and as per the Development Agreement, the Council will have 15 days to provide any comments in relation to the proposed planning submission.
- 6.4 Once a successful planning outcome has been achieved, it is expected that the HSDP will then enter in a Preconstruction Services Agreement with Wates Construction to undertake detailed design work enabling start onsite in July 2025.

- 6.5 The Poets Corner business plan has set out some challenges that need to be overcome before a commercially agreeable development proposition for entire site can be progressed to planning. To demonstrate this, requires a number of workstreams and activities to be undertaken to develop the proposals further providing confidence to both partners that future expenditure should be authorised.
- 6.6 As such the Poets Corner business plan sets out some key gateways, which have approved budget allocations against them. At the end of each gateway the HSDP board will be required to provide approval for the next stage to be commenced based on the progress that has been made by the Development Manager in developing a commercially acceptable proposal. Should the HSDP be satisfied at each gateway that there is confidence in the proposals then work can proceed, otherwise a further decision will need to be made around next steps. This process is designed to ensure that there is greater oversight of expenditure and progress while limiting any abortive work undertaken should a commercially viable solution not be arrived at.
- 6.7 The next stage activities are set out in the HSDP Business Plans with the 12-month gateway proposals outlined within the Poets Corner Phase 1 Business plan.

## **7.0 Environmental Implications**

- 7.1 The activities of the HSDP are intended to provide significant environmental benefits as the developments will be to high environmental and sustainability standards. Appropriate environmental assessment will take place on each scheme through the planning process.
- 7.2 The developments will remediate inefficient and poor environmental quality buildings and brown field sites.

## **8.0 Risk Management Implications**

The HSDP risk is included in the Corporate Risk Register and will be updated to reflect the risks highlighted in this report.

The Procurement Risk Register is coming to an end. HSDP Risk Register will be determined and monitored by the board. Risks below relate to this decision to establish the HSDP.

The relevant risks contained in the register are attached/summarised Below. The following key risks should be taken into account when agreeing the recommendations in this report.

<b>Risk Description</b>	<b>Mitigations</b>	<b>RAG Status</b>
Business Plans fail due to the loss or withdrawal of GLA funding	<ul style="list-style-type: none"> <li>▪ On-going meetings with GLA on funding</li> </ul>	<b>Amber</b>
Business Plans fail due to deeper weaknesses in the Partnership such as contract or cost claim disputes or to development management failures	<ul style="list-style-type: none"> <li>▪ Legal review of cost claim</li> <li>▪ HSDP Strategic Board in place</li> <li>▪ Contract review of DM function &amp; associated activities</li> </ul>	<b>Amber</b>
The Business Plans' underlying key assumptions turn out to be inaccurate, unsound or invalid	<ul style="list-style-type: none"> <li>▪ Robust Financial Management with external independent advise</li> </ul>	<b>Amber</b>
The Council does not receive best consideration for its assets in accordance with s123 LG Act 1972	<ul style="list-style-type: none"> <li>• The Council will carry out a S123 valuation on their land prior to drawdown to ensure best value is demonstrated.</li> </ul>	<b>Green</b>
Inadequate Governance & Assurance	<ul style="list-style-type: none"> <li>• All formal decisions made by the Council in respect of the HSDP are subject to the Council's normal decision - making process</li> <li>• HSDP Delegations Policy</li> <li>• HSDP Procurement Policy</li> <li>• Financial structure</li> <li>• Legal structure</li> <li>• Business Plans</li> <li>• Cabinet and Overview and Scrutiny oversight</li> <li>• GARMS involvement as appropriate</li> </ul>	<b>Amber</b>
HSDP Partnership breaks down and company dissolved	<ul style="list-style-type: none"> <li>• Continual engagement with partner to ensure relationship is maintained</li> </ul>	<b>Amber</b>
Decisions made by the HSDP are inappropriate/ do not represent VfM/ lead to financial loss	<ul style="list-style-type: none"> <li>• Decisions must be in-line with Business Plan</li> <li>• Delegations policy containing limits on decisions to be made by the HSDP</li> <li>• Involvement of Cabinet in particular decisions e.g. changes to the Business Plan</li> <li>• Client -side monitoring</li> </ul>	<b>Amber</b>
Inadequate skills on the Client Side to monitor	<ul style="list-style-type: none"> <li>• The Council has a new team structure to meet the needs</li> </ul>	<b>Amber</b>

HSP performance and control risks	of the partnership and will go out for appointment shortly.	
Political change of administration or approach within Administration	<ul style="list-style-type: none"> <li>• Regular briefings</li> <li>• Contingency planning</li> <li>• Appropriate legal mechanisms</li> </ul>	<b>Amber</b>
Planning risk <ul style="list-style-type: none"> <li>• political risk</li> <li>• regulatory change</li> </ul>	<ul style="list-style-type: none"> <li>• Regular briefing with political groups to continue</li> <li>• Risk allowance for climate change and energy strategy changes</li> <li>• Developer and contractor contingency included in financial model</li> </ul>	<b>Amber</b>
Programme change or delay leading to increased costs. <ul style="list-style-type: none"> <li>• Professional team</li> </ul> Market changes/Interest	<ul style="list-style-type: none"> <li>• Prompt decision making in accordance with the delegation policy</li> <li>• Avoid scope change</li> <li>• Market and economy monitoring</li> </ul>	<b>Amber</b>
Financial viability <ul style="list-style-type: none"> <li>• Cost increase</li> <li>• Revenue risk – market</li> <li>• Land value</li> <li>• Cost overruns</li> </ul>	<ul style="list-style-type: none"> <li>• Continued viability review</li> <li>• Business Plan review</li> <li>• Option to consider changes to:             <ul style="list-style-type: none"> <li>• design – massing and density</li> <li>• Tenure</li> <li>• Value engineering</li> <li>• Alternative funding</li> <li>• Changes to programme via phasing or delay</li> <li>• Cost management pre and post construction using all available mitigations</li> </ul> </li> </ul>	<b>Amber</b>
Failure to achieve financial profiling	<ul style="list-style-type: none"> <li>• Establishment of effective Council client side for monitoring and reporting</li> <li>• Regular partner meetings</li> </ul>	<b>Amber</b>
Commercial partner <ul style="list-style-type: none"> <li>▪ Change in direction</li> <li>▪ Stability</li> </ul>	<ul style="list-style-type: none"> <li>▪ Engagement with commercial partner</li> <li>▪ Monitor market and media</li> <li>▪ Use professional networks and advisers</li> </ul>	<b>Green</b>
Failure to deliver a viable scheme on Poets and impact on delivery of Byron Quarter	<ul style="list-style-type: none"> <li>▪ All Byron Quarter design and planning can be reused for delivery through other means</li> </ul>	<b>Amber</b>

	<ul style="list-style-type: none"> <li>▪ Derisking Phase1 Poets with predominately BtR product</li> </ul>	
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## 9.0 Legal Implications

### 9.1 Vires

- 9.1.1 (i) Power to participate in the HSDP, under s.1 Localism Act 2011 the Council has power to do anything that individuals generally may do, (known as the 'General Power of Competence'). Whilst the Act goes on to provide at s.4 that where a Council is carrying out activities for a commercial purpose it must do so through a company, the case of *Peters v Haringey* (2018) clarified the position with regard to local authorities' participation in a Limited Liability Partnership such as HSDP.

This case established the principle of the 'dominant purpose test', which is an examination of the principal motivation of the local authority, (irrespective of the motivation of other participants), in entering into an LLP.

Where that motivation is principally commercial, activities will need to be undertaken through a company structure. However, where the dominant purpose is not commercial, local authorities are empowered to participate in an LLP.

The objectives established by the Council at the time of the procurement demonstrate that the dominant purpose of the Council's participation in HSDP are not for a dominantly commercial purpose and therefore that the Council has the power to participate in the HSDP as an LLP structure.

- 9.1.2 (v) Power to invests.12 of the Local Government Act 2003 gives a local authority the power to invest for any purpose relevant to its functions under any enactment, or for the purposes of the prudent management of its financial affairs.
- 9.1.3 'Functions' can include all duties and powers of the Council, including statutory functions to benefit and improve its area and to promote its area's economic development. In using this power, the Council must have regard to relevant statutory guidance and comply with its approved and published investment strategy and ensure that it keeps within the parameters of an investment role. This provides the Council with the power required to invest funds envisaged by the Business Plans.
- 9.1.4 The Council's advisors, Pinsent Masons LLP, have advised previously that provided the HSDP transactions are on market terms, they will confer no selective economic advantages and therefore will not breach state subsidy rules. Officers are cognisant of the need for the business plans and the activities carried out under them and the HSDP arrangement itself to comply with UK subsidy law and full advice will be

obtained on an ongoing basis to ensure the continued lawfulness of the HSDP and the activities carried out by it.

## **10.0 Financial Implications**

### **Overall Business Plans**

- 10.1 In approving the HSDP business plans as presented as part of this report the Council is being asked to approve further expenditure to be incurred by the Development Manager as per the delegation's policy.
- 10.2 The HSDP financing arrangements mean that Wates Residential are required to cashflow all pre-construction expenditure and as such there has been no cashflow implications for the Council as a result of the expenditure incurred by the HSDP to date. Similarly, by Cabinet approving the business plans presented, which include further HSDP expenditure of £1.54m for Byron Quarter and £2.24m for Poets Corner, there are no cashflow implications for the Council.
- 10.3 As of 30th November 2023, the management accounts for the HSDP show expenditure of £8.6m for all sites in the HSDP excluding Milton Road which is directly charged to the HRA.
- 10.4 Whilst there are no cashflow implications for the Council, as equal partner within the HSDP, the Council is in effect underwriting 50% of any expenditure that is incurred, such that should any costs become abortive, the Council would have to contribute to costs incurred (subject to reason for abortive costs being realised). As such it is important for the Council to have confidence that there are robust business plans in place that will lead to delivery of the development proposals and expenditure will be controlled and monitored in a robust manner and value for money achieved at all stages of the development cycle.
- 10.5 Therefore, with total spend of £8.6m to date and further spend required of £3.78m (£1.54m for Byron and £2.24m for Poets), this brings the total cost commitment to £12.4m of which the Council would be liable for 50% of these costs should the schemes not progress and costs therefore become abortive.

**Over the next 12 months, grant funding will be applied for but at this stage the Business Plans include no grant funding.**

### **Byron Quarter**

- 10.6 The HSDP business plan for Byron Quarter requires the partners to fund the entire development through member capital (equity contributions from the partner) and not procure third party debt. Given the current interest rate environment, it is not considered optimum to the HSDP to procure debt from the capital markets and while this will be kept under review, currently it is deemed accretive to the development for the members to fund the development.
- 10.7 The Council's share of equity for Byron Quarter is currently forecast to be £15.7m (with spend profiled across 2025/26 and 2026/27) as set out in the Table below. It should be noted that this number is uninflated



and therefore as future business plan updates are received this number is subject to change.

- 10.8 The following table shows the financial summary of Byron Quarter and shows the investment of £15.7m over 2 financial years, plus the financial return over 3 financial years, plus anticipated dividends and interest on investment and land due to the Council.

	2025/26	2026/27	2027/28	2028/29	Total
	£'000	£'000	£'000	£'000	£'000
Land Transfer (non cash)	953	0	0	0	953
Investment from Harrow	6,479	9,247	0	0	15,726
Repayment of land value	-123	-275	-491	-64	-953
Repayment of Investment	0	-5,207	-9,301	-1,218	-15,726
Interest Income on land value	0	-131	-37	-1	-169
Interest Income on Investment	0	-1,192	-704	-21	-1,916
JV Dividends Paid	0	0	-8	-4,932	-4,940
<b>Total</b>	<b>6,356</b>	<b>2,442</b>	<b>-10,540</b>	<b>-6,236</b>	<b>-7,978</b>

- 10.9 The Council will finance the £15.7m through its cash balances and therefore it will not be necessary to take out PWLB borrowing to fund this short-term investment in the HSDP. The cash balances will be reinstated once the equity is repaid.

- 10.10 The Council's returns will be in the form of land receipts and profit distributions. For Byron Quarter it is forecast that this will be [£0.953m and £4.940m] respectively as set out above. The Council will also receive interest on its equity investment into the HSDP, which is currently assumed to be charged in at 9.5%, totalling £2.1m. Both the profit and interest payments would be treated as one off revenue benefits to the General Fund but have not been built into the MTFs at this stage.

- 10.11 The Council invests cash balances as part of its Treasury Management activities. The cash balances are currently achieving average returns of 5%. Therefore, the £1.9m the council would receive as interest on the £15.7m equity investment (which averages a 9.5% return), more than covers the 5% investment income lost from investing cash balances as part of our Treasury Management activity. The Annual Treasury Management Strategy which will be agreed by Cabinet in February 2024, and will be updated to include references to the HSDP and short-term equity investment to be made in Byron Quarter.

### Poets Corner

- 10.12 For Poets Corner, the business plans set out proposals for a 100% build to rent scheme, which would be forward funded by an investor during the construction stage. As such there is no additional equity requirement for the Council currently required for Poets Corner.
- 10.13 As set out earlier, the Poets Corner business plan needs further work to develop a commercially viable and acceptable business plan. The current proposals do not achieve the HSDP's target return requirements and provide a nominal land value to the Council. While

the HSDP business plans set out the current forecast returns for Poets Corner, these will need to be optimised before the development can proceed.

- 10.14 The Council in approving the business plans, is in effect approving the following expenditure across the next 12 months (subject to gateway approvals):

Gateway 1 – expenditure budget of £437k

Gateway 2 – expenditure budget of £830k

Total 12-month budget £2.2m

- 10.15 Should the Poets Corner business plans be paused after each of the Gateway milestones, 50% of any expenditure incurred will be abortive if the scheme does not proceed through the HSDP. Should the Council choose to not approve the business plans then this amount would immediately become abortive.

### **10.16 Financial Risk**

- 10.16.1 With regeneration being the key objective, the Council accepts there is a higher risk on capital investments in the HSDP than with treasury investments where the emphasis is on Security, Liquidity and Yield (SLY) in that order. The principal risk exposures for regeneration scheme would be a fall in sales values and high inflation impacting build costs.

### **10.17 Additional Professional Fees**

- 10.17.1 Avison Young (Commercial Advisors) and Pinsent Masons LLP (Legal Advisors) will continue to provide independent support to the Council on the HSDP to ensure that the Council is making best use of the resources and funding in the development of the HSDP Programme.

### **10.18 Financial Delegations**

- 10.18.1 This is also a risk mitigation factor with key decisions reserved for the Council based on the Delegation Policy in the Members Agreement.

## **11 Equalities implications / Public Sector Equality Duty**

- 11.1 When taking decisions, local authorities must have due regard to the Public Sector Equality duty contained in section 149 of the Equality Act 2010.

- 11.2 The Harrow Strategic Development Partnership is being formed to deliver the Council's regeneration ambitions on the three core sites. These objectives, particularly in terms of the acceleration of the pace of housing delivery are specifically targeted at creating benefit for all of Harrow's diverse communities. Therefore, to ensure that the impacts on communities, and particular groups are understood, and how the Harrow Strategic Development Partnership can maximise benefits to

Harrow residents, Equalities Impact Assessments (EQIAs) will be carried out accordingly on a project by project basis on all scheme Business Plans and proposals.

- 11.3 In terms of this decision, the closing of contracts and the establishment of the HSDP an EQIA was carried out as part of the Cabinet report recommending the setting up of a Development Partnership in May 2019. A further EQIA's are attached to this report for the development of the two core sites and the continuation of Grange Farm project please see Appendix 8.
- 11.4 The LLP documentation requires the Harrow Strategic Development Partnership to comply in all respects with legislation and good practice.
- 11.5 At this stage the Business Plan outlines high level plans for engagement and specific approaches for groups with protected characteristics, and an approach to inclusive design which will give high standards in compliance with relevant legislation.
- 11.6 The Equalities Implications for the Accommodation Strategy which includes the development of the new HNC as proposed in this Business Plan, and the move from the existing Civic Centre are attached as Appendix 8.

## **12 Council Priorities**

- 12.1 The activities of the HSDP will support the Council's ambitious Corporate Plan to restore pride in Harrow alongside the three priorities ensuring these are at the heart of everything the Council does to deliver services for Harrow residents and businesses.

The three priorities are:

- A council that puts residents first
- A borough that is clean and safe
- A place where those in need are supported

- 12.2 Harrow is vibrant and richly diverse borough and continuing to grow as a great place to live, learn, work and visit. With excellent schools, a thriving local economy and outstanding parks and green spaces. The Council is proud of the character of our borough and committed to creating more quality family homes supported through excellent development.
- 12.3 There is a growing need and demand for more housing in Harrow and therefore imperative that we build new homes, particular affordable homes through the HSDP. The three core sites where building will take place are all strategically linked to the transport hub of Wealdstone so will enable investment in infrastructure to connect and support residents now and in the future.

## **Section 3 - Statutory Officer Clearance**

**Statutory Officer: Sharon Daniels**

Signed by the Chief Financial Officer

**Date:** 12 Jan 2024

**Statutory Officer: Jessica Farmer**

Signed by the Monitoring Officer

**Date:** 12 Jan 2024

**Chief Officer: Dipti Patel**

Signed by the Corporate Director

**Date:** 12 Jan 2024

**Head of Procurement: Nimesh Mehta**

Signed on by the Head of Procurement

**Date:** 8 Jan 2024

**Head of Internal Audit: Neale Burns**

Signed on behalf of the Head of Internal Audit

**Date:** 16 Jan 2024

**Has the Portfolio Holder(s) been consulted? Yes**

### **Mandatory Checks**

Ward Councillors notified: YES

EqlA carried out: YES

EqlA cleared by: Jennifer Rock

## **Section 4 - Contact Details and Background Papers**

**Contact:** Emma Talbot, Director Regeneration and Sustainable  
Development: [Emma.Talbot@harrow.gov.uk](mailto:Emma.Talbot@harrow.gov.uk)

## **Background Papers:**

<https://harrowintranet.moderngov.co.uk/ieDecisionDetails.aspx?ID=62857>

[Decision - Milton Road - Modern Council \(moderngov.co.uk\) - 16/02/23](#)  
[Decision - Harrow Strategic Development Partnership \(HSDP\) - Review and Progress - Modern Council \(moderngov.co.uk\) - 17/11/2022](#)

[Decision - Milton Road Development - Review and Update - Modern Council \(moderngov.co.uk\) - 13/10/22](#)

[Decision - Harrow Strategic Development Partnership \(HSDP\) Update - Modern Council \(moderngov.co.uk\) - 10/03/2022](#)

[Decision - Milton Road Development - Transfer to Harrow Strategic Development Partnership - Modern Council \(moderngov.co.uk\) - 18/11/21](#)

[Decision - Harrow Strategic Development Partnership - Contract Close and Establishment - Modern Council \(moderngov.co.uk\) - 15/07/21](#)

[Decision - Harrow Strategic Development Partnership - Appointment of Preferred Bidder - Modern Council \(moderngov.co.uk\) - 10/09/20](#)

[Decision - Harrow Strategic Development Partner - progress update - Modern Council \(moderngov.co.uk\) - 13/02/20](#)

[Decision - Harrow Strategic Development Partner - Modern Council \(moderngov.co.uk\) - 10/10/19](#)

[Decision - Any Other Urgent Business - Call-In of the Cabinet decision \(30 May 2019\) - Harrow Strategic Development Partnership - Modern Council \(moderngov.co.uk\) - 20/06/19](#)

**Call-in waived by the Chair of Overview and Scrutiny Committee: NO**

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# Harrow Strategic Development Partnership

## Overarching Business Plan 2023

v1 (Board Issue), issued 17-Nov-2023











<b>12 COMMUNITY AND STAKEHOLDER ENGAGEMENT</b>	<b>50</b>
12.1 Community Engagement_____	50
12.2 Community Engagement – Planning_____	50
12.3 Key Community & Stakeholder Groups_____	50



<b>13 SOCIAL VALUE</b>	<b>51</b>
13.1 Social Value Key Themes _____	52
13.2 Monitoring and Reporting _____	52
13.3 Overall SV Targets _____	52
13.4 Social Value Funding Approach _____	53
<b>14 EQUALITIES AND INCLUSION</b>	<b>54</b>
14.1 Community and Stakeholder Engagement - Ensuring Fair Representation _____	54
14.2 Inclusive Design Approach _____	55
14.3 Equality Act Approach _____	55

<b>17 APPENDICES</b>	<b>61</b>
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**Appendixes**

- 4. Equality Diversity Inclusion Policy
  
- 6. Health and Safety Policy



## ACRONYMS

<b>AY</b>	Avison Young	<b>HOTs</b>	Heads of Terms
<b>BCIS</b>	Building Cost Information Service	<b>JV</b>	Joint Venture
<b>BTR</b>	Build to Rent	<b>KPI</b>	Key Performance Indicator
<b>CDM</b>	Construction (Design & Management)	<b>LAR</b>	London Affordable Rent
<b>CGIs</b>	Computer Generated Images	<b>LBH</b>	London Borough of Harrow
<b>CIL</b>	Community Infrastructure Levy	<b>LPA</b>	Local Planning Authority
<b>CIM</b>	Community Investment Manager	<b>NIY</b>	Net Initial Yield
<b>CIP</b>	Community Investment Plan	<b>OMV</b>	Open Market Value
<b>CPS</b>	Community Participation Strategy	<b>PC</b>	Practical Completion
<b>CWA</b>	Community Works Agreement	<b>PCSA</b>	Pre-Construction Services Agreement
<b>DA</b>	Development Agreement	<b>PIR</b>	Project Impact Report
<b>DM</b>	Development Manager	<b>PPA</b>	Planning Performance Agreement
<b>DMR</b>	Discount Market Rent	<b>PROW</b>	Public Right of Way
<b>EDM</b>	Electronic Direct Mailers	<b>PRS</b>	Private Rental Scheme
<b>EIA</b>	Environmental Impact Assessment	<b>S&amp;M</b>	Sales & Marketing
<b>FVA</b>	Financial Viability Assessment	<b>SDLT</b>	Stamp Duty Land Tax
<b>GPR</b>	Ground Penetrating Radar	<b>SO</b>	Shared Ownership
<b>GEA</b>	Gross External Area	<b>SV</b>	Social Value
<b>GIA</b>	Gross Internal Area	<b>SVP</b>	Social Value Portal
<b>GLA</b>	Greater London Authority	<b>STP</b>	Subject to Planning
<b>HSDP</b>	Harrow Strategic Development Partnership		

## 4 Current Sites

- The current HSDP Portfolio comprises four sites: Byron Quarter (Phase 1); Peel Road; Poets Corner, and Milton Road (opposite Poets Corner). Figure 7 shows the location of each site.
- Note that Peel Road is currently on-hold until viability challenges are resolved between the Partners. For completeness it is included in this section.



**Figure 7 | Current Site Locations**

- A summary of the housing numbers by tenure, along with weightings is shown in Table 4 below. More detail on AH is included in Section 6.5. Please also note that Poets Corner will deliver c14,000 of commercial space which is intended to be disposed of via investment sale.
- Further detail on the individual proposals for Byron Quarter (Phase 1) and Poets Corner can be located within the respective PBPs.

**Table 4 | Housing Delivery by Site and Tenure (Current Sites)**

Item	Byron Quarter	Poet's Corner (All Phases)*	Poet's Corner (Phase 1)	Milton Road	TOTAL
Total Units No	149	1,080	532	36	1,265
Private Units No	105	921	502	-	1,026
Private Units %	70%	85%	94%	0%	81%
Private Hab Room No	379	2,413	1,326	-	2,792
Private Hab Room %	73%	85%	94%	0%	81%
AH Units No	44	159	30	36	239
AH Units No %	30%	15%	6%	100%	19%
AH Hab Room No	140	425	91	107	672
AH Hab Room %	27%	15%	6%	100%	19%

## 4.1 Byron Quarter (Phase 1)

### 4.1.1 Background, Site Description and Surrounds

- The 2.12 ha site is an existing LBH car park.
- It can be located using postcode HA3 5BJ.
- The figure below shows the location of the site and adjoining uses.
- The nearest highways are Christchurch Avenue and Coxe Place.
- The site benefits from good public transport links being 10 mins walking distance from Harrow & Wealdstone Station (Bakerloo Line, Overground, National Rail).
- The land is the first phase of a wider Housing Allocation that broadly includes the Car Park (No. 8) and the Leisure Centre (No.7).

Boundary	Description
North	1. Byron Recreation Ground 2. Harrow Skate Park (Locally Listed) 3. Wealdstone Cemetery 4. Harrow School of Gymnastics
South	5. Coxe Place
East	6. Belmont Trail
West	7. Harrow Leisure Centre 8. Harrow Leisure Centre Car Park 9. London's Community Kitchen/ Bridge Day Centre/ Cafe



**Figure 8 | Adjoining and Nearby Uses and Site Location (in green excl access to Christchurch Ave, not to scale)**

### 4.1.2 Vision and Objectives

- A residential scheme comprised of both private and affordable units in a mix of housing and apartments.
- Create a strong identity and sense of place by restoring the relationship between Byron Park, Belmont Trail, and the local community through connected open spaces.
- Create a strong edge to the Harrow Leisure Centre Car Park and Byron Recreation Ground to help build a more positive environment and address community safety concerns, while successfully integrating and connecting with Byron Recreation Ground.
- Deliver at pace, enabling fast and positive regeneration with high-quality homes and as much Affordable Housing (AH) as can viably be delivered.
- Design to enable the wider Housing Allocation to come-forward with good flexibility.
- Working between leisure and residential uses along the mature tree-lined, east-west boulevard, the design will create a defined park frontage of the highly desirable new residential neighbourhood. This route forms

part of the strategic green link and cycle connection from Headstone Manor to the Belmont Trail, which is a green link between Christchurch Avenue, running north to Vernon Drive in Stanmore.

- Pace of delivery is key as Byron Quarter (Phase 1) will be the first of the HSDP schemes to come forward delivering new homes for the borough. Therefore, it is fundamental that the planning, phasing, and sales and construction logistics and delivery strategies are incorporated into the scheme from the outset.
- Create a lasting legacy through well considered building and estate management (refer to the PBP, Appendix 10 (Draft Estate Management Outline Strategy) for further detail).

#### 4.1.3 Proposals and Delivery

- The proposed scheme consists of 149 new homes with associated access (via the Leisure Centre carpark) and landscaping. It features 27% AH (hab rooms – subject to viability), within 71 low-rise houses and a 6-storey 78-unit apartment block.
- Figure 5 shows the massing for Byron Quarter (Phase 1). Principally the massing is highest 6-storeys on the park-edge and falls away closer to the more sensitive, residential boundaries.
- The tenure layout has been developed to be inclusive, while providing the higher value private units the most prominent/premium views of Byron Park to assist with viability allowing the scheme to deliver the maximum amount of AH (subject to viability).
- The proposals have been informed by a comprehensive legal, planning, and physical constraints analysis and meet all current planning and building regulation requirements.
- For further detail, please refer to the Byron Quarter (Phase 1) PBP.



**Figure 9 | Byron Quarter (Phase 1) Proposed Massing (subject to planning) (Development boundary dashed red, Social Rent Housing shaded purple, Shared-Ownership housing shaded green)**



## 4.2 Peel Road

- Please note this site is currently on-hold due to viability issues. Steps to resolve the current challenges are set-out at Section 4.2.3.

### 4.2.1 Background, Site Description and Surrounds

- The address of the site is Peel Road, Harrow HA3 7FD
- The area of the site is 0.64 Ha.
- The site benefits from good public transport links being less than 5 mins walking distance from Harrow & Wealdstone Station (Bakerloo Line, Overground, National Rail).
- The site is less than a 1-minute walking distance from Wealdstone High Street.
- Adjoining and nearby uses are described and numbered on Figure 10.

Boundary	Description
North	1. Canning Road
South	2. Palmerston Way 3. Ashram Temple 4. Origin House
East	5. George Gange Way
West	6. Gladstone Way 7. The Wealdstone Centre 8. Wealdstone High Street 9. Harrow & Wealdstone Station (4 min walk)



**Figure 10 | Peel Road Existing Site**

### 4.2.2 Vision and Objectives

- A residential scheme comprised of both private and affordable apartment units within 3 separate blocks.
- Provide an important link from Wealdstone High Street via Peel Road to Byron Park including high street and public realm improvements at Wealdstone Square.

### 4.2.3 Proposals and Delivery

- The proposed housing development scheme will consist of 225 apartment units split between 3 blocks, Block A will have 120 units all for BtR, Block B will be for Shared Ownership offering 63 apartments and Block C will provide 42 units for Affordable Rent. Note the Civic Centre proposals have been removed and alternates have been considered – see Section 5.
- The proposals are currently considered unviable largely owing to the low sales values relative to build cost (incl the enabling costs which involve the demolition of a deck car-park and relocation of a sub-station). The Development Manager is currently reviewing opportunities to improve the project viability and will update in due course.





## 4.3 Poets Corner

### 4.3.1 Background, Site Description and Surrounds

- The 4.36 ha site is currently occupied by the existing Harrow Civic Centre, several ancillary buildings and a car park.
- It can be located using postcode HA1 2XY. Figure 12 shows the location of the site.
- The site is surrounded by Station Road to the west, Marlborough Hill to the north and Milton Road wraps around the south and east.
- The site benefits from good public transport links being 3 minutes walking distance from Harrow & Wealdstone Station (Bakerloo Line, Overground, National Rail) and on multiple bus routes (Public Transport Accessibility Level (PTAL) rating 4/5).
- Adjoining and nearby uses are described in table below and numbered on the accompanying figure.

Boundary	Description
North	<ol style="list-style-type: none"> <li>1. Marlborough Hill terraced housing</li> <li>2. Churchill Place housing estate to the</li> <li>3. Daltry House apartments</li> <li>4. Samanvaya Cultural Centre</li> <li>5. Harrow &amp; Wealdstone Station Car Park</li> </ol>
South	<ol style="list-style-type: none"> <li>6. Milton Road scheme construction site</li> </ol>
East	<ol style="list-style-type: none"> <li>7. Station Road mixed-use</li> <li>8. Station Road mixed-use</li> <li>9. Mosque and Islamic Centre</li> </ol>
West	<ol style="list-style-type: none"> <li>10. Milton Road apartment block</li> <li>11. Low-rise housing</li> </ol>



**Figure 12 | Adjoining and Nearby Uses and Site Location (not to scale)**

### 4.3.2 Vision and Objectives

- Create a pedestrian focused mixed-use community organised around a number of public and private open spaces, namely: Poets Garden; High Street Square; and the Courtyards.
- Poets Garden: Preserve and incorporate existing mature trees, to support the health and well-being of residents of the new development as well as the wider urban area; Integrate play into the heart of the neighbourhood; Introduce non-residential elements at ground, for example a café or retail; Provide opportunity for temporary/pop-up uses.
- High Street Square: Reinforce the existing square with new non-residential uses at ground, creating consistent and active frontages, framing the improved square; Introduce a local landmarks to increase site visibility while being sensitive to surroundings; Provide opportunity for temporary/pop-up uses.
- Courtyards: More intimate open spaces enclosed by the central blocks; May be for public or private use.
- Retain and enhance the pedestrian link from Station Road to Harrow & Wealdstone Station via High Street Square.

- Provide a variety of housing choice, including homes for ownership and rent in both private and affordable tenures.
- Deliver homes in the right location, allowing the strategic placement of density and height to enable the proposals to be viable and deliverable while protecting the prevailing suburban character of the wider Borough.
- Explore various routes to market to enable faster delivery and occupation of the development.
- Create a lasting legacy through well considered building and estate management.

#### 4.3.3 Proposals and Delivery

- The proposed development consists of approximately 1,100 new homes and 14,000 sqft of commercial with associated access and landscaping. It features 15% AH (subject to viability).
- The current scheme is entirely BtR and proposed to be brought-forward in three phases, ranging from approximately 250-500 units. Note the later phases are viably able to provide more AH due to higher regeneration premiums and target Build Cost savings.
- Table 5 summarises the total units and AH by phase. The DM will work to improve the AH offer as well as balancing across phases through continued improvements in grant funding, VE, procurement, and funding structures.

**Table 5 | Poets Corner Affordable Housing Summary**

Affordable Housing Summary	Ph1	Ph2	Ph3	TOTAL
<b>Total Units</b>	532	304	244	1,080
<b>Affordable Housing Units</b>	30	49	80	159
<b>Affordable Housing %</b>	6%	16%	33%	<b>15%</b>

- The scheme features a series of open spaces, including a central green space (Poets Garden), a high street square, multiple block courtyards, as well as a series of indoor amenity spaces for residents.
- The development is laid-out in a 'campus style' with minimal road and parking, allowing a focus on pedestrians.
- Building heights vary from 3 to 15-storeys, with height distributed having regard to the existing context and more sensitive receptors. Phase 1 has a maximum height of 12-storeys.
- The tenure layout and phasing are based on driving early site-activation and placemaking, while retaining higher-value areas to later phases to help drive the viability of the scheme.
- For further detail, please refer to the Poets Corner PBP.



**Figure 13 | Emerging View from Station Road/Mosque Looking Towards Station**

## 4.4 Milton Road

### 4.4.1 Background, Site Description and Surrounds

- The Milton Road site adjoins Poets Corner, please refer to Figure 12. Prior to demolition, the site comprised of the Civic 9 buildings and associated surface level car park housing the Citizen’s Advice Bureau.
- The site was incorporated into the HSDP via a Community Works Agreement (CWA) in March 2022. The CWA will be amended to reflect the agreed Building Contract.

### 4.4.2 Vision and Objectives

- The vision for Milton Road is to deliver a development which helps set the standard for housing design in Harrow. A separate proposal is being prepared for the Poet’s Corner (Harrow Civic Centre site) on the opposite side of Milton Road. Whilst Milton Road will be bought forward in advance of the wider Poets masterplan; it occupies a prominent corner position adjacent to the wider development.

### 4.4.3 Proposals and Delivery

- Milton Road comprises 36 new AH units comprising of a mixture of houses and apartments for Social Rent and Shared-Ownership. See Figure 14.
- The scheme benefits from planning permission and are currently onsite with an expected completion date of Dec-24. The works are currently being completed under a demolition and enabling works contract, while the main works contract is negotiated. It is expected the main works contract will be executed in Oct-23.
- Following the 2022 local leadership change, the height of the apartment building was reduced from 7 to 6 storeys. This required a Minor Material Amendment (MMA/s.73) to the planning permission. Resolution to Grant was secured in May-23, subject to executing a supplementary agreement which obligates LBH not to build the previously consented 7-storey scheme. The agreement has been drafted and is currently under negotiation. Once this has been concluded planning permission will be granted, which is expected in late-2023. Please refer to the Milton Road Community Facilities Business Plan for further detail.



**Figure 14 | Milton Road (reduced by one storey)**





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## 12 Community and Stakeholder Engagement

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### 12.1 Community Engagement

- The HSDP has instructed Lexington Communications to prepare a Consultation Strategy. The purpose of the Consultation Strategy is to detail activities and the methods that will be used to raise the profile of the of the HSDP and to ensure the views of the local community are heard and influence the activities of the HSDP.
- It will outline the project objectives, operating environment, and key audiences, as well as set out underpinning messages to ensure all output is consistent. It will be integrated, and content led, defining how the HSDP will use targeted traditional engagement with the community, media and stakeholders, alongside digital platforms, to ensure that messages are reaching the right people.
- Importantly, it would set out roles and responsibilities, ensuring all parties are aligned, and enabling the JV to be as agile and proactive as possible in its communications activity.
- The Consultation Strategy is intended as a tool that can be referred to and updated throughout the course of the Partnership, providing a framework that sits at the centre of all communications and engagement activity, be that from Wates, the Council or both parties.
- The process of preparing a Consultation Strategy was paused following the local leadership change. This was due to the updates which were required to be made to the design of the schemes to ensure viability and to reflect political priorities before proactive communication could take place. As a result, a draft Short-Term Communications Strategy was prepared by Lexington (refer to Appendix 3 (Draft Short-Term Communications Strategy)) as an interim measure pending the creation of a Communications Strategy.

### 12.2 Community Engagement – Planning

- The HSDP has instructed Kanda to provide strategic communications services with respect to planning only. The proposed methods will align with Harrow Council's Statement of Community Involvement which provides a number of objectives and methods of communication which should be adopted in the process.
- A second public consultation exhibition is planned for Byron Quarter (Phase 1) in Jan-24, first public consultation events will follow shortly thereafter for Peel Road (subject to viability) and Poets Corner respectively thereafter.

### 12.3 Key Community & Stakeholder Groups

- As part of the due diligence exercise undertaken during the bid stage, key stakeholders will be identified for each site and specific engagement plans developed on a scheme-by-scheme basis. The DM will work with Harrow colleagues to ensure such stakeholders are current, and this could include: park user groups; sports and leisure clubs; leisure centre operators; local businesses; voluntary and community groups; and schools. Refer to the respective PBP for further detail.



## 13 Social Value

- The HSDP and council officers have undertaken a full review of Social Value. The Social Value Manager (SVM) will lead on all the social value activities listed in this section. The HSDP will use the Social Value Portal (SVP) to measure the impact of its activities.
- A Social Value Strategy will set out the proposed activities and will be updated regularly to reflect the activities of the HSDP and opportunities to promote social value and growth across the Borough, alongside good news reporting from the actions arising from the HSDP's programme.
- The HSDP will create Social Value through a number of activities including:
  - New Apprenticeships
  - New jobs created for local residents
  - Careers, advice & guidance (including site visits)
  - Upskilling for the existing workforce
  - Work Experiences opportunities
  - Payment of London Living Wage
  - Volunteering by Wates and Supply Chain staff
  - Spending with local SMEs during construction process
  - 'Wild Wealdstone' tree planting and other environmental initiatives



- We will work with our supply chain to deliver our social value commitments.
- Our supply chain is key in our delivery, and we work with our subcontractors before the tender stage.
- Our Social Value Manager will create a table of requirements and calculate the targets against each consultant / subcontract value. A monitoring tracker review will take place.
- The target outputs will be delivered by Wates, their supply chain and in partnership with key stakeholders. Consultants and subcontractors will meet with key stakeholders / training providers, so all parties understand the requirements.
- All consultants and subcontractors will be required to submit monitoring forms demonstrating compliance with the social value programme, providing progress updates, sharing successes and highlighting any concerns with updates reported monthly to the HSDP Board.

### 13.1 Social Value Key Themes

- The Social Value programme for the HSDP has been developed around the following key themes:
  - Employment and Training
  - Supporting the Community
  - Supporting Local Businesses
  - Other Social Value Commitments Exceeding Expectations
  - Additional Projects

### 13.2 Monitoring and Reporting

- Wates Residential internal collection document is the Community Investment Plan (CIP). The CIP captures all the delivery data in one place.
- Quarterly reports and detailed Project Impact Report (PIR) will be prepared midway through the project. Underperformance will be addressed at quarterly review meetings.
- The SVM will conduct monthly update meetings with Harrow colleagues.
- The Social Value Portal (SVP) can be used to calculate the impact / social value added from the activities undertaken. However, the real impact will be measured by the number of jobs created, residents into work, apprenticeships created and completed and local spend with Harrow suppliers.
- The SVP is an online solution that allows organisations to measure and manage the contribution that they and supply chain makes to society, according to the principles laid out within the Public Services (Social Value) Act 2012 & PPN 06/20.
- Their solution allows organisations to report both financial and non-financial data and rewards organisations for doing “more good” in the community. The SVP calculates the impact using the unit cost database 2.0 version, as its proxy bank.
- Monitoring returns will include data against the 9 Protected Characteristics, to ensure underperformance is picked up and addressed.

### 13.3 Overall SV Targets

- In establishing these targets, a key focus area on delivery is on helping unemployed, under-employed and those furthest from the job market as well as actively engaging with schools and colleges to engage young people in the career opportunities available through the apprenticeship routes and entry level roles.
- All community benefit will be delivered within Harrow’s existing infrastructure of skills, employment, education, businesses and business support programmes. Our SV commitment for the project includes:
  - Over 180 apprenticeships created with over 45 of those for unemployed / furthest from the job market
  - Over 300 new jobs created with over 50 of those for unemployed / furthest from the job market, noting that a job requires at 26 continuous weeks to be counted.
  - Over 180 work experience opportunities
  - Over 500 volunteering hours by Wates and Supply Chain staff

- Over 70 workshops to support Community Voluntary Organisations The content of those workshops to be agreed prior to their delivery.
- Over 10 business mentoring sessions and business skills sessions



- At the end of each year the performance will be reviewed and the forecast for the following year amended as necessary to ensure a steady flow of opportunities and activities throughout the lifetime of the project, keeping local residents engaged and building on the opportunities available.

#### **13.4 Social Value Funding Approach**

- The Social Value offer is driven through Wates and the Supply Chain offering ensuring that the programme is delivered without the requirement for additional funding by the Council or any financial impact upon the Councils returns or land value.





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## 14 Equalities and Inclusion

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### 14.1 Community and Stakeholder Engagement - Ensuring Fair Representation

- We will ensure that we engage with all stakeholders, including hard to reach groups i.e. people within society who are typically under-represented in the planning process, including groups who have protected characteristics under the Equalities Act. These groups may include Black, Asian and Multi-Ethnic communities, people with disabilities, and young people.
- Harrow is one of England's as well as London's most culturally and religiously diverse boroughs. Harrow's Vitality Profile (2013, based on 2011 census data) shows that 50 to 65% of residents within the wards of the proposed developments (Wealdstone, Marlborough and Belmont) are from Black, Asian and Multi-Ethnic communities. With over 155 different languages spoken and 16% of households not speaking any English, we will make every aspect of consultation as easy to understand as possible.
- To achieve this, we will:
  - Create image-based consultation material wherever possible and make material available in different languages upon request. Images and materials will reflect diversity of the borough
  - Utilise a translator service for key engagement events if required
- We will work collaboratively with Council Officers and Members, who already have relationships and knowledge of the local communities, to sense-check these to achieve the best level of participation and attendance.
- **Young people:** We recommend holding a special young people's consultation event at a local primary school. As part of the consultation as part of our estate regeneration partnership with LB Havering, we used digital channels to engage them including the Minecraft computer game. Children used this to help describe what they most valued in their neighbourhood and how they would like to see it redeveloped. This also helped involve parents and families, a group that are traditionally underrepresented in consultations due to childcare commitments. We would also want to work with local youth representative groups such as setting up a briefing event or presentation to Harrow Youth Parliament.
- **Working families:** Working families often have difficulty accessing consultations because of time and childcare commitments. We will therefore ensure that consultation events are scheduled for evenings/weekends as well as during the day. Our consultation events will be family-friendly, with activities for children, and secure and safe space for families. We would also seek to advertise the consultation through the Ardwick Sure Start Children's Centre.
- **People with disabilities:** A key criterion for choosing consultation venues will be that they are accessible to those with physical disabilities. We will work with the local authority to identify any local forums and groups representing people with disabilities to ensure that we are considering their members' needs and that they can provide support in publicising events. Face to face meetings will also be organised for those unable to physically attend organised events.
- **Black, Asian and Multi-Ethnic communities and those with limited English language skills:** We will ensure that stakeholders from a wide range of backgrounds have convenient access to a consultation event. Promotional poster packs will be distributed to any local community centres and places of worship, and we

will liaise with the local authority to determine any languages into which the consultation adverts or documentation should be translated.

- Inclusion of feedback from harder to reach groups
  - Following each consultation event, we will create an interim consultation report which will be circulated within the project team and to lead Councillors. This will form the basis of a Design Team Meeting discussion
  - At each stage in consultation and application we will issue 'you said, we did' information, via newsletters, notifications through the above listed channels and to the email addresses of registered interested parties, so the public understand the influence that they had
  - The consultation statements submitted with each application will also include the details of how the designs responded to public and stakeholder feedback.

## 14.2 Inclusive Design Approach

- **Accessibility**
  - The development will be designed to meet the requirements of the Building Regulations.
  - Create step-free buildings with lift access to all areas
  - Changing places facility provided
  - Parking for motorised and accessible cycles
  - Ensure interior spaces are sized appropriately for those with mobility impairments
  - Accessible visitor parking provided on-street
  - Consideration will be given to building users with cognitive impairments and mobility impairments and interior finishes will be selected to avoid visual confusion
  - Ensure interior finishes and signage assists clear wayfinding and provides a stress-free experience to those visiting
- **Diversity and Inclusion**
  - Respect and celebrate the cultural, social and ethnic diversity of residents within the borough
  - The development will be equally accessible to all ages
  - Consideration will be given to multi-generational housing

## 14.3 Equality Act Approach

- The Public Sector Equality does not apply to The Harrow Strategic Development Partnership as it is not a public sector body within the meaning of the Equality Act 2010 and therefore is not strictly bound by the provisions in the duty.
- However, the HSDP are covered by anti-discrimination law and must ensure policies and plans do not discriminate against staff, contractors or members of the public as outlined in the Equality Act 2010.
- Additionally, as the Council is a member and 50% owner of the partnership, the HSDP will commit to following and adhering to the principles of the legislation particularly regarding considering the impact of its activities on groups with protected characteristics.

- The partnership is committed to advancing equality of opportunity for protected groups and seeking to foster good relations with those without protected characteristics.
- Refer to Appendix 4 for the adopted Equality Diversity Inclusion Policy.

## 17 Appendices

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## Appendix 4

### Equality Diversity Inclusion Policy

## Appendix 6

### Occupational Health and Safety Policy

**Wates Group is a family-owned Construction, Development, House Building, Property Maintenance, Building Services, Facilities Management and Managed Workspace business. As a leader in our chosen markets, our objective is to deliver excellent products and services to our customers safely, professionally and consistently.**

We are committed to ensuring that every individual is treated with fairness and respect and has access to equal opportunities, regardless of who they are. Our people come from a range of cultures and backgrounds and we believe this diversity makes us a successful business. Attracting, recruiting, developing and retaining the best people is a key objective and therefore we are committed to promoting equal opportunities and to providing a culture where people are treated with respect and dignity in line with our

Guiding Framework



Our commitment is to comply with all relevant legislation including the Equality Act 2010 and good practice.

No individual will be discriminated against on the grounds of any protected characteristics. This includes, but not exclusively, discrimination because of age, disability, gender reassignment, marital or civil partner status, pregnancy or maternity, race, sex, religion or belief or sexual orientation.

We actively encourage and work with our supply chain to adopt similar policies in their own businesses.

Every employee or job applicant is treated fairly. We ensure our processes; written documents and decisions reflect this. The views of all employees are important to us and we actively seek feedback across a range of issues and put in place actions for improvement. Everyone should feel valued and respected whilst working for Wates.

We encourage individuals to pursue their own destiny and create a mind-set of opportunity irrespective of background. We have an environment where employees believing they are subjected to discrimination, victimisation or harassment are safe to raise concerns. Clear processes are in place for dealing with such concerns and these are addressed in an efficient and timely manner.

We value individual differences and the breadth of contribution this brings. We actively promote equality, diversity and inclusion across teams to ensure we deliver the best solution for our people, our customers and the business. We ensure that all employees understand and recognise the value of a diverse and inclusive workforce.

Equality, diversity and inclusion are promoted across everything we do. We regularly monitor our performance in this area and take steps to improve. In addition, we audit and benchmark our performance against other organisations and independent external bodies. Through our engagement externally, we actively participate in campaigns and initiatives to promote the principles of equality, diversity and inclusion across our sector and wider businesses.

We have a culture of inclusion where everyone has the opportunity to develop in a way that is consistent with our vision and values. We aim to ensure everyone working with us whether employees, supply chain or wider stakeholders feel involved, respected and part of the success of the business. This extends to those organisations with which we have formal partnerships.

This policy statement is an integral part of Wates Operating Framework. This includes our Code of

Conduct, Wates Professional Standards, including, but not exclusively, recruitment, disciplinary, learning and development and supply chain appointment together with our Rules and Guidance.

The Executive Committee has overall responsibility for ensuring this policy is complied with and will review it at least once a year, and at such other times as may be required, to ensure it remains relevant and appropriate to the aims and objectives of our business.

For and on behalf of the Executive Committee

**DAVID ALLEN**

**Chief Executive, October 2021**

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**Wates Group is a family-owned Construction, Development, House Building, Property Maintenance, Building Services, Facilities Management and Managed Workspace business. As a leader in our chosen markets, our objective is to deliver excellent products and services to our customers safely, professionally and consistently.**

We are committed to our vision of being a global leader in safety, health and wellbeing. This means we will strive to achieve a world-class performance by keeping all workplaces under our influence, as far as is reasonably practicable, free from risks to health and injury and which:

- Realises the stated vision and mission of the company
- Ensures we remain a service provider of choice
- Helps us continuously outperform other providers in our chosen markets

Our approach to safety, health and wellbeing is one of sensible risk identification and management which is driven by our Guiding Framework.



We will hold the safety, health and wellbeing of all people impacted by our products and services in the highest regard, and we will comply with legal requirements and adopt industry best practice at all times. In addition, we will do what is morally correct.

We are committed to continually developing, reviewing and maintaining our safety, health and wellbeing systems and processes to ensure that we continually improve our performance in these areas.

We are committed to actively seeking and acting on the views of all those who work with us to develop an open approach to our safety, health and wellbeing arrangements, promoting a pro-active, structured approach in order to minimise defects in our performance.

We are committed to continually improving our safety, health and wellbeing performance, and to taking action where required to do so. We will measure and publish where appropriate our safety, health and wellbeing performance.

Wherever we operate, we seek to develop enduring relationships based on mutual trust, respect, and understanding of our impact. We are committed to ensuring our approach to safety, health and wellbeing benefits society at large by focussing on risk reduction to ensure that our employees and members of the public are not put in harm's way.

In adhering to this policy, in particular we will:

- Assess and where practicable to do so, reduce the impact of our company's business on the health, wellbeing and safety of all who may be affected by what we do
- Implement, maintain and continually improve our Operating Framework to ensure it:
  - ◊ Assigns health, wellbeing and safety accountabilities within the business as appropriate
  - ◊ Supports the development of strategies to minimise impacts, achieve objectives and targets and review the outcomes
  - ◊ Continues to meet the needs of our business
  - ◊ Supports effective and expedient incident control, investigation and reporting
- Provide sufficient and appropriate health, wellbeing and safety training and information to all of our employees and visitors
- Pay particular attention to the provision and maintenance of plant and equipment, systems of work, the use, handling, storage and transportation of articles and substances used in the delivery of our products and services and the preparation and application of effective emergency procedures

This policy applies to all of our employees and those working with us or on our behalf. All of our employees are expected to cooperate and assist in the implementation of this policy by ensuring that health, wellbeing and safety issues and risks are given adequate consideration.

The successful implementation of this policy requires the cooperation, commitment and involvement of everyone in the business.

The Executive Committee has overall responsibility for ensuring this policy is complied with and will review it at least once a year, and at such other times as may be required, to ensure it remains relevant and appropriate to the aims and objectives of our business.

For and on behalf of the Executive Committee  
**DAVID ALLEN**  
 Chief Executive, October 2021

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## Harrow Strategic Development Partnership

### Initial Phase Business Plan 2023

#### Poets Corner, Phase 1

v1.1 (Harrow Cabinet Amendment), issued 12-Jan-2024



## Contents

1	INTRODUCTION	1
2	PROJECT LOCATION, OBJECTIVES AND VISION	4
2.1	Project Location _____	4
2.2	Project Vision and Objectives _____	5



3.11 Rights of Light	11
3.12 Lease Drawdown and Estimated Completion Date	12
3.13 Permitted Dispositions	13
<b>4 PLANNING</b>	<b>14</b>
4.1 Existing Use	15
4.2 Planning History	15
4.3 Site Specific Planning Policy	17
4.4 Environmental Impact Assessment	17
4.5 Community Infrastructure Levy	18
4.6 Planning Conditions	19
<b>5 PHYSICAL AND ENVIRONMENTAL CONSTRAINTS</b>	<b>23</b>
<b>6 PROPOSED DEVELOPMENT</b>	<b>24</b>
6.1 Summary	24
6.2 Area Schedule, Schedule of Accommodation Summary and Unit Mix	25
6.3 Massing	33
6.4 Tenure Distribution and Layout	34
6.5 Phasing	35
6.6 Planning Requirements	35
6.7 Sustainability Requirements	35
6.8 Detailed Specifications and Drawings	35

8.4 Costs to Date and Forecast Expenditure	55
8.5 Value Engineering and Value Management	57
8.6 Cost Planning, Commercial Management, and Procurement	57
8.7 Grant Funding	57
8.8 GLA Affordable Homes Programme 2021-2026	57
8.9 Green Heat Network Fund	58
8.10 Housing Zone Funding	59
8.11 Brownfield Land Release Fund (One Public Estate)	60
8.12 Brownfield, Infrastructure and Land Fund (Homes England)	60
8.13 Profit Distribution	60
8.14 Remaining Balance	61
8.15 Net Profit Retentions	61
8.16 Working Capital	61
8.17 Finance Payments	61
8.18 Drawdown Profile	62

10.5 Commercial Units	69
<b>12 COMMUNITY AND STAKEHOLDER ENGAGEMENT</b>	<b>72</b>
<b>13 SOCIAL VALUE</b>	<b>73</b>
13.1 Reporting	73
13.2 Targets	73
13.3 Meanwhile Uses	74
<b>14 CONSULTANT TEAM</b>	<b>76</b>
<b>16 REPORTING</b>	<b>79</b>
<b>17 APPENDICES</b>	<b>80</b>

## **Appendixes**

### 12. Development Manager 12-Month Activity Summary (2024)



## ACRONYMS

<b>AY</b>	<b>Avison Young</b>	<b>HOTs</b>	<b>Heads of Terms</b>
<b>BCIS</b>	Building Cost Information Service	<b>JV</b>	Joint Venture
<b>BTR</b>	Build to Rent	<b>KPI</b>	Key Performance Indicator
<b>CDM</b>	Construction (Design & Management)	<b>LAR</b>	London Affordable Rent
<b>CGIs</b>	Computer Generated Images	<b>LBH</b>	London Borough of Harrow
<b>CIL</b>	Community Infrastructure Levy	<b>LPA</b>	Local Planning Authority
<b>CIM</b>	Community Investment Manager	<b>NIY</b>	Net Initial Yield
<b>CIP</b>	Community Investment Plan	<b>OMV</b>	Open Market Value
<b>CPS</b>	Community Participation Strategy	<b>PC</b>	Practical Completion
<b>DA</b>	Development Agreement	<b>PCSA</b>	Pre-Construction Services Agreement
<b>DM</b>	Development Manager	<b>PIR</b>	Project Impact Report
<b>DMR</b>	Discount Market Rent	<b>PPA</b>	Planning Performance Agreement
<b>EDM</b>	Electronic Direct Mailers	<b>PROW</b>	Public Right of Way
<b>EIA</b>	Environmental Impact Assessment	<b>PRS</b>	Private Rental Scheme
<b>FVA</b>	Financial Viability Assessment	<b>S&amp;M</b>	Sales & Marketing
<b>GPR</b>	Ground Penetrating Radar	<b>SDLT</b>	Stamp Duty Land Tax
<b>GEA</b>	Gross External Area	<b>SO</b>	Shared Ownership
<b>GIA</b>	Gross Internal Area	<b>SV</b>	Social Value
<b>GLA</b>	Greater London Authority	<b>SVP</b>	Social Value Portal
<b>HSDP</b>	Harrow Strategic Development Partnership	<b>STP</b>	Subject to Planning

## 1 Introduction

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- Clause 18 of the Harrow Strategic Development Partnership's (HSDP) Member's Agreement (MA) obligates the Partnership to adopt a Phase Business Plan (PBP) in respect of each Core Site. The purpose of this document is to provide an Initial PBP for Poets Corner in accordance with the MA.
- The PBP is a critical document that provides greater detail on the Business Plan objectives insofar as they relate to Poets Corner (particularly Phase 1), and address the challenges experienced by the project, the Partnership, and the wider-industry since the HSDP was formed in late-2021, namely:
  - Incorporating regulatory changes, specifically in relation to fire-safety and sustainability;
  - Adjusting for movements in cost, largely relating to regulatory changes not originally anticipated and abnormal inflation from 2022; and
  - Rising interest rates, impacting the cost of debt, Build to Rent (BtR) yields, and mortgage lending.
- In addition, the Partnership also had to navigate through a local leadership change during this time.
- The proposals included within this document present a response to the aforementioned challenges, without any grant funding or subsidy in what is presently a very difficult market, and as such should be considered a 'worst-case' scenario. It is expected these proposals will improve both in terms of viability and AH offer.
- To protect the investment position on Poets Corner, which is considered to be high-risk owing to the current 15% Affordable Housing (AH) offer, additional approval gateways have been proposed at **Mar-23 (Planning Gateway 1)** and **Jun-23 (Planning Gateway 2)** to provide stop/go points to monitor and review progress in relation to reducing the planning risk regarding the level of affordable housing and financial returns to the HSDP – refer to Section 4.7 (Planning Risk and Mitigation) and Table 21 (Forecast Pre-Construction Costs) for further detail. **The DM has set a nominal target of at least 20% AH overall and as evenly distributed through each phase as possible, subject to viability (i.e. what is 'reasonable' in planning terms and acceptable to the Partners).**
- To give this the greatest chance of success the Development Manager (DM) will continue to work to identify opportunities for grant-funding, value-engineering (VE), driving value through construction supply-chains, and alternate funding-structures for example. Any significant variations to this document, which may occur within the following 12-month period, will be brought back to the Member's for approval.
- The intention is that the PBP should be read in conjunction with the overarching Business Plan for the HSDP.
- To ensure the scheme is deliverable the Development Manager (DM) on behalf of the HSDP has:
  - Undertaken extensive redesign and replanning of Poets Corner to ensure the development can efficiently and effectively comply with new regulations, particularly in relation to fire-safety;
  - Introduced additional height and density in higher-value areas of the site to help drive viability, while being sensitive to surrounding, lower-rise housing close to the south of the site;
  - Replanned the anticipated phasing to enable some of the demolition cost to be delayed to later phases and to avoid major service diversions in the northeast corner, thereby minimising capital exposure for the Partnership, particularly in the early phases;

- Explored alternate routes to market, including BtR, where projected yields are favourable when set against the cost of borrowing to fund more traditional residential Open Market Sale (OMS) product, despite the typical BtR discount; and
- Considered the tenure layout and timing to foster effective placemaking early in the scheme.
- The fundamental purpose of this document therefore is to set out how the HSDP will:
  - Design a deliverable, high quality and viable scheme aligning with the financial model (v108) proposed to be adopted alongside this document;
  - Deliver approximately 1,100 tenure blind new homes within a mixed-use scheme, including AH alongside new open spaces and improved connections to public transport;
  - Provide a framework for operating in an open and transparent manner, including effective risk management; and
  - Provide a plan for the effective delivery of the social value commitments.
- To this end, the PBP sets out the HSDP's placemaking objectives to regenerate the previous Harrow Civic Centre site for high quality new homes, flexible commercial tenancies (e.g. shops, health facility, restaurants etc), and open spaces. It examines the relevant markets, along with the physical, legal, and planning constraints of Poets Corner, describes the project requirements, financial, and social value targets required to achieve the Business Plan, then sets-out a number of procedural requirements for periodic reporting to ensure the PBP is kept on-track.
- **Note that presently the proposals feature all private units as BtR (due to viability). However, this will be kept under review, and conditions allowing, later phases may revert to OMS. This is considered both in terms of the planning application and BtR deal structure/s.**
- It is recommended this document, along with v117 of the Financial Model (noting that only the position for Poets Corner (Phase 1) is proposed to be adopted and that the remaining phases of Poets Corner are for illustrative purposes only to demonstrate deliverability, the principles of which are proposed to be adopted via the overarching HSDP Business Plan), is adopted as the **Initial Phase Business Plan for Poets Corner, Phase 1, including of expenditure for the next 12-months subject to passing Planning Gateways 1 and 2 (see Sections 4.7 and 8.4 for further detail)** in accordance with Clause 18 of the HSDP's MA for the following reasons:
  - Kickstarts the regeneration of this important strategic site, delivering c1,100 new homes (incl AH), along with c14,000 sqft of commercial space;
  - Limits risk with forward-funded BtR and reduced upfront enabling costs (due to more efficient phasing) – which also assists the London Borough of Harrow (LBH) by removing an existing liability;
  - Opportunities for betterment through design development and grant funding; and
  - Safeguards the investment to date.

- Please note the following:
  - Poets Corner Phase 1 will fund a planning application for the entire site which will ultimately place obligations on Phases 2 and 3, the principles of which are sought to be approved via the overarching HSDP Business Plan.
  - Any significant challenges identified during Q1/Q2 2026 will be reported to the HSDP Board irrespective of timing (i.e. the DM will not wait until the Gateway date if it is not prudent to do so).
- This is a live document that will be reviewed periodically.
- Opportunities for betterment of the PBP will be captured in future revisions.

## 2 Project Location, Objectives and Vision

### 2.1 Project Location

- The 4.36 ha site is currently occupied by the existing Harrow Civic Centre, several ancillary buildings and a car park.
- It can be located using postcode HA1 2XY. Figure 1 shows the location of the site.
- The site is surrounded by Station Road to the west, Marlborough Hill to the north and Milton Road wraps around the south and east.
- The site benefits from good public transport links being 3 minutes walking distance from Harrow & Wealdstone Station (Bakerloo Line, Overground, National Rail) and on multiple bus routes.
- Adjoining and nearby uses are described in Table 1 and numbered on Figure 1.



Figure 1 | Site Location (not to scale)



**Table 1 | Adjoining and Nearby Uses**

Boundary	Description
North	<ol style="list-style-type: none"> <li>1. Marlborough Hill – terraced housing to the NW</li> <li>2. Churchill Place housing estate to the N</li> <li>3. Daltry House apartments to the NE</li> <li>4. Samanvaya Cultural Centre and Nisai Group – Quality Assured Innovative Education with associated car park</li> <li>5. Harrow &amp; Wealdstone Station Car Park</li> </ol>
South	<ol style="list-style-type: none"> <li>6. Milton Road – Citizens Advice Bureau and Relate and associated car park (currently in design stages for the HSDP Milton Road scheme)</li> </ol>
East	<ol style="list-style-type: none"> <li>7. A409 Station Road – Sarsen House apartment block, Club KTM restaurant &amp; bar and commercial building to the NE</li> <li>8. NHS therapy rooms and Stop &amp; Shop convenience store with resi apartments above to the E</li> <li>9. Harrow Central Mosque &amp; Masood Islamic Centre to the SE</li> </ol>
West	<ol style="list-style-type: none"> <li>10. Milton Road – Milton Road apartment block to the NW and</li> <li>11. Rear gardens for semi-detached properties W to SW</li> </ol>

## 2.2 Project Vision and Objectives

- Create a pedestrian focused mixed-use community organised around a number of public and private open spaces, namely: Poets Garden; High Street Square; and the Courtyards.
- Poets Garden: Preserve and incorporate existing mature trees, to support the health and well-being of residents of the new development as well as the wider urban area; Integrate play into the heart of the neighbourhood; Introduce non-residential elements at ground, for example a café, health facility or retail; Provide opportunity for temporary/pop-up uses.
- High Street Square: Reinforce the existing square with new non-residential uses at ground, creating consistent and active frontages, framing the improved square; Introduce high quality buildings to optimise the site whilst being sensitive to surroundings; Provide opportunity for temporary/pop-up uses.
- Courtyards: More intimate open spaces enclosed by the central blocks; May be for public or private use.
- Retain and enhance the pedestrian link from Station Road to Harrow & Wealdstone Station via High Street Square.
- Provide a variety of housing choice, including homes for ownership and rent in both private and affordable tenures.
- Deliver homes in the right location, allowing the strategic placement of density and height to enable the proposals to be viable and deliverable within the Opportunity Area while protecting the prevailing suburban character of the wider Borough.



- Explore various routes to market to enable faster delivery and occupation of the development.
- Create a lasting legacy through well considered building and estate management (see Appendix 9 for Draft Estate Management Strategy – not proposed to be adopted with this document).



**Figure 2 | Emerging Design**

## 4 Planning

- The Local Planning Authority (LPA) is LBH, and the Regional Authority is the Great London Authority (GLA). Note the GLA has strategic planning powers, and the Mayor of London can direct refusal of planning applications, or act as the local planning authority.
- A hybrid planning application is targeted for submission in Sep-24, proposing Outline application for the whole site with detailed planning for Phase 1. Please note that Phase 1 will fund this planning application but it will place obligations on Phases 2 and 3, the principles of which are set-out in the overarching HSDP Business Plan.
- It is considered a hybrid application is most advantageous as it will allow early delivery of Phase 1 while retaining flexibility for the later phases, which is beneficial given the overall programme duration and the potential reversion back to OMS units.
- CBRE have advised that with respect to maintaining flexibility for Phases 2 and 3 to be delivered as BtR or OMS units, in line with the Draft Affordable Housing & Viability London Plan Guidance (due to be finalised later in 2023), the GLA will likely require both BtR and OMS scenarios to be tested to demonstrate which is the most viable option i.e. the GLA may base the viable level of affordable housing on the OMS scenario, even if the intention is to deliver the homes for BtR (although this is unlikely).
- In liaison with Montagu Evans, it is anticipated that the viability review mechanisms would be triggered at the following points:
  - Early-Stage Review – triggered if the scheme is not implemented within 2 years.
  - Mid Stage Reviews – triggered at the submission of each Reserved Matters Application.
  - Late-Stage Review – triggered towards the end of the development programme, once a significant % of the homes have sold / let.
- The legal agreement can be drafted so the viability review mechanism calculations reflect either a BtR or OMS scenario.
- The red-line boundary for planning is shown in Figure 3 (see s3.1).
- The scheme was initially subject of 6 pre-application meetings with the LPA, 1 pre-application meeting with the Design Review Plan (DPR), and 1 pre-application meetings with the GLA. Broadly the focus of these meetings was as follows:
  - Land-use principle
  - Height and massing
  - Transport (incl car parking)
  - Open spaces and public realm (incl play space requirements and routes through the site)
  - Affordable housing (c40% previously proposed)
- Broadly speaking, the principle of redevelopment was acceptable, with the main challenges being:



- Height and massing – some comments that height and massing be reviewed with a view to reducing it.
- Transport – while the almost car-free/pedestrian focused approach was welcomed by the GLA, LBH raised concerns with it.
- Open space and public realm – concerns raised with a perceived lack of open space and under-provision of play-space (versus policy requirement).
- There were also a number of items which were flagged as requiring further information to assess, for example, embodied carbon calculations and daylight/sunlight. The GLA also mentioned a viability focused pre-application meeting would be helpful.
- The scheme has since been revised to address both regulatory and viability challenges. While the masterplan principles have been retained there have been changes to tenure splits and layout, building layout (largely to accommodate new fire-safety requirements), phasing boundaries, and height. Some of these are contrary to previous requests by the LPA, DRP and GLA but are required to ensure the deliverability of the scheme.
- Prior to planning submission, the scheme is expected to be subject of another 5 formal pre-application meetings with the LPA (6 to date) to address the aforementioned changes.
- Table 3 sets-out the pre-application meetings that have taken place to date.
- The planning application is targeted to be submitted to LBH Planning in Sep-24. It is expected the scheme will secure Resolution to Grant (RtG) in Mar-25 and full planning permission in Oct-25. These dates can be cross-referenced to the Programme in Appendix 1 (Programme).

#### 4.1 Existing Use

- The Poets Corner site comprises c220,000 sqft of various civic buildings and offices (along with surface car-parking) the majority of which now falls under Class E ‘Commercial, Business and Service’. The majority of buildings on the site are either vacant or are proposed to be vacated imminently (see Table 5 in s4.5).

#### 4.2 Planning History

- CBRE (Planning Consultant) have investigated the planning history of Poets Corner (summarised in Table 4).
- They have advised that on the basis of the applications in Table 4, and the online documentation that they had been able to review, there is no available information that would indicate any hindrance/ benefit to the future development of the Site.
- However, it was recommended the planning history table was verified given the issues with the LBH Planning Portal. For example, there are some records that were picked up (that are not included in the summary table) which include residential development that have multiple site addresses (including reference

to the civic centre, but also the same application has an address nowhere close to the site), but as there is no documentation online the site boundaries could not be confirmed.

**Table 4 | Planning History**

LPA Ref	Address	Description	Status
P/0749/20	Civic 1, HA1 2XY	Prior approval for installation of 12 x antenna apertures 4 x 600mm dishes and 8 x equipment cabinets on new steelworks at rooftop level; ancillary works	Granted (20/04/2020)
P/0956/18	Civic 5, HA1 2XY	Temporary change of use of ground floor office (class b1) to place of worship (class d1)	Granted (04/05/2018)
P/3924/17	Civic 3-6, HA1 2XY	Change Of Use Of Office Buildings Civic 3 – 6 (Use Class B1) To School (Use Class D1) To Provide Temporary Home For Pinner Wood Primary School; Installation Of Two Temporary Single Storey Kitchen Blocks On Southern Elevation (Retrospective)	Granted (27/10/2017)
P/4670/16	Poets Corner, Civic Centre, Station Road, Harrow	EIA Screening Request for the 'Redevelopment of the Civic Centre site to residential led, mixed use development consisting of up to 880 residential units, 3900sqm of commercial space and 2,500sqm of community space'	Decision (09/11/2016) confirms proposals not EIA Development.
P/3602/14	Civic 3 and 4, HA1 2XY	Notification Of A 1 Year State Funded School (Part 4 Class C) Harrow Council Civic Centre Buildings 3 4 5 & 6 For Use As A State-Funded School For Marlborough Primary School From 08 Sept 2014	NOTIF (10/11/2014)
P/3936/14	Civic 5, HA1 2XY	Provision Of One Temporary Mobile Building For Use As Classroom (Retrospective)	Granted (23/12/2014)
P/0486/09	Civic 1, HA1 2XY	Details pursuant to conditions 2 (materials) and 3 (protection of wealdstone brook) attached to planning permission p/3525/07/dfu dated 19/12/07 for single storey extensions	Granted (15/06/2009)
P/1120/09	Civic 1, HA1 2XY	Single storey extensions to middle school building; 2.4M high metal mesh fencing with 2.1M high entrance gate on south elevation; external alterations	Granted (13/07/2009)
P/1362/08 UN	Civic 1, HA1 2XY	Partial replacement of perimeter fencing and gates; installation of anti-climb roller barriers on part of perimeter wall	Granted (03/06/2008)
P/1634/08 FU	Civic 1, HA1 2XY	Two single storey infill extensions to eastern flank wall to provide two new group rooms	Granted (27/06/2008)
P/1151/05/CFU	Civic 1, HA1 2XY	Infill Of Existing Ground Floor Area To Form Additional 360 Sq. Metres Of Office Space At Front Of Civic 1 Building	Granted (05/07/2005)
P/1155/05/CFU	Civic 1, HA1 2XY	Infill of existing ground floor area to form additional 247 sq. Metres of office space at front of civic 1 building.	(Approved 05/07/2005)
P/3056/04/DLA	Civic 1, HA1 2XY	Installation Of Raised Solar Panels On Roof	Granted (02/03/2005)
EAST/271/01/LA3	Civic 2, HA1 2XY	Air Conditioning Unit on Front Elevation	Granted (10/05/2001)

### 4.3 Site Specific Planning Policy

- The site is designated within the Harrow and Wealdstone Area Action Plan (AAP) as Site 9: ‘Civic Centre’. The site is allocated for comprehensive redevelopment – delivering a new mixed use residential led development with a targeted output of 250 homes and 120 jobs.
- Allocation Objectives:
  - The delivery of a high-quality design, with the repetition of urban and built form and a simple material palette for new buildings.
  - Providing a public realm ‘highlight’ which can reconfigure spaces and frontage to engage with Station Road
  - The provision of a mix of housing densities from flatted to family housing.
  - Establishing clear lines of sight between the new public square and Harrow and Wealdstone station for pedestrian and cyclists.
  - Extension of High Street retail frontage into the site around a new square at junctions of Milton Road and Station Road, providing for the relocation and a more appropriate setting for the existing War Memorial. (Note: LBH have confirm the War Memorial is to be relocated elsewhere in the borough).
  - Realign site roads to optimise site development plots.
  - Facility to retain or relocate Civic Offices and associated Democratic Space and library.
- The site is also subject to the following designations:
  - Harrow and Wealdstone Opportunity Area
  - Harrow and Wealdstone Core Strategy Sub Area
  - Station Road – Area Action Plan Sub Area
  - Heart of Harrow – Intensification Area
  - Protected Views Setting Corridor: Proposed Country Park at Wood Farm
  - Protected views setting corridor: Proposed Country Park at Wood Farm, Roxborough Road Footbridge, View of St Mary’s Spire
  - RAF Northolt Safeguarding Zone (blue)
  - Critical Drainage Area
  - Areas of the site are within Flood Zone 3a and 3b for surface water flooding
  - Areas of the site are designated as open space
- Although the proposals are delivering significantly more development than the AAP initially anticipated, the document was adopted approximately 10-years ago and is largely considered out-of-date. Pre-application meetings with LBH to date indicate the principle of the scale of development is broadly acceptable.

### 4.4 Environmental Impact Assessment

- LBH have confirmed an EIA will be required (as is common for developments of this scale), as such, a Screening Opinion is not considered necessary. A Scoping Application is forecast to be submitted in Apr-24

to agree the overall scope of the EIA, which will be prepared alongside the planning application for submission in Sep-24.

#### 4.5 Community Infrastructure Levy

- The site will be subject of both Local and Mayoral CIL. The site is currently occupied by a series of civic buildings and offices which can be offset against the HSDPs liability, assuming certain conditions are met. Table 5 below sets-out these areas and Figure 5 shows the location of each building. Please note these areas are indicative only, having been measured from LBH asset plans.
- Early engagement with Harrow Planning has indicated that as long as the site is partly occupied, or has recently been partly occupied (i.e. 6-months occupation within the previous 36-months), then CIL credits can be claimed for all civic buildings.
- Civic 5 and 6 are currently occupied. Nonetheless, the HSDP and LBH will have to monitor the status of these buildings as demolition or changes in occupation can impact the eligibility of CIL credits.
- A detailed CIL calculation is set-out in Section 8.2.7.

**Table 5 | Existing Building Areas Eligible for CIL Credits** (Source: Existing Civic Buildings GIA by Sheppard Robson, dated 6-Oct-22)

Building	Gross Internal Area (sqft)	Eligible for CIL Credits (Y/N)	Applicable Phase	Comments
Civic 1 (Civic Centre)	163,530	Y	1	Vacated on 1-Apr-23
Civic 3 and 4	9,911	Y	2	Vacant
Civic 5 and 6	22,301	Y	2	Partially occupied by Wates.
Civic 7	18,442	Y	2	Vacant
Civic 8	1,388	Y	1	Vacant
Social Club	6,442	Y	3	Vacant
<b>TOTAL</b>	<b>222,013</b>			



**Figure 5 | Existing Building Locations**

#### 4.6 Planning Conditions

- Poets Corner is not sufficiently advanced to be able to identify the likelihood of any Onerous Conditions.
- The HSDP will continue to engage with LBH throughout the planning process to ensure that the Planning Permission secured is acceptable to both the HSDP and LBH having regard to potentially Onerous Conditions as set out in the Development Agreement (see Definitions of HSDP's Onerous Conditions and Council's Onerous Conditions).
- The HSDP will seek to agree the wording of other planning conditions to ensure the timely and effective implementation of the relevant planning permission, including pre-commencement conditions (if any).

## 5 Physical and Environmental Constraints

- The HSDP have undertaken the following surveys:
  - Topographic / Boundary (including existing building externals)
  - Existing Buildings (asset records from LBH)
  - Underground Utilities
  - Trees
  - Ecology
  - Parking
  - Noise
- There is an existing Ground Investigation (GI) that was undertaken by Stantec (formally Peter Brett Associates). This GI has been reviewed by Stantec (Civil/Structural Engineer) and is deemed to be appropriate for the design requirements. It is the intention that Stantec will update this document to make suitable for the Poets Corner development and planning application, allowing the HSDP to take reliance on the information.
- Appendix 3 shows a comprehensive constraints plan by the Consultant Civil Engineer (Stantec).
- There are four main constraints to note:
  - Ground Penetrating Radar (GPR) underground services survey (Dec-21) identified three services that traverse diagonally through the site from the northeast to the southeast corner: medium-pressure gas-main; a surface-water sewer; and a foul-water sewer. These services have been avoided so do not need to be diverted (refer to the Constraints Plan in Appendix 3).
  - Topographical survey (Dec-21) identifies the undulating levels across the site which are c5m higher in the northwest corner to the southeast corner of the site. The design accounts for these, stepping buildings/slabs where required.
  - Arboricultural survey (Dec-21) identified two groups of mature London Plain trees on the site which are intended to be retained. The design accounts for this by avoiding most of the constraint. Some trees will need to be removed.
  - Noise survey (Jan-22) identified the A409 to the east is the dominant noise source impacting the site. Careful consideration will be required for the blocks along this boundary of the site in terms of acoustic and overheating design mitigation.
- None of the physical or environmental constraints are considered to fetter or be prohibitive to the redevelopment of the site.



## 6 Proposed Development

### 6.1 Summary

- The proposed development consists of approximately 1,100 new homes and c14,000 sqft of commercial with associated access and landscaping. It features 15% AH (subject to viability).
- It is currently proposed to be brought-forward in three phases, ranging from approximately 250-500 units. Phase 1 has 532 units which is all BtR, including 6% or 30 of which are for Discount Market Rent – note these units are assumed to be pepper-potted and have not yet been allocated on-plan.
- The scheme features a series of open spaces, including a central green space (Poets Garden), a high street square, multiple block courtyards, as well as a series of indoor amenity spaces for residents equating to approximately 2sqm per unit which Knight Frank (BtR Advisor) has advised is 'investment grade'.
- The development is laid-out in a 'campus style' with minimal road and parking, allowing a focus on pedestrians.
- Building heights vary from 3 to 15-storeys, with height distributed having regard to the existing context and more sensitive receptors. Phase 1 has a maximum height of 12-storeys.
- The tenure layout and phasing are based on driving early site-activation and placemaking, while retaining higher-value areas to later phases to help drive the viability of the scheme. For example, Phase 1 will deliver the High Street Square and features all BtR units which are expected to be occupied significantly faster than traditional OMS helping to contribute to site activation, the overall sense of place, and the attractiveness of the commercial units. Phase 2 will see the completion Poets Garden helping to solidify the sense of place. While the higher value units are in Phase 3 which is expected to benefit from the most significant regeneration premium, helping drive viability.
- **Note that while the current proposals feature all private units as BtR (due to viability), this will be kept under-view, and conditions allowing, later phases may revert to OMS.**
- Please note the scheme was subject of amendment following the Harrow Council leadership change in May-22. The following elements were considered:
  - Review heights
  - Remove primary school
  - Review site for relocation for New Town Hall (as opposed to Peel Road) – subsequently ruled-out
  - Creation of better-quality housing, through good design and placemaking
- In addition, the scheme needed to respond to the other challenges mentioned in Section 1, namely:
  - Addressing regulatory changes, specifically in relation to fire-safety and sustainability – hence all buildings now feature 2-staircases.
  - Adjusting for movements in cost, largely relating to regulatory changes not originally anticipated and abnormal inflation from 2022 – hence the buildings have been rationalised and refined and the

masterplan has been reconfigured to avoid having to divert the services that cut the NE corner and leaving Milton Road in-situ.

- Rising interest rates, impacting the cost of debt and mortgage lending – hence the proposals feature forward-funded development by way of BtR.
- Overall, all efforts have been made to accommodate the Harrow Leadership’s aspirations while balancing viability and planning to ensure its deliverability.
- More recently the scheme has had to accommodate additional regulatory requirements, the most impactful being the introduction of additional stairs/means of escape for fire-safety in all apartment buildings for BtR and other buildings >18m.

To date, the Stage 1 design has benefited from the input of the following consultants:

- Fire (OFR)
- RoL/ Daylight/ Sunlight (Avison Young)
- Structural/ Civil (Stantec)
- MEP (AECOM)
- Energy/ Sustainability (AECOM)
- Highways (Stantec)
- Planning (CBRE)
- Therefore, from a design perspective, the Stage 1 proposals are considered robust. A full copy of the proposals are included at Appendix 4 (Masterplan Study).

## 6.2 Area Schedule, Schedule of Accommodation Summary and Unit Mix

- The BtR mix has been developed in consultation with Knight Frank (BtR Advisor) and consider phasing of the sales (see s10.1 for further detail).
- Knight Frank have advised the mix would also presently work for OMS, albeit this will need to be reassessed closer to the date of bringing them to market, should this be desirable.
- Please note these are likely to change with the introduction of additional AH following the mitigation steps set-out in Section 4.7.
- Please note there are some minor differences between the Architect’s schedules in Appendix 5 and those in this section and in valuations, this is due to rounding and discrepancies will be reduced or eliminated as design progresses. Such differences are not material to viability.
- In reference to the net:gross ratios set-out in Table 7, note the following main influences of this metric:
  - Fire-safety requirements, in-particular the addition of additional stairs (or GIA).
  - Stepping within blocks to create articulation (i.e. removing apartments at upper-floors), resulting in less efficient upper-floors.



- Ground floor efficiency, as it is typically required to accommodate plant, bin and bike stores, reducing the space for apartments. The DM has moved most of the cycle stores into the landscape to improve this, but this needs to be balanced with achieving other planning requirements related to BNG and play space for example.
- Increased height has the benefit of producing more NIA by which to blend the ground floor over, typically creating a more efficient building overall.
- Increasing the units per floor typically increases the overall efficiency of the building as areas such as lifts and stairs can be spread over more NIA. However, this needs to be balanced with fire-safety (e.g. escape distances) and planning requirements (which typically references 8 units per core, per floor).
- Efficiently sized units (i.e. close to the Nationally Described Space Standard (NDSS)) can negatively impact the NIA:GIA ratio, however, assuming the common areas are efficient, efficiently sized units will still improve viability as the goal is stripping-out redundant internal space.
- The DM will continue to work with the design team to increase the efficiency as it has a significant bearing on viability.
- Please refer to Figure 8 in s6.4 for block references.

**Table 7 | Area Schedules**

**Phase 1**

Block	Tenure	Type	Storeys	Total GIA Sqft	Total NIA Sqft	Units	Av Unit Size Sqft	Net:Gross
Block A1	Private Rented	Apartments	10	81,054	54,531	80	682	67%
Block A2	Private Rented	Apartments	8	66,888	46,520	73	637	70%
Block A3	Private Rented	Apartments	12	79,060	54,400	79	689	69%
Block A4	Private Rented	Apartments	6	49,320	31,362	50	627	64%
Block B1	Private Rented	Apartments	12	79,048	55,400	81	684	70%
Block B2	Private Rented	Apartments	6	51,065	34,659	55	630	68%
Block B3	Private Rented	Apartments	8	64,603	42,935	63	682	66%
Block B4	Private Rented	Apartments	6	41,397	26,968	43	627	65%
Block C1	Private Rented	Houses	1	8,776	8,776	8	1,097	100%
Block A2 (Cafe)	Commercial	Cat A	1	1,435	1,435	0	0	100%
<b>TOTAL</b>				<b>522,646</b>	<b>356,986</b>	<b>532</b>	<b>671</b>	

**Phase 2**

Block	Tenure	Type	Storeys	Total GIA Sqft	Total NIA Sqft	Units	Av Unit Size Sqft	Net:Gross
Block D1	Affordable Rented	Apartments	8	63,001	45,509	71	641	72%
Block D2	Affordable Rented	Apartments	12	79,103	53,097	77	690	67%
Block D3	Private Rented	Apartments	8	55,040	37,263	59	632	68%
Block D4	Private Rented	Apartments	12	94,641	66,152	97	682	70%
Block D1 (Nursery)	Commercial	Cat A	1	4,946	4,946	0	0	100%
Block D4 (Flexible - e.g. Health Facility, Restaurant etc)	Commercial	Cat A	1	1,150	1,150	0	0	100%
<b>TOTAL</b>				<b>297,881</b>	<b>208,117</b>	<b>304</b>	<b>685</b>	

**Phase 3**

Block	Tenure	Type	Storeys	Total GIA Sqft	Total NIA Sqft	Units	Av Unit Size Sqft	Net:Gross
Block E1	Private Rented	Apartments	10	72,706	46,749	69	678	64%
Block E2	Private Rented	Apartments	15	88,537	60,739	98	620	69%
Block F1	Intermediate	Apartments	10	79,486	52,482	77	682	66%
Block E2 (Convenience Store)	Commercial	Cat A	1	5,068	5,068	0	0	100%
Block F1 (Flexible - e.g. Health Facility, Café etc)	Commercial	Cat A	1	1,435	1,435	0	0	100%
<b>TOTAL</b>				<b>247,232</b>	<b>166,473</b>	<b>244</b>	<b>682</b>	

**Table 8 | Schedule of Accommodation Summaries**

Unit Type	%	No	Av NIA sqft	Total NIA sqft
<b>Phase 1</b>				
<b>Private Rented</b>				
1B1P	8%	42	430	18,040
1B2P	38%	190	577	109,574
2B3P	11%	56	679	38,048
2B4P	37%	185	767	141,870
3B5P	6%	29	986	28,584
<b>Sub-Total</b>	<b>100%</b>	<b>502</b>	<b>670</b>	<b>336,117</b>
<b>Discount Market Rented</b>				
1B1P	13%	4	430	1,718
1B2P	37%	11	577	6,344
2B3P	13%	4	679	2,718
2B4P	33%	10	767	7,669
3B5P	3%	1	986	986
<b>Sub-Total</b>	<b>100%</b>	<b>30</b>	<b>648</b>	<b>19,434</b>

<b>Phase 2</b>				
<b>Private Rented</b>				
1B1P	7%	18	427	7,686
1B2P	39%	100	573	57,272
2B3P	12%	30	680	20,395
2B4P	37%	95	767	72,908
3B5P	5%	12	938	11,256
<b>Sub-Total</b>	<b>100%</b>	<b>255</b>	<b>665</b>	<b>169,517</b>
<b>Discount Market Rented</b>				
1B1P	6%	3	427	1,281
1B2P	41%	20	573	11,454
2B3P	12%	6	680	4,079
2B4P	37%	18	767	13,814
3B5P	4%	2	938	1,876
<b>Sub-Total</b>	<b>100%</b>	<b>49</b>	<b>663</b>	<b>32,504</b>



<b>Phase 3</b>					
<b>Private Rented</b>					
1B1P	12%	19	424	8,049	
1B2P	27%	45	580	26,102	
2B3P	26%	42	682	28,663	
2B4P	35%	58	772	44,750	
3B5P	0%	-	-	-	
<b>Sub-Total</b>	<b>100%</b>	<b>164</b>	<b>656</b>	<b>107,564</b>	
<b>Discount Market Rented</b>					
1B1P	13%	10	424	4,236	
1B2P	28%	22	580	12,761	
2B3P	25%	20	682	13,649	
2B4P	35%	28	772	21,603	
3B5P	0%	-	-	-	
<b>Sub-Total</b>	<b>100%</b>	<b>80</b>	<b>653</b>	<b>52,250</b>	

<b>All Phases</b>					
<b>Private Rented</b>					
1B1P	9%	79	428	33,775	
1B2P	36%	335	576	192,948	
2B3P	14%	128	681	87,106	
2B4P	37%	338	768	259,528	
3B5P	4%	41	972	39,840	
<b>Sub-Total</b>	<b>100%</b>	<b>921</b>	<b>666</b>	<b>613,197</b>	
<b>Discount Market Rented</b>					
1B1P	11%	17	426	7,236	
1B2P	33%	53	577	30,559	
2B3P	19%	30	682	20,446	
2B4P	35%	56	769	43,086	
3B5P	2%	3	954	2,862	
<b>Sub-Total</b>	<b>100%</b>	<b>159</b>	<b>655</b>	<b>104,188</b>	

**Table 9 | Tenure Mix (by Hab Room)**

**Overall**

Split	Hab Rooms	Overall Split	Affordable Split
Private	-	0%	
Private Rented	2,413	85%	
Intermediate	425	15%	100%
Affordable Rented	-	0%	0%
<b>TOTAL</b>	<b>2,838</b>		

**Phase 1**

Split	Hab Rooms	Overall Split	Affordable Split
Private	-	0%	
Private Rented	1,326	94%	
Intermediate	91	6%	100%
Affordable Rented	-	0%	0%
<b>TOTAL</b>	<b>1,417</b>		

**Phase 2**

Split	Hab Rooms	Overall Split	Affordable Split
Private	-	0%	
Private Rented	659	84%	
Intermediate	126	16%	100%
Affordable Rented	-	0%	0%
<b>TOTAL</b>	<b>785</b>		

**Phase 3**

Split	Hab Rooms	Overall Split	Affordable Split
Private	-	0%	
Private Rented	428	67%	
Intermediate	208	33%	100%
Affordable Rented	-	0%	0%
<b>TOTAL</b>	<b>636</b>		

**Table 10 | Comparison of Initial Business Plan (Aug-21) to Current**

**Phase 1**

Accomodation	Approved Financial Model (v52)	Current	Variance
Private (No)	224	0	(224)
Private (Av Size NIA sqft)	700	0	(700)
Private (Total NIA sqft)	156,722	0	(156,722)
Private Rented (No)	0	502	502
Private Rented (Av Size NIA sqft)	0	670	670
Private Rented (Total NIA sqft)	0	336,117	336,117
Affordable Rented (No)	90	0	(90)
Affordable Rented (Av Size NIA sqft)	700	0	(700)
Affordable Rented (Total NIA sqft)	62,969	0	(62,969)
Intermediate (No)	100	30	(70)
Intermediate (Av Size NIA sqft)	700	648	(52)
Intermediate (Total NIA sqft)	69,965	19,434	(50,531)
TOTAL UNITS	414	532	118
Commercial (Total NIA sqft)	10,549	1,435	(9,114)
Community (Total NIA sqft)	0	0	0
GIA (sqft)	381,127	522,646	141,519
Floorplate Efficiency (excl Podium)	76.00%	68.03%	-7.97%

**Phase 2**

Accomodation	Approved Financial Model (v52)	Current	Variance
Private (No)	215	0	(215)
Private (Av Size NIA sqft)	700	0	(700)
Private (Total NIA sqft)	150,426	0	(150,426)
Private Rented (No)	0	255	255
Private Rented (Av Size NIA sqft)	0	665	665
Private Rented (Total NIA sqft)	0	169,517	169,517
Affordable Rented (No)	88	0	(88)
Affordable Rented (Av Size NIA sqft)	700	0	(700)
Affordable Rented (Total NIA sqft)	61,570	0	(61,570)
Intermediate (No)	46	49	3
Intermediate (Av Size NIA sqft)	700	663	(36)
Intermediate (Total NIA sqft)	32,184	32,504	320
TOTAL UNITS	349	304	(45)
Commercial (Total NIA sqft)	9,978	6,096	(3,882)
Community (Total NIA sqft)	0	0	0
GIA (sqft)	321,288	297,881	(23,407)
Floorplate Efficiency (Resi NIA:GIA)	76.00%	67.82%	-8.18%



### Phase 3

Accommodation	Approved Financial Model (v52)	Current	Variance
Private (No)	204	0	(204)
Private (Av Size NIA sqft)	739	0	(739)
Private (Total NIA sqft)	150,721	0	(150,721)
Private Rented (No)	0	164	164
Private Rented (Av Size NIA sqft)	0	656	656
Private Rented (Total NIA sqft)	0	107,564	107,564
Affordable Rented (No)	80	0	(80)
Affordable Rented (Av Size NIA sqft)	736	0	(736)
Affordable Rented (Total NIA sqft)	58,878	0	(58,878)
Intermediate (No)	0	80	80
Intermediate (Av Size NIA sqft)	0	653	653
Intermediate (Total NIA sqft)	0	52,250	52,250
<b>TOTAL UNITS</b>	<b>284</b>	<b>244</b>	<b>(40)</b>
Commercial (Total NIA sqft)	0	6,503	6,503
Community (Total NIA sqft)	0	0	0
GIA (sqft)	275,789	247,232	(28,557)
Floorplate Efficiency (Resi NIA:GIA)	76.00%	64.64%	-11.36%



### 6.3 Massing

- Figure 7 shows the massing for Poets Corner. Principally the massing is highest (max 15-storeys, Block E2) in the northeast corner, furthest away from the more sensitive, traditional low-rise housing to the south. Blocks A and B, closer to the low-rise housing, are 6-storeys and Blocks A and B (on the southern boundary) is 3-storey terrace housing to provide a transition to the higher-density flat blocks.



**Figure 7 | Poets Corner Massing**



## 6.4 Tenure Distribution and Layout

- The tenure layout has been developed to take advantage of multiple routes to market to assist the viability/deliverability of the scheme. Nonetheless, the development strives to remain inclusive by placing AH units onto key open spaces (e.g. Poets Garden and the High Street Square) and incorporating non-residential uses at ground to increase activation. See Figure 8.



**Figure 8 | Tenure Layout**

## 6.5 Phasing

- The proposals are intended to be brought-forward in three phases. Table 9 summarises the overall tenure split in each phase by hab-room.
- In order to limit capital exposure of the HSDP in Phase 1, the demolition of the civic buildings have been staggered.
- To enable the 'unlocking' of the site, Phase 1 features a lower % of AH along with the majority of Poets Garden and the High Street Square. Not only will this accelerate the delivery but will enable faster occupation of the development, creating activity and contributing to placemaking the attractiveness of the commercial units.
- Phase 2 will see the completion of Poets Garden, along with a nursery and restaurant/takeaway, helping to build place and value for that phase and Phase 3. However, the HSDP will keep the commercial tenancies under-review and review alternate uses, such as a health facility.
- Phase 3 will deliver the Convenience Store. These will benefit from the existing Phase 1 and 2 residents, ensuring the units are as marketable and successful as possible.
- Refer to Figure 8 which includes phasing.

## 6.6 Planning Requirements

- While the design is at an early stage, the scheme has been designed as far as possible to meet all current planning and building regulation requirements (including emerging fire-safety requirements in BS9991). In addition, the cost estimate (see s8.2.4) makes allowances for current regulations and known future regulations, including 'Future Homes'. See the Masterplan Study (Appendix 4) for further detail.

## 6.7 Sustainability Requirements

- The proposed design and associated cost plan anticipates all known sustainability requirements, including Future Homes, at the time of writing this document. As the scheme progresses the DM will look to identify further opportunities for enhanced sustainability measures.

## 6.8 Detailed Specifications and Drawings

- A detailed specification will accompany the Employer's Requirements (forecast late-24).

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## 12 Community and Stakeholder Engagement

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- The Communications Consultant (Kanda) have prepared a Public Engagement Strategy, the main objectives are which are:
  - Engage, inform and seek feedback from local residents and other stakeholders on the proposals
  - Confirm main interest groups
  - To satisfy the relevant national and local planning policy requirements for public consultations of this scale and nature to ensure the submission of a robust planning application anticipated in Sep-24
  - The strategy features two physical consultation events anticipated to be Mar/Apr and May/Jun-24. The physical event will be supplemented by an online portal.
- A copy of the Strategy is contained at Appendix 10.

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## 13 Social Value

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- The HSDP and council officers have undertaken a full review of Social Value.
- The Social Value Manager (SVM) will lead on all the social value targets listed in this section. The HSDP will use the Social Value Portal (SVP) to measure the impact of its activities.
- A Social Value Strategy will set out the proposed activities and will be updated regularly to reflect the activities of the HSDP and opportunities to promote social value and growth across the Borough, alongside good news reporting from the actions arising from the HSDP's programme.
- Preconstruction Wates will deliver work experience and volunteering opportunities to the local residents of Harrow. These will be hosted with our supply chain for example with our architects and planner's opportunities will be well structured and meaningful for participants. Volunteering could take the shape of supporting the local organisations with community activities/ events. Or could be Wates staff or our supply chain doing careers talks / advice sessions on the industry.

### 13.1 Reporting

- Community Investment Plan (CIP) data will be extracted into a monthly economic, skills and community reports.
- Quarterly reports and detailed Project Impact Report (PIR) will be prepared midway through the project. Underperformance will be addressed at quarterly review meetings.
- The Social Value Portal (SVP) can be used to calculate the impact / social value added from the activities undertaken. However, the real impact will be measured by the number of jobs created, residents into work, apprenticeships created and completed and local spend with Harrow suppliers.
- The SVP is an online solution that allows organisations to measure and manage the contribution that they and supply chain makes to society, according to the principles laid out within the Public Services (Social Value) Act 2012.
- Their solution allows organisations to report both financial and non-financial data and rewards organisations for doing "more good" in the community.
- The SVP calculates the impact using the unit cost database 1.4 version, as its proxy bank.
- This will be incorporated into the Monthly Performance Report (see s16).
- Monitoring returns will include data against the 9 Protected Characteristics, to ensure underperformance is picked up and addressed.

### 13.2 Targets

- In establishing these targets a key focus area on delivery is on helping unemployed, under-employed and those furthest from the job market as well as actively engaging with schools and colleges to engage young people in the career opportunities available through the apprenticeship routes and entry level roles.

- A summary of the Social Value targets for Poets Corner is below:
  - 140no. Apprenticeships
  - 232no. New Jobs
  - 121no. Work experience Placements
  - 86no. Unemployed Supported
  - 56no. 121 Support CVO's
  - £16,800 of Wates Employee Volunteering
  - £7,000 of Donations
  - c£68m Local Supply Chain Spend
  - 1no. Pop Up Business School
  - 7no. Business Development Workshops
  - 7no. Seeing is Believing tours
  - 1no. Dinner with a difference
  - 7no. Business Mentoring
  - 1no. Buy Social
  - 1no. Incubator space
  - 33.3no. Trees planted (100 across all developments)
  - 230no. Upskilling FTE
  - 7no. Community Events

### 13.3 Meanwhile Uses

- Regeneration is a complex process, bringing lots of different people and skillsets together to revitalise places and meet the evolving needs of communities. The aim to transform underutilised, derelict spaces into vibrant, functional, and sustainable new neighbourhoods can take many years to come to fruition.
- Vacant and abandoned spaces can be magnets for crime and anti-social behaviour, contributing to a sense of insecurity in the community and surrounding neighbourhoods. By activating these spaces with meanwhile use initiatives, the presence of people brings life and safety to the community and makes it all the more attractive for future residents, businesses, and investors.
- Meanwhile use through temporary commercial premises and pop-ups can stimulate economic activity that has long term benefits for the place and the owners of businesses alike. By encouraging pop-up shops, cafes, markets, and cultural events, meanwhile use attracts visitors, boosts foot traffic, and supports local businesses. This injection of economic activity can breathe new life into neglected areas and attract potential investors and developers.
- Meanwhile use is a powerful tool to embed this change and help bring new spaces to life quicker. Through meanwhile use, the community start to benefit from the space straight away, while the HSDP continue work on long-term vision and delivery of spaces.

- Meanwhile uses at Poets Corner will provide an avenue for community engagement and participation in the regeneration process. By involving local people, business owners, community groups and stakeholders, meanwhile use projects reflect the specific needs and aspirations of the community. This collaboration fosters a sense of ownership and pride, ultimately leading to a more inclusive and sustainable regeneration process.
- Poets corner – given its location, proximity to the station and scale provides an exciting opportunity for Harrow to explore Meanwhile uses and to ensure residents of Harrow are active participants in the evolution and delivery of the site
- Given the sites prominent central location – Poets Corner already affords an ‘informal’ meanwhile use for residents of Harrow – with uses ranging from meeting spaces – the site being a draw for people as a focal opens space to enjoy (despite its current use), cycle riding both adults and children and utilising desire routes and connections across the site to the station and other destinations within the borough – this informal usage provides us with a starting point wayfinding and routes to inform the masterplan design – but also allows us to consider how we can build and enhance these experiences as the scheme evolves over its lifetime and build programme – circa 1-10-12 years.
- A comprehensive meanwhile strategy will be produced in conjunction with consultation with residents to create economic opportunities for Poets both in the short term and to enhance and compliment the existing high street.
- The clarity of vision about the ‘why’ is the most important consideration for any meanwhile project.
- Opportunities to consider for the Poets Meanwhile uses could include;
  - Testing ideas
  - Testing capacity
  - Proving local demand (for space)
  - Providing space or facilities required by local people
  - Increasing footfall to an area through activation and events
  - Providing local employment and training opportunities
  - Creating social value on many levels
  - Using empty space which is at a premium
  - Enlivening high streets
- The Poets Corner Meanwhile Use Strategy is intended to be a live document – enabling it to evolve and update over the duration of the project and will be supported and informed by economic growth report, and submitted with the Planning Application.

## 14 Consultant Team

- Procurement has been carried out in-line in accordance with the Procurement Policy as set-out in the MA. Any deviations have been reported to and agreed with the HSDP Board at the appropriate time (e.g. if three quotes could not be secured). Table 29 lists out the Consultant Team for Poets Corner.

**Table 29 | Core Consultant Team**

Discipline	Company
Acoustic	Mach
Affordable Housing Advisor	Red Loft
Air Quality	Phlorum
Arboriculturist	Sharon Hosegood Associates
Architect	Sheppard Robson
Agency	Knight Frank (BtR)
CDM Client Advisor	Bailey Garner
CDM Principal Designer	Bailey Garner
Communications	Kanda
Ecologist	Greengage
EIA	CBRE
Employers Agent	Ikon
Energy Strategy	Fairheat (Stage 1), AECOM (Stage 2+)
Fire	OFR
Geotechnical	Stantec
Highways	Stantec
JV Supervisor	Arcadis
Landscape Architect	BDP
Legal (JV)	Winckworth Sherwood
Legal (Planning)	Ashurst
MEP and VT	AECOM
Survey	Laser Survey
Planning	CBRE
RoL/ Daylight/ Sunlight	Previously Avison Young (consultant no longer offers this service and will be re-procured)
Structural/ Civil	Stantec
Townscape	Iceni
Verified Views	Miller Hare
Viability	Montagu Evans



## 16 Reporting

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- The financial management and reporting are the responsibility of the Development Manager (DM).
- A process of monthly reconciliation and reporting has been developed and is currently reported in the monthly HSDP Board Meeting.
- While the frequency of the Board Meetings may change, the reporting will continue to be monthly and consist of a reconciliation of historic and forecast costs to the Financial Model, along with the following:
  - Key Updates
  - Recommendations/ Approvals Sought
  - Programme
  - Viability
  - Budget
  - Planning
  - Communications
  - Commercial
  - Safety Health and Environment
  - Risks and Opportunities
  - Social Value
- It may also be necessary to provide interim updates to the report, as and when directed, and provide supplemental reports to third parties.



## 17 Appendices

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## **Appendix 12**

### **Development Manager 12-Month Activity Summary (2024)**

**Development Manager 12-Month Activity Summary (2024)**

- Q1/2 (focus: grant funding, pre-application consultation, Stage 1/2 design)
  - Prepare and submit grant funding applications to improve the viability, deliverability, sustainability and/or Affordable Housing offer for the scheme (where made on behalf of the HSDP)
  - Assist in preparing grant funding applications (where made on behalf of Harrow)
  - Manage the consultant team to produce a Stage 1/2 design that meets the objectives of the PBP
  - Manage the consultant team through the pre-application engagement (incl public consultation) with a scheme that fulfils the objectives of the PBP
- Q3/4 (focus: Stage 2/3 design, planning submission, Business Plan update)
  - Manage the consultant team to produce a Stage 2/3 design that meets the objectives of the PBP
  - Manage the consultant team to prepare a Planning Application that meets the objectives of the PBP
  - Undertake an annual update of the PBP
- General
  - Report to the HSDP Board and secure approval or recommendations for approval as required to progress the scheme
  - Regular reporting, via Monthly Performance Report (MPR)
  - Ensure the programme is kept on-track to meet the objectives of the PBP, and report where delays or opportunities for fast-track are expected (via MPR)
  - Monitor the risk and opportunities register and report via MPR
  - Monitor expenditure and cashflow forecast and report via MPR

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- Q1/2 (focus: grant funding, pre-application consultation, Stage 1/2 design)
  - Prepare and submit grant funding applications to improve the viability, deliverability, sustainability and/or Affordable Housing offer for the scheme (where made on behalf of the HSDP)
  - Assist in preparing grant funding applications (where made on behalf of Harrow)
  - Manage the consultant team to produce a Stage 1/2 design that meets the objectives of the Phase Business Plan (PBP)
  - Manage the consultant team through the pre-application engagement (incl public consultation) with a scheme that fulfils the objectives of the PBP
- Q3/4 (focus: Stage 2/3 design, planning submission, Business Plan update)
  - Manage the consultant team to produce a Stage 2/3 design that meets the objectives of the PBP
  - Manage the consultant team to prepare a Planning Application that meets the objectives of the PBP
  - Undertake an annual update of the PBP
- General/All Year
  - Report to the HSDP Board and secure approval or recommendations for approval as required to progress the scheme
  - Regular reporting, via Monthly Performance Report (MPR)
  - Ensure the programme is kept on-track to meet the objectives of the PBP, and report where delays or opportunities for fast-track are expected (via MPR)
  - Monitor the risk and opportunities register and report via MPR
  - Monitor expenditure and cashflow forecast and report via MPR

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# Harrow Strategic Development Partnership

## Initial Phase Business Plan 2023

### Byron Quarter (Phase 1)

v1.1 (Harrow Cabinet Amendment), issued 12-Jan-2024





## Contents

<b>1 INTRODUCTION</b>	<b>1</b>
<b>2 PROJECT LOCATION, OBJECTIVES AND VISION</b>	<b>3</b>
2.1 Project Location _____	3
2.2 Project Vision & Objectives _____	4
<b>4 PLANNING</b>	<b>9</b>
4.1 Existing Use _____	10
4.2 Planning History _____	10
4.3 Site Specific Planning Policy _____	11
4.4 Environmental Impact Assessment _____	11
4.5 Community Infrastructure Levy _____	11
4.6 Planning Conditions _____	12
4.7 Planning Risks and Mitigation [confidential] _____	12
<b>5 PHYSICAL AND ENVIRONMENTAL CONSTRAINTS</b>	<b>13</b>
<b>6 PROPOSED DEVELOPMENT</b>	<b>14</b>
6.1 Summary _____	14
6.2 Area Schedule, Schedule of Accommodation Summary and Unit Mix _____	15
6.3 Massing _____	17
6.4 Tenure Distribution and Layout _____	18
6.5 Phasing _____	19
6.6 Planning Requirements _____	19
6.7 Sustainability Requirements _____	19
6.8 Detailed Specifications and Drawings _____	19



12 COMMUNITY AND STAKEHOLDER ENGAGEMENT	47
13 SOCIAL VALUE	48
13.1 Reporting	48
13.2 Targets	48
13.3 Meanwhile Uses	49
14 CONSULTANT TEAM	50
16 REPORTING	52
17 APPENDICES	53

## ACRONYMS

<b>AY</b>	<b>Avison Young</b>	<b>HOTs</b>	<b>Heads of Terms</b>
<b>BCIS</b>	Building Cost Information Service	<b>JV</b>	Joint Venture
<b>BTR</b>	Build to Rent	<b>KPI</b>	Key Performance Indicator
<b>CDM</b>	Construction (Design & Management)	<b>LAR</b>	London Affordable Rent
<b>CGIs</b>	Computer Generated Images	<b>LBH</b>	London Borough of Harrow
<b>CIL</b>	Community Infrastructure Levy	<b>LPA</b>	Local Planning Authority
<b>CIM</b>	Community Investment Manager	<b>NIY</b>	Net Initial Yield
<b>CIP</b>	Community Investment Plan	<b>OMV</b>	Open Market Value
<b>CPS</b>	Community Participation Strategy	<b>PC</b>	Practical Completion
<b>DA</b>	Development Agreement	<b>PCSA</b>	Pre-Construction Services Agreement
<b>DM</b>	Development Manager	<b>PIR</b>	Project Impact Report
<b>DMR</b>	Discount Market Rent	<b>PPA</b>	Planning Performance Agreement
<b>EDM</b>	Electronic Direct Mailers	<b>PROW</b>	Public Right of Way
<b>EIA</b>	Environmental Impact Assessment	<b>PRS</b>	Private Rental Scheme
<b>FVA</b>	Financial Viability Assessment	<b>S&amp;M</b>	Sales & Marketing
<b>GPR</b>	Ground Penetrating Radar	<b>SDLT</b>	Stamp Duty Land Tax
<b>GEA</b>	Gross External Area	<b>SO</b>	Shared Ownership
<b>GIA</b>	Gross Internal Area	<b>SV</b>	Social Value
<b>GLA</b>	Greater London Authority	<b>SVP</b>	Social Value Portal
<b>HSDP</b>	Harrow Strategic Development Partnership	<b>STP</b>	Subject to Planning

## 1 Introduction

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- Clause 18 of the Harrow Strategic Development Partnership's (HSDP) Member's Agreement (MA) obligates the Partnership to adopt a Phase Business Plan (PBP) in respect of each Core Site. The purpose of this document is to provide an Initial PBP for Byron Quarter in accordance with the MA.
- The PBP is a critical document that provides greater detail on the Business Plan objectives insofar as they relate to Byron Quarter, and address the challenges experienced by the project, the Partnership, and the wider-industry since the HSDP was formed in late-2021, namely:
  - Addressing regulatory changes, specifically in relation to fire-safety and sustainability.
  - Adjusting for movements in cost, largely relating to regulatory changes not originally anticipated and abnormal inflation from 2022; and
  - Rising interest rates, impacting the cost of debt and mortgage lending.
- In addition, the Partnership also had to navigate through a local leadership change during this time.
- The proposals included within this document present a response to the aforementioned challenges, without any grant funding or subsidy in what is presently a very difficult market, and as such should be considered a 'worst-case' scenario. It is expected these proposals will improve both in terms of viability and AH offer. To give this the greatest chance of success the Development Manager (DM) will continue to work to identify opportunities for grant-funding, value-engineering (VE), driving value through construction supply-chains, and alternate funding-structures for example. Any significant variations to this document, which may occur within the following 12-month period, will be brought back to the Member's for approval.
- The intention is that the PBP will ultimately be read in conjunction with the overarching Business Plan for the HSDP.
- To ensure the scheme is deliverable the Development Manager (DM) on behalf of the HSDP has undertaken extensive redesign and replanning of Byron Quarter to introduce additional low-rise housing and lower-rise flats, which has the following benefits:
  - Avoids regulatory uncertainty, particularly in relation to fire-safety.
  - Facilitates a more cost-effective build, as most of the development can be 'traditional' construction.
  - Reduces the time to market, as housing sales can be completed in a shorter timeframe than flats, reducing peak-debt and borrowing duration, lowering overall finance costs, and improving viability.
  - Provides the ability to remove the delivery of Affordable Housing (AH) via the Community Works Agreement (CWA) route to relieve financial pressures on the London Borough of Harrow (LBH) due to improved viability (subject to final viability and Section 123 requirements – see s9)
  - Overall, greatly improves the certainty and speed of deliverability for the scheme.
  - Responds positively to the surrounding environment, including the nearby low-rise housing, and the adjoining Belmont Trail and Byron Park.
  - Does not fetter the ability of the remaining Byron Quarter Housing Allocation to be brought-forward for higher-density development in the future, should it be desired.
- The fundamental purpose of this document therefore is to set out how the HSDP will:

- Design a deliverable, high quality and viable scheme aligning with the financial model (v117) proposed to be adopted alongside this document;
- Deliver approximately 150 tenure blind new homes within a mixed-use scheme, including 27% AH alongside improved connections to nearby existing green spaces
- Provide a framework for operating in an open and transparent manner, including effective risk management; and
- Provide a plan for the effective delivery of the social value commitments.
- To this end, the PBP sets out the HSDP's placemaking objectives to regenerate an accessible, but underutilised car park site for high quality new homes and green spaces. It examines the residential market along with the physical, legal, and planning constraints of Byron Quarter, describes the project requirements, financial, and social value targets required to achieve the Business Plan, then sets-out a number of procedural requirements for periodic reporting to ensure the PBP is kept on-track and bettered.
- It is recommended this document, along with v117 of the Financial Model, is adopted as the **Initial Phase Business Plan for Byron Quarter including Section 8.4 for further detail**) in accordance with Clause 18 of the HSDP's MA for the following reasons:
  - Kickstarts the programme of regeneration for the HSDP portfolio;
  - Increases the diversity of sales products and routes to market for the HSDP;
  - Provides market facing returns during a difficult time which strengthens the deliverability of the proposals;
  - Opportunities for betterment through design development and grant funding; and
  - Safeguards the investment to date.
- This is a live document that will be reviewed periodically and updated on an annual basis.

## 2 Project Location, Objectives and Vision

### 2.1 Project Location

- The 1.70ha site is an existing LBH car park.
- It can be located using postcode HA3 5BJ. Figure 1 shows the location of the site.
- The nearest adopted highways are Christchurch Avenue and Coxe Place, although the site only abuts a small section of Coxe Place.
- The site benefits from good public transport links, being 10 mins walking distance from Harrow & Wealdstone Station (Bakerloo Line, Overground, National Rail).
- Adjoining and nearby uses are described in Table 1 and numbered on Figure 1.
- The land is the first phase of a wider Housing Allocation within LB Harrow ownership, that broadly includes the Car Park (No. 8) and the Leisure Centre (No.7).



Figure 1 | Site Location (not to scale)

Table 1 | Adjoining and Nearby Uses

Boundary	Description
North	1. Byron Recreation Ground 2. Harrow Skate Park (Locally Listed) 3. Wealdstone Cemetery 4. Harrow School of Gymnastics
South	5. Coxe Place
East	6. Belmont Trail
West	7. Harrow Leisure Centre 8. Harrow Leisure Centre Car Park 9. London's Community Kitchen/ Bridge Day Centre/ Cafe

## 2.2 Project Vision & Objectives

- A residential scheme comprised of both private and affordable units in a mix of housing and apartments.
- Create a strong identity and sense of place by restoring the relationship between Byron Park, Belmont Trail, and the local community through connected open spaces.
- Create a strong edge to the Harrow Leisure Centre Car Park and Byron Recreation Ground to help build a more positive environment and address community safety concerns, while successfully integrating and connecting with Byron Recreation Ground.
- Deliver at pace, enabling fast and positive regeneration with high-quality homes and as much Affordable Housing (AH) as can viably be delivered.
- Design to enable the wider Housing Allocation to come-forward with good flexibility.
- Working between leisure and residential uses along the mature tree-lined, east-west boulevard, the design will create a defined park frontage of the highly desirable new residential neighbourhood. This route forms part of the strategic green link and cycle connection from Headstone Manor to the Belmont Trail, which is a green link between Christchurch Avenue, running north to Vernon Drive in Stanmore.
- Pace of delivery is key as Byron Quarter will be the first of the HSDP schemes to come forward delivering new homes for the borough. Therefore, it is fundamental that the planning, phasing, and sales and construction logistics and delivery strategies are incorporated into the scheme from the outset.
- Create a lasting legacy through well considered building and estate management.
- Figure 2 shows how some of these principles were incorporated into the emerging masterplan, along with the current iteration confirming the retention of such principles.





Early Concept Masterplan



Current Masterplan

Figure 2 | Masterplan

## 4 Planning

- The Local Planning Authority (LPA) is LBH, and the Regional Authority is the Great London Authority (GLA). Note the GLA has strategic planning powers, and the Mayor of London can direct refusal of planning applications, or act as the local planning authority.
- It is proposed to make a full application in May-24. There is no benefit to an outline or hybrid application given the intention to deliver the development in a single-phase starting within 2-years.
- The red-line boundary for planning is shown in Figure 3 (see s3.1). There are works required outside the red-line to facilitate access. CBRE (Planning Consultant) has confirmed these can be done as Permitted Development and are therefore not required to be included in the planning application.
- Prior to planning submission, the scheme is expected to be subject of 3 formal pre-application meetings with the LPA (6 to date). Additionally, a number of informal pre-applications meetings have already taken place focusing on housing, ecology/trees, highways, and drainage.
- Table 3 sets-out the pre-application meetings that have taken place to date. Note these relate to the previous proposals for an apartment led scheme (refer to Appendix 5 for a copy of these proposals).
- The planning application is targeted to be submitted to LBH Planning in Apr-24. It is expected the scheme will secure Resolution to Grant (RtG) in Aug-24 and full planning permission in Oct-24. These dates can be cross-referenced to the Programme in Appendix 1.

**Table 3 | Pre-Application Consultation History**

Date	Consultee	Key Points and Outcomes
14-Oct-21	LBH Pre-Application Meeting 1	<ul style="list-style-type: none"> <li>• LBH noted indicative massing was positive, showing regard for the surrounding context. HSDP to consider stepping to the east in consideration of the Belmont Trail.</li> <li>• Height facing the park not an issue (10-storey max height).</li> </ul>
04-Nov-21	LBH Pre-Application Meeting 2	<ul style="list-style-type: none"> <li>• Evolution of scheme to current design incorporating comments from Pre-App 1 delivered.</li> <li>• Rear gardens of townhouses along with landscaping near A1 to be refined.</li> </ul>
25-Nov-21	LBH Pre-Application Meeting 3	<ul style="list-style-type: none"> <li>• LBH pleased to see how the masterplan has advanced and welcomes changes to Block B and the podium area</li> <li>• LBH keen to understand further how pedestrians and bikes move through the site.</li> <li>• LBH to pick up with Harrow Regeneration team regarding highway adoption.</li> </ul>
01-Dec-21	Major Developments Panel 1	<ul style="list-style-type: none"> <li>• Positive response overall, noting that a single taller building is the best approach in terms of context.</li> <li>• The panel expressed concerns there were limited amounts of parking spaces for residents.</li> <li>• The panel asked to ensure that the scheme had adequate security measures in place to reduce anti- social behaviour that were prevalent in the area.</li> </ul>
08-Dec-21	Design Review Panel 1	<ul style="list-style-type: none"> <li>• The DRP panel commented the overall principles of the scheme were clear and concise.</li> <li>• The scheme should maximise active frontages on the ground floor.</li> <li>• Panel commends the landscape general concept, however, suggest ground floor dwellings should have direct entrances relationship to the landscaped areas.</li> <li>• Dual aspects units to be maximised throughout the scheme.</li> </ul>



Date	Consultee	Key Points and Outcomes
16-Dec-21	LBH Pre-Application Meeting 4	<ul style="list-style-type: none"> <li>• LBH confirm that 2 and 3 bed wheelchair homes are a priority housing need.</li> <li>• LBH raised concerns over the height transition at the southeastern corner to Coxe Place.</li> </ul>
20-Jan-22	GLA Pre-Application Meeting 1	<ul style="list-style-type: none"> <li>• LBH confirm the scheme has been positively received by the Borough.</li> <li>• GLA support the approach and integration with the park, along with massing and heights strategy.</li> </ul>
18-Mar-22	LBH Pre-Application Meeting 5	<ul style="list-style-type: none"> <li>• Block E1 running adjacent to Belmont Trail is now more pavilion-like which has optimised dual aspect and introduced more visual interest.</li> <li>• LBH welcome any additional units to ground floor, however defensible space needs to be well considered.</li> </ul>
25-Apr-22	GLA Pre-Application Meeting 2	<ul style="list-style-type: none"> <li>• The overall masterplan principles, are supported.</li> </ul>
3-Nov-22	LBH Pre-Application Meeting 6	<ul style="list-style-type: none"> <li>• CBRE highlighted the DRP &amp; GLA has previously raised queries as to the potential for reducing height along eastern boundary. The revised proposal has responded to these queries and has reduced height along this boundary, which has enabled an increased number of townhouses.</li> <li>• The townhouses now have more active frontages with extra space to provide a green buffer between public/private space.</li> </ul>

#### 4.1 Existing Use

- The site is an LBH car park, which includes some areas for materials storage.
- Any vehicles and materials will be relocated prior to site start.

#### 4.2 Planning History

- CBRE (Planning Consultant) have investigated the planning history of Byron Quarter (summarised in Table 4). They have confirmed that while the history indicates the LPA supports the principle of redevelopment, there is nothing that particularly assists or hinders the current proposals.

**Table 4 | Planning History**

LPA Ref	Address	Description	Status
P/2588/11	Harrow Leisure Centre, Christchurch Avenue, Harrow, HA3 5BD	Erection of part two part three storey (plus basement) building for use as a 60 bedroom care home (class c2) with associated parking landscaping and amenity space	Granted – 02/12/2011
P/3972/08	Harrow Leisure Centre, Christchurch Avenue, Harrow, HA3 5BD	Single storey building to provide residential care home (use class c2)	Granted – 03/02/2009
P/2675/08	Harrow Leisure Centre, Christchurch Avenue, Harrow, HA3 5BD	Single-storey building to provide residential home (use class c2)	Granted – 25/09/2008
P/0929/08CFU	Skateboard Park Adjacent to Leisure Centre Car Par, Christchurch Avenue, Harrow	Redevelopment to provide new leisure centre with associated car parking and landscaping (revised)	Granted – 05/06/2008
P/2270/07	Harrow Leisure Centre, Christchurch Avenue, Harrow, HA3 5BD	Part single part two storey neighbourhood resource centre with associated access and parking	Granted – 10/09/2007

LPA Ref	Address	Description	Status
P/2166/06	Harrow Leisure Centre, Christchurch Avenue, Harrow, HA3 5BD	Single storey front extension	Granted – 02/11/2006
P/376/06/DFU	Harrow Leisure Centre, Christchurch Avenue, Harrow, HA3 5BD	Change of use of part of first-floor from conference area to beauty room (class d2 to sui generis)	Granted – 02/05/2006
EAST/613/01/FUL	Harrow Leisure Centre, Christchurch Avenue, Harrow, HA3 5BD	Tennis hall & ancillary facilities as extension to leisure centre revised & additional car parking	Decision – 08/08/2001
EAST/810/99/LA3	Harrow Driving And Cycling Centre, Christchurch Avenue, Harrow, HA3 5BD	Single Storey Storage Building	Granted – 26/10/1999

### 4.3 Site Specific Planning Policy

- The statutory development plan is comprised of the Harrow Core Strategy (2012), Development, Management Policies Local Plan (2013), Adopted Policies Map (2013) and the London Plan (as amended, 2016). The Harrow and Wealdstone Area Action Plan (AAP) (2013) is also a key planning document for Byron Quarter.
- Note the AAP allocates Byron Quarter (all phases) for 180 homes. The development site only constitutes approximately 1/3 of the allocation. Therefore, it is considered the proposals provide the opportunity to optimise the Housing Allocation while remaining sensitive to the surrounding context – noting higher density proposals can be delivered in later phases should it be desired.
- Byron Quarter is subject of the following key overlays:
  - Critical Drainage Area
  - RAF Northolt Safeguarding Zones
  - Protected Views Setting Corridor: Proposed Country Park at Wood Farm
  - Core Strategy Sub Area Harrow and Wealdstone
  - An allocated site in the Harrow and Wealdstone AAP
  - Opportunity Area: Harrow and Wealdstone
  - The site contains some Designated Open Space
- None of the overlays or policies are expected to fetter the development potential of the site or negatively affect the masterplan.

### 4.4 Environmental Impact Assessment

- Preliminarily LBH have indicated that an EIA will not be required; a formal Screening Opinion is required to confirm this which is forecast to be submitted in Feb-24.

### 4.5 Community Infrastructure Levy

- The site is currently a car park with some ancillary. Sheppard Robson (Architect) have previously identified the internal areas to be 106.5 sqm / 1,146 sqft. It is not anticipated these structures will be eligible to be offset against the Community Infrastructure Levy (CIL) liability.

#### **4.6 Planning Conditions**

- Byron Quarter is not sufficiently advanced to be able to identify the likelihood of any Onerous Conditions.
- The HSDP will continue to engage with LBH throughout the planning process to ensure that the Planning Permission secured is acceptable to both the HSDP and LBH having regard to potentially Onerous Conditions as set out in the DA (see Definitions of HSDP's Onerous Conditions and Council's Onerous Conditions).
- The HSDP will seek to agree the wording of other planning conditions to ensure the timely and effective implementation of the relevant planning permission, including pre-commencement conditions (if any).

## 5 Physical and Environmental Constraints

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- The HSDP have undertaken the following surveys:
  - Topographic / Boundary
  - Underground Utilities
  - Trees
  - Ecology (incl Reptile Survey)
  - Traffic
  - Noise
  - CCTV Drainage Survey
- There is an existing Ground Investigation (GI) that was undertaken by GEA for LBH for the wider housing allocation in 2017. This GI has been reviewed by Stantec (Civil/Structural Engineer) and is deemed to be appropriate, subject to reducing the scope of the document to only refer to the Byron Quarter site. A quote and terms have been agreed with GEA and it will be amended to support the planning application.
- Appendix 3 shows a comprehensive constraints plan by the Consultant Civil Engineer (Stantec).
- There are four main constraints to note:
  - Ground Penetrating Radar (GPR) underground services survey (Oct-21) identified a gas main and a 1.05m diameter surface water sewer that traverses the south-west corner of the site. The design accounts for this by avoiding the constraint.
  - A subsequent CCTV survey (Jun-22) identified a 375mm diameter surface water sewer parallel to the northern boundary within 3m of the proposed terraced housing. The sewer is in a different position to the asset plans and was not picked-up by the GRP survey. Subject to Thames Wates agreement, it is expected the HSDP will have to replace a small section of this sewer while undertaking the groundworks, the cost of which is expected to be minimal.
  - The CCTV drainage survey (Jun-22) confirmed the ponds within the development site currently drain part of the Leisure Centre Car Park. An allowance has been made in the cost plan to accommodate this additional drainage.
  - The Reptile Survey identified the presence of Slow Worms in the area of scrubland at the south of the site, close to Coxe Place. Given the habitat will not be able to be retained they will have to be relocated. This principle has been agreed with LBH Planning, along with a nearby location along the Belmont Trail. Note the Slow Worms need to be relocated between March and October. Given the forecast site start is Jul-25 this will need to be done prior to going unconditional. This is accounted for in the budgets provided in Sections 8.4 and 9 (i.e. pre-unconditional budget for S106/CIL).
- None of the physical or environmental constraints are considered to fetter or be prohibitive to the redevelopment of the site.

## 6 Proposed Development

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### 6.1 Summary

- The proposed low-rise housing development consists of 149 new homes with associated access (via the Leisure Centre carpark) and landscaping. It features 27% AH (hab rooms – subject to viability), 78 apartments, 71 houses. Refer to the Area Schedule below for total areas with a block-by-block breakdown.
- The scheme was subject of amendment following the Harrow Council leadership change in May-22. The following elements were considered:
  - Review heights
  - Introduction of more family houses (as opposed to flats)
  - Increased proportion of family housing, particularly for the Affordable/Social Rent Housing
  - Creation of better-quality housing, through good design and placemaking
- For the previous scheme, this resulted in reapportioning the height away from more sensitive parts of the site and introducing some additional traditional family housing; concurrently the redesign also sought to address emerging viability challenges. The max. height was 11-storeys.
- In addition, the scheme needed to respond to the other challenges mentioned in Section 1, namely:
  - Addressing regulatory changes, specifically in relation to fire-safety and sustainability – hence all buildings are below the threshold for 2-staircases.
  - Adjusting for movements in cost, largely relating to regulatory changes not originally anticipated and abnormal inflation from 2022 – hence much of the development is now housing which can be traditionally constructed which is more cost-effective.
  - Rising interest rates, impacting the cost of debt and mortgage lending – hence much of the development is now housing which can be sold in a shorter timeframe, reducing peak debt and the duration of borrowing.
- Overall, the current scheme responds more strongly to the current Leadership’s aspirations as it is now predominantly traditional housing with a single flat-block of 6-storeys (max. height) while concurrently resolving the other challenges outlined.
- As a result of introducing additional houses, there are now additional ‘front-doors’ onto the public realm to assist in placemaking and passive surveillance.
- In addition, as the scheme progresses the DM will work with LBH and sales agents to identify potential opportunities for multi-generational housing and any other less conventional housing types that may specifically suit the local market.
- The current masterplan can be seen in Figure 2 (s2.6) and Figure 4 compares the current proposed massing to that previously proposed (May-22).
- The proposed changes were subject of a detailed feasibility which included input from CBRE (Planning Consultant) and was informed by a detailed constraints analysis.



**Figure 4 | Current Proposed Massing (right) versus Dec-21 Proposed Massing (left)**

## 6.2 Area Schedule, Schedule of Accommodation Summary and Unit Mix

- Tables 5 – 8 summarise the areas, schedule of accommodation and unit mix (by hab room).
- Please refer to Figure 7 and Section 7.1 which clarifies the block references in Table 5.
- The private mix and masterplan layout has been developed in consultation with Wates Residential's Head of Sales and reputable sales agents (see s10.1 for further detail).
- The AH mix and layouts have been developed in consultation with Red Loft (AH Advisor).

### Table 5 | Area Schedule

**Table 6 | Schedule of Accommodation Summary**

Unit Type	%	No	Av NIA Sqft	Total NIA Sqft
<b>PRIVATE</b>				
1B2PF	19%	20	538	10,760
2B3PF	6%	6	667	4,002
2B4PF	17%	18	753	13,554
3B5PH (2 storey)	18%	19	1,001	19,019
3B5PH (3 storey)	40%	42	1,110	46,620
<b>Sub-total</b>	<b>100%</b>	<b>105</b>	<b>895</b>	<b>93,955</b>
<b>INTERMEDIATE</b>				
1B2PF	35%	12	549	6,588
2B3PF	15%	5	667	3,335
2B4PF	50%	17	753	12,801
<b>Sub-total</b>	<b>100%</b>	<b>34</b>	<b>668</b>	<b>22,724</b>
<b>RENTED</b>				
3B5PH	100%	10	1,110	11,100
<b>Sub-total</b>	<b>100%</b>	<b>10</b>	<b>1,110</b>	<b>11,100</b>
<b>TOTAL</b>		<b>149</b>	<b>858</b>	<b>127,779</b>

Note: The proposals feature 91 car parking spaces



**Table 7 | Comparison of Initial Business Plan (Aug-21) to Current Phase 1 Scheme**

Accommodation	Approved Viability Model (v52)	Current (Uninflated)	Variance
Private (No)	169	105	(64)
Private (Av Size NIA sqft)	728	895	167
Private (Total NIA sqft)	123,064	93,955	(29,109)
Private Rented (No)		0	0
Private Rented (Av Size NIA sqft)	0	0	0
Private Rented (Total NIA sqft)	0	0	0
Affordable Rented (No)	100	10	(90)
Affordable Rented (Av Size NIA sqft)	717	1,110	393
Affordable Rented (Total NIA sqft)	71,688	11,100	(60,588)
Intermediate (No)	68	34	(34)
Intermediate (Av Size NIA sqft)	710	668	(41)
Intermediate (Total NIA sqft)	48,265	22,724	(25,541)
<b>TOTAL UNITS</b>	<b>337</b>	<b>149</b>	<b>(188)</b>
Commercial (No)	0	0	0
Commercial (Total NIA sqft)	0	0	0
Community (No)	0	0	0
Community (Total NIA sqft)	0	0	0
GIA (sqft)	319,759	144,035	(175,724)
Floorplate Efficiency (excl Podium)	76.00%	88.71%	12.71%

**Table 8 | Unit Mix (by Hab Room)**

Split	Hab Rooms	Overall Split	Affordable Split
Private	379	73%	
Intermediate	90	17%	64%
Affordable Rented	50	10%	36%
<b>TOTAL</b>	<b>519</b>		

### 6.3 Massing

- Figure 5 shows the massing for Byron Quarter. Principally the massing is highest 6-storeys on the park-edge and falls away closer to the more sensitive, residential boundaries.
- As noted in s6.1 the massing has been altered. The previous massing had been subject of consultation with LBH Planning, amongst other key stakeholders who were generally supportive. Given the massing has been reduced in the more sensitive parts of the site, it is not considered to be a high risk for the future planning submission.





**Figure 5 | Byron Quarter Massing (Phase 1 in red-outline)**

#### **6.4 Tenure Distribution and Layout**

- The tenure layout has been developed to be inclusive, allowing all tenures equal opportunities for access to surrounding leisure spaces and car-parking. See Figure 6.



Figure 6 | Tenure Layout (Private in Green, Intermediate in Red, and Rented in Blue) (not to scale)



## 6.5 Phasing

- Section not used.

## 6.6 Planning Requirements

- The scheme has been designed to meet all current planning and building regulation requirements. See the Feasibility Study (Appendix 4).

## 6.7 Sustainability Requirements

- The proposed design and associated cost plan anticipates all known sustainability requirements at the time of writing this document noting Future Homes is not included as it is currently anticipated site start will be prior to it coming into effect. As the scheme progresses the DM will look to identify further opportunities for enhanced sustainability measures in-line with the objectives set-out in Section 2.2 of the HSDP Business Plan.

## 6.8 Detailed Specifications and Drawings

- A detailed specification will accompany the Employer's Requirements (forecast mid-24) for HSDP Board approval in accordance with Item 23 of the Delegations Policy.

## 12 Community and Stakeholder Engagement

- Communications Consultant have prepared a Public Engagement Strategy, the main objectives are which are:
  - Engage, inform and seek feedback from local residents and other stakeholders on the proposals
  - Confirm main interest groups
  - To satisfy the relevant national and local planning policy requirements for public consultations of this scale and nature to ensure the submission of a robust planning application anticipated in May-24
  - The strategy features two physical consultation events anticipated in Feb-24 and Apr-24 – noting the Mar-24 event is beyond design freeze, this will be reviewed following the Feb-24 event. The physical events will be supplemented by an online portal.
- A copy of the Strategy is contained at Appendix 11 (Stakeholder & Engagement Plan).

## 13 Social Value

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- The HSDP and council officers have undertaken a full review of Social Value.
- The Social Value Manager (SVM) will lead on all the social value targets listed in this section. The HSDP will use the Social Value Portal (SVP) to measure the impact of its activities.
- A Social Value Strategy will set out the proposed activities and will be updated regularly to reflect the activities of the HSDP and opportunities to promote social value and growth across the Borough, alongside good news reporting from the actions arising from the HSDP's programme.
- Preconstruction Wates will deliver work experience and volunteering opportunities to the local residents of Harrow. These will be hosted with our supply chain for example with our architects and planner's opportunities will be well structured and meaningful for participants. Volunteering could take the shape of supporting the local organisations with community activities/ events. Or could be Wates staff or our supply chain doing careers talks / advice sessions on the industry.

### 13.1 Reporting

- Community Investment Plan (CIP) data will be extracted into a monthly economic, skills and community reports.
- Quarterly reports and detailed Project Impact Report (PIR) will be prepared midway through the project. Underperformance will be addressed at quarterly review meetings.
- The Social Value Portal (SVP) can be used to calculate the impact / social value added from the activities undertaken. However, the real impact will be measured by the number of jobs created, residents into work, apprenticeships created and completed and local spend with Harrow suppliers.
- The SVP is an online solution that allows organisations to measure and manage the contribution that they and supply chain makes to society, according to the principles laid out within the Public Services (Social Value) Act 2012.
- Their solution allows organisations to report both financial and non-financial data and rewards organisations for doing "more good" in the community.
- The SVP calculates the impact using the unit cost database 1.4 version, as its proxy bank.
- This will be incorporated into the Monthly Performance Report (see s16).
- Monitoring returns will include data against the 9 Protected Characteristics, to ensure underperformance is picked up and addressed.

### 13.2 Targets

- In establishing these targets a key focus area on delivery is on helping unemployed, under-employed and those furthest from the job market as well as actively engaging with schools and colleges to engage young people in the career opportunities available through the apprenticeship routes and entry level roles.
- A summary of the Social Value targets for Byron Quarter is below:
  - 46no. Apprenticeships
  - 75no. New Jobs
  - 40no. Work experience Placements

- 27no. Unemployed Supported
- 12no. 121 Support CVO's
- £7,920 of Wates Employee Volunteering
- £3,000 of Donations
- c£18m Local Supply Chain Spend
- 1no. Pop Up Business School
- 3no. Business Development Workshops
- 3no. Seeing is Believing tours
- 1no. Dinner with a difference
- 3no. Business Mentoring
- 1no. Buy Social
- 33.3no. Trees planted (100 across all developments)
- 77no. Upskilling FTE
- 3no. Community Events

### 13.3 Meanwhile Uses

- The site is currently vacant and the construction programme and logistics for Byron Quarter are constrained. Therefore, no 'meanwhile use' is proposed for Byron Quarter.

## 14 Consultant Team

- Procurement has been carried out in-line in accordance with the Procurement Policy as set-out in the MA. Any deviations have been reported to and agreed with the HSDP Board at the appropriate time (e.g. if three quotes could not be secured).
- Table 28 lists out the Consultant Team for Byron Quarter.
- Please note the final architect for the scheme is to be confirmed via a procurement process, and will be procured by way of Written Quotation
- It is intended the remainder of the consultant team are retained for the housing scheme

**Table 28 | Core Consultant Team**

Discipline	Company
Acoustic	Mach
Affordable Housing Advisor	Red Loft
Air Quality	Phlorum
Arboriculturist	Sharon Hosegood Associates
Architect	TBC
CDM Client Advisor	Bailey Garner
CDM Principal Designer	Bailey Garner
Communications	Kanda
Ecologist	Greengage
EIA	CBRE
Employers Agent	lkon
Energy Strategy	Fairheat (Stage 1), AECOM (Stage 2+)
Fire	OFR
Geotechnical	GEA
Highways	Stantec
JV Supervisor	Arcadis
Landscape Architect	BDP
Legal (JV)	Winckworth Sherwood
Legal (Planning)	Ashurst
MEP and VT	AECOM
Survey	Laser Survey
Planning	CBRE
RoL/ Daylight/ Sunlight	Avison Young
Structural/ Civil	Stantec
Verified Views	Miller Hare
Viability	Montagu Evans



## 16 Reporting

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- The financial management and reporting are the responsibility of the Development Manager (DM).
- A process of monthly reconciliation and reporting has been developed and is currently reported in the monthly HSDP Board Meeting.
- While the frequency of the Board Meetings may change, the reporting will continue to be monthly and consist of a reconciliation of historic and forecast costs to the Financial Model, along with the following:
  - Key Updates
  - Recommendations/ Approvals Sought
  - Programme
  - Viability
  - Budget
  - Planning
  - Communications
  - Commercial
  - Safety Health and Environment
  - Risks and Opportunities
  - Social Value
- It may also be necessary to provide interim updates to the report, as and when directed, and provide supplemental reports to third parties.



## 17 Appendices

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## Appendix 13

### Development Manager 12-Month Activity Summary (2024)

**Development Manager 12-Month Activity Summary (2024)**

- Q1/2 (focus: pre-application consultation, Stage 1/2 design, planning submission)
  - Manage the consultant team to produce a Stage 1/2 design that meets the objectives of the PBP
  - Manage the consultant team through the pre-application engagement (incl public consultation) with a scheme that fulfils the objectives of the PBP
  - Manage the consultant team to prepare a Planning Application that meets the objectives of the PBP
  - Prepare and submit grant funding applications to improve the viability, deliverability, sustainability and/or Affordable Housing offer for the scheme (where made on behalf of the HSDP)
  - Assist in preparing grant funding applications (where made on behalf of Harrow)
- Q3/4 (focus: planning permission, Stage 3 design, Business Plan update, PCSA (if planning permission secured))
  - Manage the consultant team to secure planning permission for a scheme that fulfils the objectives of the PBP
  - Manage the consultant team to produce a Stage 3 design that meets the objectives of the PBP
  - Undertake an annual update of the PBP
  - If planning permission is secured, prepare handover to Pre-Construction Services Agreement (PCSA) team, then manage PCSA to ensure the objectives of the PBP are met
- General
  - Report to the HSDP Board and secure approval or recommendations for approval as required to progress the scheme
  - Regular reporting, via Monthly Performance Report (MPR)
  - Ensure the programme is kept on-track to meet the objectives of the Phase Business Plan, and report where delays or opportunities for fast-track are expected (via MPR)
  - Monitor the risk and opportunities register and report via MPR
  - Monitor expenditure and cashflow forecast and report via MPR

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- Q1/2 (focus: pre-application consultation, Stage 1/2 design, planning submission)
  - Manage the consultant team to produce a Stage 1/2 design that meets the objectives of the Phase Business Plan (PBP)
  - Manage the consultant team through the pre-application engagement (incl public consultation) with a scheme that fulfils the objectives of the PBP
  - Manage the consultant team to prepare a Planning Application that meets the objectives of the PBP
  - Prepare and submit grant funding applications to improve the viability, deliverability, sustainability and/or Affordable Housing offer for the scheme (where made on behalf of the HSDP)
  - Assist in preparing grant funding applications (where made on behalf of Harrow)
- Q3/4 (focus: planning permission, Stage 3 design, Business Plan update, PCSA (if planning permission secured))
  - Manage the consultant team to secure planning permission for a scheme that fulfils the objectives of the PBP
  - Manage the consultant team to produce a Stage 3 design that meets the objectives of the PBP
  - Undertake an annual update of the PBP
  - If planning permission is secured, prepare handover to Pre-Construction Services Agreement (PCSA) team, then manage PCSA to ensure the objectives of the PBP are met
- General/All Year
  - Report to the HSDP Board and secure approval or recommendations for approval as required to progress the scheme
  - Regular reporting, via Monthly Performance Report (MPR)
  - Ensure the programme is kept on-track to meet the objectives of the Phase Business Plan, and report where delays or opportunities for fast-track are expected (via MPR)
  - Monitor the risk and opportunities register and report via MPR
  - Monitor expenditure and cashflow forecast and report via MPR

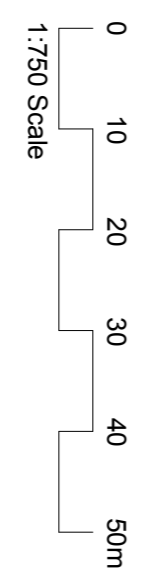
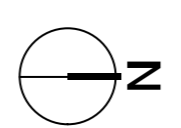
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Rev	Date	Description
B	15.03.19	Phase 1 highlight added

Notes

- Masterplan boundary phase 1
- - - Masterplan boundary phase 2

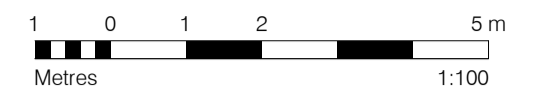


Drawing no. **BQ-E-SP-000** Revision **B**  
 Drawing title **Byron Quarter Existing site plan**

Project	Byron Quarter		
Client	Harrow Council		
Drawn	AT	Checked	
Date	15.03.19	Status	Preliminary
Scale @ A1	1:750	Scale @ A3	1:5000



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**Note:**  
Exact location of site boundary to be confirmed by  
HSDP/Legal advisor



rev	date	description	drawn	audited
P2	20.04.2023	Boundary Lines amended	VM	LB
P1	27.03.2023	For information	VM	LB

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# Appendix 4C

## KEY

— Red Line Boundary



143

Rev.	Description.	Date.	Initial.
Site: Peel Road Harrow			
Drg Title: Phase Plan Peel - Phase 2			
Scale: (A3)	1:1250	Date: 18.05.21	Drawn: CN Checked: TS
Drawing No: WC-PR-001		Revision:	

**Wates**  
Wates Construction Limited  
Wates House  
Station Approach  
Leatherhead  
Surrey, KT22 7SW  
Tel: 01372 861000  
www.wates.co.uk

Studio C  
1 Church Road  
Suffolk  
IP27 0EN  
Tel: 07889 297759  
www.studiodesign.co.uk




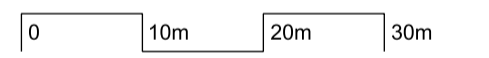
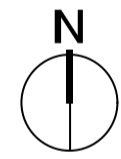
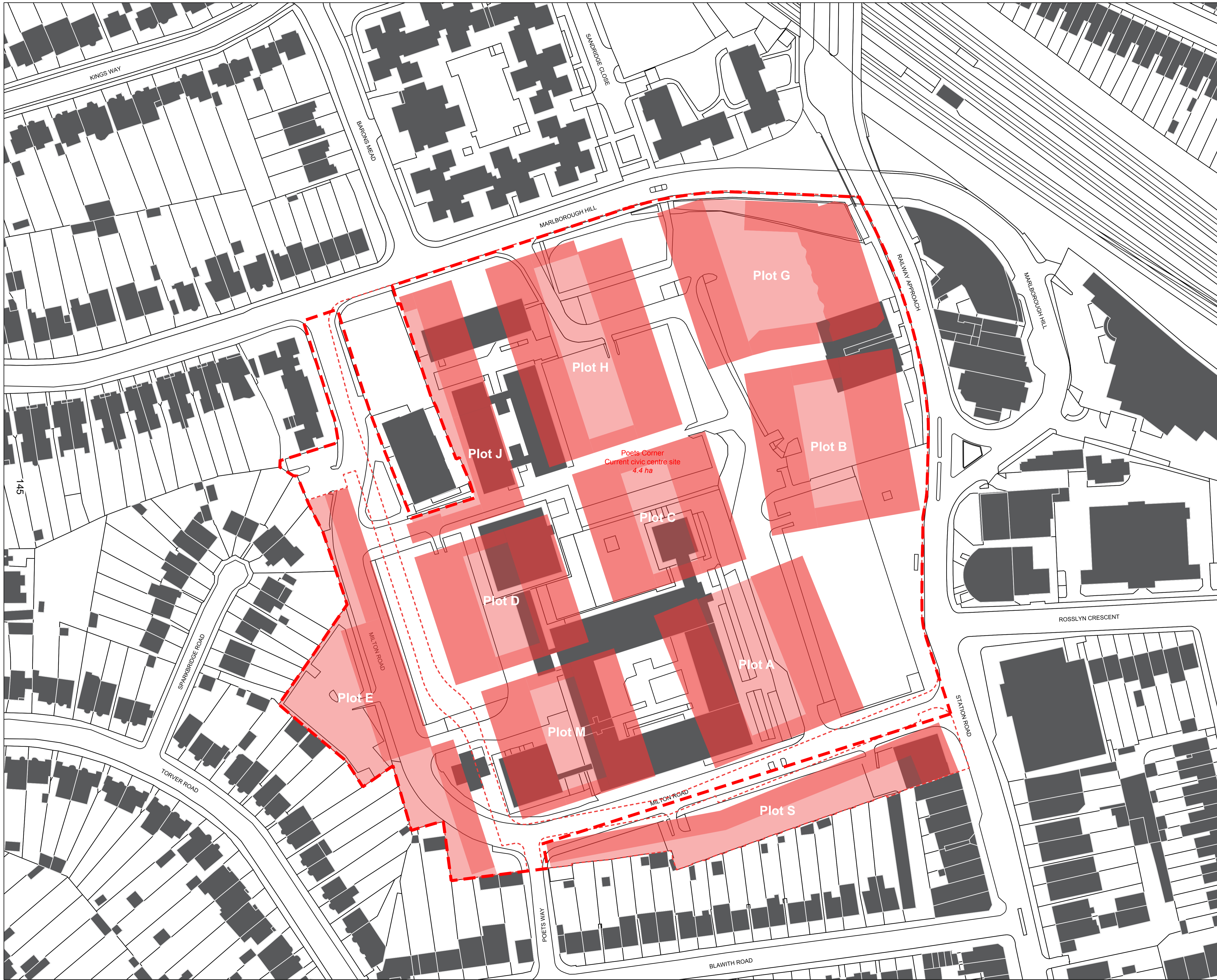
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Rev	Date	Description
B	20.06.19	Plot S and culture centre removed

Notes

-  Poets Corner site boundary, land in Harrow Council ownership



Drawing no. **PC-E-SP-000** Revision **B**

Drawing title  
**Poets Corner Existing site plan**

Project	Poets Corner		
Client	Harrow Council		
Drawn	AT	Checked	
Date	14.03.19	Status	Preliminary
Scale @ A1	1:1250	Scale @ A3	1:2500



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# MILTON ROAD UPDATE

Date: January 2024

## Programme and Progress

1. The development is approximately 40% completed, with the apartment block superstructure nearing completion and brickwork to the townhouses underway. A summary of the programme is included below.

Table 1 – Programme

<b>Week Number</b>	35 of 86
<b>Current Delay</b>	0 weeks
<b>Forecast Delay</b>	0 weeks
<b>Forecast Completion Date</b>	December 2024

2. The ground floor external / internal townhouse walls are completed to first floor level and progression up to second floor level is underway. The scaffolding is completed to first floor level. The apartment block superstructure is complete to fourth floor slab.



3. The site has maintained an exemplary record in health and safety, with zero reported accidents or incidents. This achievement underscores Wates' commitment to a secure working environment which is reflected in iMS scores and feedback from the partnership's Health and Safety Advisor.

Table 2 – Health and Safety

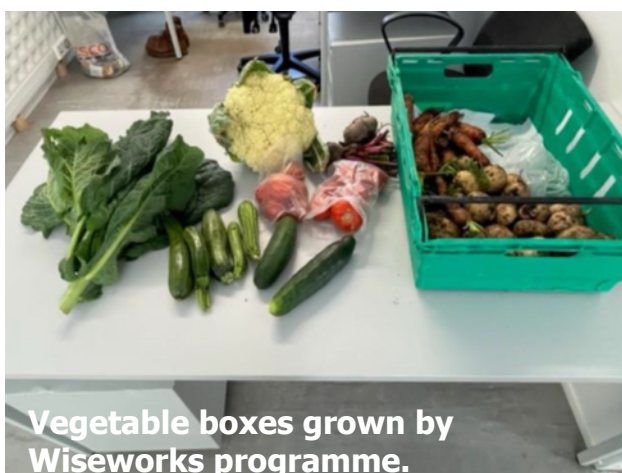
Number of accidents	Number of incidents	Accident-free hours in the period	iMS Score
0	0	11400	91%

## Next Stage Activities

4. Installation of structural steel for level one of the townhouses, advancing block work to the second-floor level, and the commencement of scaffolding installation up to second floor level.
5. Completion of the level five and six apartment block slabs are forecast to be complete by the end of Jan-24. Ducts for services are set to be installed in the footpath ahead of scaffolding installation.
6. The existing site hoardings are to be enhanced to provide information boards which will showcase the development. Alongside the standard GLA information board, the boards will provide images and details of the development and wider area which will engage and inform the local community.

## Social Value

7. Wates has a successful ongoing partnership with the 'Wiseworks Stop and Grow' project at The Ridgeway. This project offers opportunities to Harrow residents who have mental health problems or learning disabilities to learn about growing fruit, vegetables, and flowers in a safe and comfortable environment. The public can purchase vegetable boxes and end of season flowerpots every Tuesday and Thursday.
8. In August, Wates staff alongside their supply chain, undertook physical improvements to the facility to provide new paths and level access alongside improvements to the pond and re-potting existing plants.



9. Over 100 volunteers from Wates have actively engaged in local initiatives, supporting residents and community groups. Wates has also created 18 opportunities for local apprenticeships - offering local individuals a valuable insight into the construction sector.
10. Furthermore, Wates took part in the refurbishment of the Shaftesbury School Garden, enhancing communal spaces. Looking ahead, Wates will be supporting an employment event designed for Harrow residents, further strengthening its commitment to improving the employment prospects.

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## Equality Impact Assessment (EqIA) November 2018



### You will need to produce an Equality Impact Assessment (EqIA) if:

- You are developing a new policy, strategy, or service
- You are making changes that will affect front-line services
- You are reducing budgets, which may affect front-line services
- You are changing the way services are funded and this may impact the quality of the service and who can access it
- You are making a decision that could have a different impact on different groups of people
- You are making staff redundant or changing their roles

Guidance notes on how to complete an EqIA and sign off process are available on the Hub under Equality and Diversity. You must read the [guidance notes](#) and ensure you have followed all stages of the EqIA approval process (outlined in appendix 1). Section 2 of the template requires you to undertake an assessment of the impact of your proposals on groups with protected characteristics. Equalities and borough profile data, as well as other sources of statistical information can be found on the Harrow hub, within the section entitled: [Equality Impact Assessment](#) - sources of statistical information.

Equality Impact Assessment (EqIA)		
<b>Type of Decision:</b>	<input checked="" type="radio"/> Cabinet <input type="radio"/> Portfolio holder <input type="radio"/> Other (state)	
<b>Title of Proposal</b>	HSDP Business Plans	<b>Date EqIA created</b> 10/01/24
<b>Name and job title of completing/lead Officer</b>	Emma Talbot, Director of Regeneration and Sustainable Development	
<b>Directorate/ Service responsible</b>	Housing Regeneration, Housing Services, Place Directorate	
Organisational approval		
<b>EqIA approved by EDI Team</b>	<b>Name</b> <b>Jennifer Rock</b>  <b>Assistant Policy Officer</b>	<b>Signature</b> <input checked="" type="checkbox"/> <b>Tick this box to indicate that you have approved this EqIA</b>  <b>Date of approval</b> 12.1.24

## 1. Summary of proposal, impact on groups with protected characteristics and mitigating actions

(to be completed **after** you have completed sections 2 - 5)

### a) What is your proposal?

Following a competitive procurement process under the Public Contracts Regulations 2015, Cabinet approved at its meeting of 15 July 2021 that the Harrow Strategic Development Partnership should be established with the Council's preferred development partner Wates Residential. This was the agreed delivery vehicle for Poets Corner, Peel Road and Byron Quarter Phase 1 (the Core Sites) in the Regeneration Programme. As part of the HSDP Governance that was established in 2021, annual updates to business plans are to be provided to the Council for approval. The current proposal is to approve the update to the initial business plan "the Overarching Business Plan" and two phased business plans; one for Byron Quarter Phase 1 and one for Poets Corner.

Once the partnership with Wates Construction Limited was incorporated in August 2021 as an LLP, the Council had the opportunity to add further sites into the partnership for development and on the 18 November 2021 the Cabinet authorised the HSDP to be commissioned to carry out the demolition and redevelopment of the site at Milton Road.

The Council added the Milton Road development site on 25 March 2022. This is 100% affordable scheme, and the project is on site and will complete in December 2024. The scheme is being delivered through a community works agreement, with the Council entering a building contract with Wates Construction to build the new homes, which will be owned and managed within the Council's Housing Revenue Account. An update on this scheme is provided to Cabinet.

In November 2022, an update report on the HSDP was taken to Cabinet. The Cabinet approved the initial business plan for Grange Farm (Phase 2); approved the development of a planning application for phases 2 and 3; and gave authority to incorporate the Grange Farm Scheme into the HSDP. Due to viability constraints the documents required to incorporate the Grange Farm Scheme into the HSDP have not been completed. The report recommends restarting work on this scheme.

The business plans set out the present position on:

- Proposals for the redevelopment focussing on two of the core sites
- The pausing of Peel Road due to viability challenges and rephasing of the programme to prioritise Poets Corner along with Byron Quarter



- The opportunity for the development of 1,265 units
- Split of affordable housing
- Approaches to ways of working including a partnership charter, board arrangements and HSDP resourcing
- Social value approach and targets
- Financial models demonstrating viability, funding strategy and projected returns
- Planning strategy and design principles
- Programme
- Community Engagement
- Approach to equalities and Inclusion

**b) Summarise the impact of your proposal on groups with protected characteristics**

The proposed approval of the Business Plans and restarting of the Grange Farm scheme for phases 2 and 3 will enable the work to take place to develop detailed scheme proposals to progress through the planning over the next 12 months.

For Grange Farm, the original sub-standard properties, that were beyond economic repair and difficult to heat, are being replaced with brand new homes built to modern standards and high levels of energy efficiency and accessibility. This will benefit all residents on the estate, particularly in the context of cost of living concerns but may have a particularly positive impact on older people and people with disabilities. The specific impacts on protected characteristics remain as set out in the EqIA dated November 2022 for Grange Farm which has been reviewed to ensure that it remains relevant and is appended to this EqIA.

The approval of the HSDP Business Plans will mean that detailed proposals will be developed for Byron Quarter and Poets Corner. These will include a mix of private homes and flats available for sale and/or rent alongside affordable housing which will be delivered across tenures to give opportunities for low cost housing to those who cannot afford to buy or rent in the private market.

Additionally, the development of these vacant sites will benefit residents and business with access to new facilities, shops, open space and parks which will particularly benefit young people. A proportion of homes will also be accessible which will positively impact on groups with disabilities.

**c) Summarise any potential negative impact(s) identified and mitigating actions**

While redevelopment can be disruptive, it is not anticipated that any particular group would be negatively impacted by the approval of Business Plans to enable the progression of these sites to planning. As the schemes are developed in to detailed proposals, impacts will be kept under review and considered through that process as they become known.

<b>2. Assessing impact</b>													
You are required to undertake a detailed analysis of the impact of your proposals on groups with protected characteristics. You should refer to <a href="#">borough profile data</a> , <a href="#">equalities data</a> , service user information, consultation responses and any other relevant data/evidence to help you assess and explain what impact (if any) your proposal(s) will have on <b>each</b> group. Where there are gaps in data, you should state this in the boxes below and what action (if any), you will take to address this in the future.		What does the evidence tell you about the impact your proposal may have on groups with protected characteristics? Click the relevant box to indicate whether your proposal will have a positive impact, negative (minor, major), or no impact											
<b>Protected characteristic</b>	For <b>each</b> protected characteristic, explain in detail what the evidence is suggesting and the impact of your proposal (if any). Click the appropriate box on the right to indicate the outcome of your analysis.	Positive impact	<b>Negative impact</b>		No impact								
			Minor	Major									
<b>Age</b>	<p>There has been an increase of 19.4% in people aged 65 years and over, an increase of 7.8% in people aged 15 to 64 years, and an increase of 7.5% in children aged under 15 years.</p> <table border="1"> <thead> <tr> <th colspan="2"><b>Age Groups (C 2021)</b></th> </tr> </thead> <tbody> <tr> <td><a href="#">0-17 years</a></td> <td>58,366</td> </tr> <tr> <td><a href="#">18-64 years</a></td> <td>162,658</td> </tr> <tr> <td><a href="#">65+ years</a></td> <td>40,177</td> </tr> </tbody> </table> <p>Between the last two censuses, the average (median) age of Harrow increased by two years, from 36 to 38 years of age.</p> <p>This area had a higher average (median) age than London as a whole in 2021 (35 years) but a lower average (median) age than England (40 years). The median age is the age of the person in the middle of the group, meaning that one half of the group is younger than that person and the other half is older.</p> <p>The number of people aged 35 to 49 years rose by just under 8,000 (an increase of 15.9%), while the number of residents between 20 and 24 years fell by just under</p>	<b>Age Groups (C 2021)</b>		<a href="#">0-17 years</a>	58,366	<a href="#">18-64 years</a>	162,658	<a href="#">65+ years</a>	40,177	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Age Groups (C 2021)</b>													
<a href="#">0-17 years</a>	58,366												
<a href="#">18-64 years</a>	162,658												
<a href="#">65+ years</a>	40,177												

	<p>950 (5.8% decrease).</p> <p><b><u>Impact</u></b></p> <p>It is anticipated that all ages groups will benefit from the new modern homes, built to good accessibility and energy efficiency standards, as well as from new amenities, open space and parks.</p>				
<b>Disability</b>	<p>In 2021, 5.9% of Harrow residents were identified as being disabled and limited a lot. This figure decreased from 8.2% in 2011. These are age-standardised proportions.</p> <p>In 2021, 7.3% of Harrow residents were identified as being disabled and limited a little. This makes for 13.2% of Harrow residents being disabled, a decrease from 17.5% in 2011.</p> <p>Census 2021 was undertaken during the coronavirus (COVID-19) pandemic. This may have influenced how people perceived their health status and activity limitations, and therefore may have affected how people chose to respond.</p> <p><b><u>Impact</u></b></p> <p>It is anticipated that those with disabilities will benefit from new modern homes, built to good accessibility standards, as well as from the new amenities on the estate which would be accessible to all.</p> <p>A proportion of the homes will be delivered to a wheelchai accessible standard in accordance with current planning policy.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<p><b>Gender reassignment</b></p>	<p>- 90.12% of Harrow residents described themselves as having the same gender identity as sex registered at birth (<i>188,901 respondents</i>)</p> <p>- 0.53% of Harrow residents described themselves as having a gender identity which differs to the sex registered at birth, but gave no specific identity (<i>1,108 respondents</i>)</p> <p>- 0.15% of Harrow residents described themselves as a Trans woman (<i>318 respondents</i>)</p> <p>- 0.16 of Harrow residents described themselves as a trans man (<i>342 respondents</i>)</p> <p>- 0.03% of Harrow residents described themselves as non binary (<i>57 respondents</i>)</p> <p>- 0.03% of Harrow residents described themselves as 'All other gender identities' (<i>59 respondents</i>)</p> <p>-8.98% of Harrow residents did not respond (<i>18,832 respondents</i>)</p> <p><b><u>Impact</u></b></p> <p>It is not anticipated that there will be a negative impact related to this specific protected characteristic. It is anticipated that this group will benefit from the new modern homes, built to good accessibility and energy efficiency standards, as well as from the new amenities, open space and parks.</p>	☒	☐	☐	☐
<p><b>Marriage and Civil Partnership</b></p>	<p>The increase in the percentage of people aged 16 years and over who had never been married or in a civil partnership was greater across England (3.3 percentage points) than in Harrow (1.0 percentage points).</p> <p>In Harrow, the percentage of adults who had never been married or in a civil partnership increased from 32.3% in 2011 to 33.2% in 2021. During the same period, the percentage across England increased from 34.6% to 37.9%.</p> <p>The percentage of adults who were married or in a civil partnership in Harrow increased from 53.8% to 53.9%, while the percentage of adults who had divorced or dissolved a civil partnership increased from 5.4% to 5.7%.</p> <p>These figures include same-sex marriages and opposite-sex civil partnerships in 2021, neither of which were legally recognised in England and Wales in 2011. Same-sex</p>	☒	☐	☐	☐

	<p>marriages have been legally recognised in England and Wales since 2014 and opposite-sex civil partnerships have been recognised since 2019.</p> <p>The percentage of adults who had never married or registered a civil partnership in Harrow increased by 1.0 percentage points.</p> <p><b><u>Impact</u></b></p> <p>It is not anticipated that there will be a negative impact related to this specific protected characteristic. It is anticipated that this group will benefit from the new modern homes, built to good accessibility and energy efficiency standards, as well as from the new amenities, open space and parks.</p>				
<b>Pregnancy and Maternity</b>	<p>ONS births figures show Harrow as having 3,312 live births in 2021. 14 live births per 1000 population is higher than the England &amp; Wales average of 10.8</p> <p>The borough has a higher-than-average infant mortality rate in London, at a rate of 3.9 deaths per 1000 live births, which is an indicator of poverty and inequality in the borough.</p> <p><b><u>Impact</u></b></p> <p>It is not anticipated that there will be any negative impact related to this specific protected characteristic. It is anticipated that this group will benefit from the new modern homes, built to good accessibility and energy efficiency standards, as well as from the new amenities, open space and parks.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Race/ Ethnicity</b>	<p>In 2021, 7.2% of Harrow residents identified their ethnic group within the "Other" category ("Arab" or "Any other ethnic group"), up from 2.9% in 2011. The 4.3 percentage-point change was the largest increase among high-level ethnic groups in this area.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Across London, the percentage of people from the "Other ethnic groups" ("Arab" or "Any other ethnic group") increased from 3.4% to 6.3%, while across England the percentage increased from 1.0% to 2.2%.

In 2021, 45.2% of people in Harrow identified their ethnic group within the "Asian, Asian British or Asian Welsh" category (compared with 42.6% in 2011), while 36.5% identified their ethnic group within the "White" category (compared with 42.2% the previous decade).

The percentage of people who identified their ethnic group within the "Black, Black British, Black Welsh, Caribbean or African" category decreased from 8.2% in 2011 to 7.3% in 2021.

There are many factors that may be contributing to the changing ethnic composition of England and Wales, such as differing patterns of ageing, fertility, mortality, and migration. Changes may also be caused by differences in the way individuals chose to self-identify between censuses.

The race/ethnicity statistics from the 2021 Census for Harrow for those who responded to the question was as follows:

Asian, Asian British or Asian Welsh	118,152 (45.2%)
Black, Black British, Black Welsh, Caribbean or African	19,151 (7.3%)
Mixed or multiple ethnic groups	9,833 (3.8%)
White	95,233 (36.5%)
Other ethnic groups	18,836 (7.2%)

### **Impact**

It is not anticipated that there will be a negative impact related to this specific protected characteristic. It is anticipated that this group will benefit from the new modern homes, built to good accessibility and energy efficiency standards, as well as from the new amenities, open space and parks.



<b>Religion or belief</b>	Christian	88,602 (33.9%)				
	Buddhist	2,812 (1.1%)				
	Hindu	67,392 (25.8%)				
	Jewish	7,304 (2.8%)				
	Muslim	41,503 (15.9%)				
	Sikh	2,743 (1.1%)				
	Other religion	7,695 (2.9%)				
	No religion	27,748 (10.6%)				
	Not answered	15,404 (5.9%)				
	<p>In 2021, 15.9% of Harrow residents described themselves as Muslim, up from 12.5% in 2011. The rise of 3.4 percentage points was the largest increase of all broad religious groups in Harrow. Because the census question about religious affiliation is voluntary and has varying response rates, caution is needed when comparing figures between different areas or between censuses.</p> <p>Across London, the percentage of residents who described themselves as Muslim increased from 12.6% to 15.0%, while across England the percentage increased from 5.0% to 6.7%.</p> <p>In 2021, 33.9% of people in Harrow described themselves as Christian (down from 37.3%), while 25.8% described themselves as Hindu (up from 25.3% the decade before).</p> <p>There are many factors that can cause changes to the religious profile of an area, such as a changing age structure or residents relocating for work or education. Changes may also be caused by differences in the way individuals chose to self-identify between censuses. Religious affiliation is the religion with which someone connects or identifies, rather than their beliefs or religious practice.</p> <p>In 2021, 15.9% of usual residents in Harrow described themselves as Muslim</p>			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	<p><b><u>Impact</u></b></p> <p>It is not anticipated that there will be any negative impact related to this specific protected characteristic. It is anticipated that this group will benefit from the new modern homes, built to good accessibility and energy efficiency standards, as well as from the new amenities, open space and parks.</p>												
<b>Sex</b>	<p>According to the 2021 Census 50.7% of Harrow's population was female and 49.3% were male.</p> <p><b><u>Impact</u></b></p> <p>It is not anticipated that there will be any negative impact related to this specific protected characteristic. It is anticipated that all groups within this protected characteristic will benefit from the new modern homes, built to good accessibility and energy efficiency standards, as well as from the new amenities, open space and parks.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>								
<b>Sexual Orientation</b>	<p>The 2021 Census shows that 4.27 % of Londoners identify as LGBTQIA+, the highest of any UK region<sup>1</sup>. 1.65% of Harrow residents identify as LGBTQIA+, this is approx. 4k people<sup>2</sup>.</p> <p>This is reflected in more detail in the table below</p> <table border="1"> <tr> <td>Straight or Heterosexual</td> <td>182,702 (87.2%)</td> </tr> <tr> <td>Gay or Lesbian</td> <td>1,361 (0.6%)</td> </tr> <tr> <td>Bisexual</td> <td>1,873 (0.9%)</td> </tr> <tr> <td>Pansexual</td> <td>787 (0.4%)</td> </tr> </table>	Straight or Heterosexual	182,702 (87.2%)	Gay or Lesbian	1,361 (0.6%)	Bisexual	1,873 (0.9%)	Pansexual	787 (0.4%)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Pansexual	787 (0.4%)												

<sup>1</sup> Source: 2021 Census

<sup>2</sup> Source: 2021 Census

Asexual	59 (0.0%)
Queer	22 (0.0%)
All other sexual orientations	137 (0.1%)
Not answered	22,680 (10.8%)

**Impact**

It is not anticipated that there will be any negative impact related to this specific protected characteristic. It is anticipated that all groups within this protected characteristic will benefit from the new modern homes, built to good accessibility and energy efficiency standards, as well as from the new amenities, open space and parks.

**2.1 Cumulative impact – considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on groups with protected characteristics?**

Yes                      No   

This approval will facilitate the provision of new housing that will include affordable and accessible homes as well as access to open space and new parks which has a positive impact on life chances, health and wellbeing. This is a positive outcome in the context of pressures on adult social care and the health service.

**2.2 Any other impact - considering what else is happening nationally/locally (national/local/regional policies, socio-economic factors etc.), could your proposals have an impact on individuals/service users, or other groups?**

Yes                      No   

In view of the current concerns about the cost of living, new homes that are built to a high energy efficiency standard will have a positive impact on all groups.

### 3. Actions to mitigate/remove negative impact

**Only complete this section if your assessment (in section 2) suggests that your proposals may have a negative impact on groups with protected characteristics. If you have not identified any negative impacts, please complete sections 4 and 5.**

In the table below, please state what these potential negative impact (s) are, mitigating actions and steps taken to ensure that these measures will address and remove any negative impacts identified and by when. Please also state how you will monitor the impact of your proposal once implemented.

State what the negative impact(s) are for <b>each</b> group, identified in section 2. In addition, you should also consider, and state potential risks associated with your proposal.	Measures to mitigate negative impact (provide details, including details of and additional consultation undertaken/to be carried out in the future). If you are unable to identify measures to mitigate impact, please state so and provide a brief explanation.	What action (s) will you take to assess whether these measures have addressed and removed any negative impacts identified in your analysis? Please provide details. If you have previously stated that you are unable to identify measures to mitigate impact, please state below.	Deadline date	Lead Officer

### 4. Public Sector Equality Duty

How does your proposal meet the Public Sector Equality Duty (PSED) to:

1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
2. Advance equality of opportunity between people from different groups
3. Foster good relations between people from different groups

The Harrow Strategic Development Partnership has been formed to deliver the Council's regeneration ambitions. These objectives, particularly in terms of the acceleration of the pace of housing delivery are specifically targeted at creating benefit for all of Harrow's diverse communities and maximise benefits to Harrow residents. Modern housing, new open space, parks and amenities will support equality of opportunity and better outcomes for future residents as well as the wider community. The approval of Business Plans will enable detailed proposals to be developed to deliver positive outcomes for the community. As these develop, specific impacts and mitigations can and will be identified. In addition, restarting the work to progress Grange Farm Phases 2 and 3 will enable good quality housing to to serve the existing diverse resident community and deliver their vision for the new community which continues to be open and inclusive to all.

### 5. Outcome of the Equality Impact Assessment (EqIA) click the box that applies

**Outcome 1**

**No change required: the EqlA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality of opportunity are being addressed**

**Outcome 2**

**Adjustments to remove/mitigate negative impacts identified by the assessment, or to better advance equality, as stated in section 3&4**

**Outcome 3**

**This EqlA has identified discrimination and/ or missed opportunities to advance equality and/or foster good relations. However, it is still reasonable to continue with the activity. Outline the reasons for this and the information used to reach this decision in the space below.**

Include details here

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## Equality Impact Assessment (EqIA) November 2018



### You will need to produce an Equality Impact Assessment (EqIA) if:

- You are developing a new policy, strategy, or service
- You are making changes that will affect front-line services
- You are reducing budgets, which may affect front-line services
- You are changing the way services are funded and this may impact the quality of the service and who can access it
- You are making a decision that could have a different impact on different groups of people
- You are making staff redundant or changing their roles

Guidance notes on how to complete an EqIA and sign off process are available on the Hub under Equality and Diversity. You must read the [guidance notes](#) and ensure you have followed all stages of the EqIA approval process (outlined in appendix 1). Section 2 of the template requires you to undertake an assessment of the impact of your proposals on groups with protected characteristics. Equalities and borough profile data, as well as other sources of statistical information can be found on the Harrow hub, within the section entitled: [Equality Impact Assessment](#) - sources of statistical information.

Equality Impact Assessment (EqIA)		
<b>Type of Decision:</b>	<input checked="" type="radio"/> Cabinet <input type="radio"/> Portfolio holder <input type="radio"/> Other (state)	
<b>Title of Proposal</b>	Grange Farm Estate Regeneration Phases 2 and 3	<b>Date EqIA created</b> 05/10/2022
<b>Name and job title of completing/lead Officer</b>	Meghan Zinkewich-Peotti, Housing Strategy Project Manager	
<b>Directorate/ Service responsible</b>	Housing Regeneration, Housing Services, Place Directorate	
Organisational approval		
<b>EqIA approved by EDI Team</b>	<b>Name</b> Zayn Darr Equality, Diversity & Inclusion Project Support Officer	<b>Signature</b> <input checked="" type="checkbox"/> Tick this box to indicate that you have approved this EqIA  <b>Date of approval</b> 28/10/2022



## 1. Summary of proposal, impact on groups with protected characteristics and mitigating actions (to be completed **after** you have completed sections 2 - 5)

### a) What is your proposal?

The regeneration of the Grange Farm estate in South Harrow is underway, with Phase 1 due to be completed by Higgins in early 2023. Phase 1 is made up of 69 social rented homes and 20 shared ownership homes. The original housing on the estate was made up 282 properties, a mix of bungalows and Resiform flats (a unique and non-traditional type of building involving the use of fibreglass panels for external walls). The flats were beyond economic repair and were difficult to heat. Planning permission was granted in March 2019, with detailed consent for Phase 1 (89 homes) and outline consent for Phases 2 and 3 (485 homes). An EQIA was completed for the Grange Farm Regeneration Project in May 2016, following a Housing Needs Assessment carried out in 2014. A separate Health Impact Assessment was also undertaken to track the long term impact of the regeneration scheme. With regards to the HSDP, an EQIA was completed on the 'Harrow Strategic Development Partnership – Contract Close and Establishment' for the Cabinet meeting on 15 July 2021. This EQIA concerns progressing Phases 2 and 3 of the Grange Farm Estate Regeneration project.

Under the current planning approved scheme, the project would deliver 574 new homes to replace the existing properties, providing a total of 1952 bed spaces. There would be 249 new homes for social rent, 25 new homes for shared ownership and 300 new homes for sale, as well as a new community centre and 260 parking spaces. Other amenities include secure cycle spaces, high quality landscaping, improved pedestrian access to Northolt Road, and a new pedestrian link to the adjacent retail park. The additional new homes for market sale help support the cost of regeneration. The regeneration project is creating opportunities such as apprenticeships. Phase 1 is under construction due for completion in Spring 2023. A new planning application will be submitted for Phase 2 and 3 during 2023.

Some empty homes on the estate have been used by the council as temporary accommodation for homeless households, let on non-secure tenancies. These non-secure tenants have been or will be offered alternative temporary accommodation by the Housing Needs service, with the timing dependent on the location of their accommodation on the Grange Farm Estate. Existing secure tenants, leaseholders and freeholders will also be moving from their current homes.

All existing secure tenants were given the choice of a permanent move away from Grange Farm to another rented council property at the beginning of the regeneration to enable Phase 1 to start, or to stay and move into a new Grange Farm rented unit of the right size for their household. This will mean some tenants having to move twice, once into a temporary property and then into their new permanent home. All secure tenants having to be rehoused are receiving a Home Loss and Disturbance payment (currently £7,100) and their direct costs associated with moving will be paid for by the council. Some secure tenants will not be returning to Grange Farm- the reasons for this include moving to alternative council or housing association properties on a permanent basis, moving to sheltered housing for older people, moving into a care home, and moving away from the area. A small number of secure tenants have died since the start of the project.

To regenerate Grange Farm Estate and deliver the associated benefits to Grange Farm Estate residents, the council needs to secure all land interests within the planning site boundary. To ensure that phases 2 and 3 can be delivered, the council has made the London Borough of Harrow Grange Farm Estate Regeneration Phases 2 and 3 Compulsory Purchase Order (CPO) 2020. The CPO authorises the council to compulsory purchase the land described in the CPO for the purpose of delivering Phases 2 and 3 of the approved scheme.

All those who own property on the existing Grange Farm Estate are being fully compensated for the value of their property as the council buys them back whether this be by negotiation or under the CPO process. Resident owners will receive an additional 10% of the property value due to the disturbance involved, for non-resident owners this is 7.5%. Their legal costs will also be met as well as other reasonable associated costs. Leaseholders and freeholders can then either move and buy elsewhere or purchase a new home on the estate.

A Steering Group of local residents living on Grange Farm Estate has been involved in the project, reviewing the plans, and comparing them to other developments both within and outside of Harrow. They will continue to be involved throughout the project. This ensures that the new Grange Farm will be of the highest standard and meet the needs of local people for many years to come. The Steering Group has received independent information from their Independent Tenant Advisor paid for by the council and has been meeting regularly to discuss and be closely involved with the regeneration plans. The Steering Group has a website and there is a dedicated section on the Council website. The Grange Farm Estate Residents' Charter is in place. A newsletter is produced regularly to keep residents up to date. Two Housing Officers are available on site every other Wednesday.

#### **b) Summarise the impact of your proposal on groups with protected characteristics**

The previous EQIA completed in 2016 concluded that while there was a risk that the regeneration of the estate could potentially have a disproportionate adverse impact on those existing residents who share the protected characteristics of age and disability due to the disruption of having to move, the evidence showed that the greater likelihood was that the impact on these protected characteristics would be positive because the regeneration project will result in a better mix of affordable rented dwellings than currently exist including one, two, three and four bedroom homes which can meet a wide range of needs. All existing secure tenants are offered the option of a new home or, if they prefer, to move to a suitable dwelling elsewhere in the borough. Existing tenants with disabilities are being offered a new home to meet their needs for adapted or wheelchair accessible housing. Additional assistance is being provided to vulnerable households to facilitate a move into a new dwelling.

The original sub-standard properties, that were beyond economic repair and difficult to heat, are being replaced with brand new homes built to modern standards and high levels of energy efficiency and accessibility. This will benefit all residents on the estate, particularly in the context of cost of living concerns but may have a particularly positive impact on older people and people with disabilities.

10% of the new homes will be built to meet the council's and London Plan requirements for fully accessible wheelchair housing with the remainder to Lifetimes Homes standards as set out in Building Regulations. Existing tenants are being offered a new home based on their current housing need including need for adapted or wheelchair housing. Adaptations will be provided to meet individual household requirements as assessed by an Occupational Therapist (OT). This will have a positive impact on older tenants and tenants with disabilities.

Existing secure tenants have been offered the option of moving into a new home on the estate that meets their current housing needs or moving to another suitable home elsewhere in the borough. Some tenants may need to move temporarily during the building works and assistance is being provided for both temporary and permanent moves. Additional assistance will be provided to vulnerable residents including older people and people with disabilities.

Non-secure tenants living on the estate as temporary accommodation have been or will be required to move. While this may be inconvenient, it is not unusual for temporary accommodation. They will always be offered temporary accommodation that is suitable for the needs of their household.

It is possible that additional social housing homes will become available on the estate at the end of Phase 3, either because the final mix and number of homes provides exceeds the housing needs of those expect to return or because some tenants decide not to return to the estate later in the process. Any homes that become available will have a positive impact on applicants on the housing register, who generally face a long wait for social housing in Harrow.

The new social housing on the estate will be available in perpetuity. When any of the secure tenants move on from their home on the estate, the properties will become available to an applicant on the housing register. This is a positive impact for those applicants and future tenants.

### **c) Summarise any potential negative impact(s) identified and mitigating actions**

Moving house can be disruptive and stressful, and can be more difficult practically for some residents due to age or disability.

Mitigating actions: Each household need is assessed to ensure they receive an offer of a suitable property. Assistance is being provided to secure tenants for both temporary and permanent moves. Additional assistance will be provided to some tenants including older people and people with disabilities, such as help with packing and unpacking. We have a dedicated member of staff assisting with the coordination of the moves etc. Eligible secure tenants are entitled to statutory Home Loss and Disturbance payments to compensate for the cost of moving.

Leaseholders will also be entitled to Home Loss and Disturbance payments and resident leaseholders who are unable to afford a move to suitable accommodation in the local area are also able to take up an equity share option, either on a new home on the estate or elsewhere.

Additionally information is shared and processes agreed with the Steering Group of local residents living on Grange Farm Estate which meets regularly and the Independent Tenant Advisor. The Steering Group has a website, there is a Grange Farm section of the Council website, the Grange Farm Estate Charter, the regular newsletter, and the regular presence of housing staff at the community centre. These factors help to keep residents engaged and informed. The council has also worked with voluntary sector partners to support them providing community activities particularly aimed at supporting children of all ages as well as providing services to assist with food poverty and engaging teenagers. These have all have a positive impact with regard to the Public Sector Equality Duty.

<b>2. Assessing impact</b>																				
You are required to undertake a detailed analysis of the impact of your proposals on groups with protected characteristics. You should refer to <a href="#">borough profile data</a> , <a href="#">equalities data</a> , service user information, consultation responses and any other relevant data/evidence to help you assess and explain what impact (if any) your proposal(s) will have on <b>each</b> group. Where there are gaps in data, you should state this in the boxes below and what action (if any), you will take to address this in the future.		What does the evidence tell you about the impact your proposal may have on groups with protected characteristics? Click the relevant box to indicate whether your proposal will have a positive impact, negative (minor, major), or no impact																		
<b>Protected characteristic</b>	For <b>each</b> protected characteristic, explain in detail what the evidence is suggesting and the impact of your proposal (if any). Click the appropriate box on the right to indicate the outcome of your analysis.	Positive impact	<b>Negative impact</b>		No impact															
			Minor	Major																
<b>Age</b>	<p>It is anticipated that all ages groups will benefit from the new modern homes, built to good accessibility and energy efficiency standards, as well as from the new amenities on the estate.</p> <p>Of the secure tenants, 39% in Phase 2 and 37% in Phase 3 are aged over 65. It is more likely that this age group may find the process of moving between homes difficult. However, this is not a homogenous group and secure tenants in this age group will have different abilities and support networks. We meet with every resident so we know their needs and can provide assistance where needed.</p> <p><b>Phase 2</b></p> <p>Head of household information- sole and joint tenants Source: Northgate</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr style="background-color: #4a4a8a; color: white;"> <th>Age Range</th> <th>Leasehold</th> <th>Non Secure</th> <th>Secure</th> <th>Grand Total</th> </tr> </thead> <tbody> <tr> <td>Between 25-35</td> <td>0</td> <td>2</td> <td>3</td> <td>5</td> </tr> <tr> <td>Between 36-45</td> <td>1</td> <td>11</td> <td>6</td> <td>18</td> </tr> </tbody> </table>	Age Range	Leasehold	Non Secure	Secure	Grand Total	Between 25-35	0	2	3	5	Between 36-45	1	11	6	18	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Age Range	Leasehold	Non Secure	Secure	Grand Total																
Between 25-35	0	2	3	5																
Between 36-45	1	11	6	18																

Between 46-55	1	6	17	24
Between 56-65	2	2	11	15
Less than 25	1	0	0	1
Over 65	2	0	24	26
<b>Grand Total</b>	<b>7</b>	<b>21</b>	<b>61</b>	<b>89</b>

Secure tenant households

0-5 Years 5 children

6-18 Years 12 children

### Phase 3

Head of household information- sole and joint tenants

Source: Northgate

Age Range	Freehold	Leasehold	Non Secure	Secure	Grand Total
Between 25-35	0	4	2	3	9
Between 36-45	2	1	5	5	13
Between 46-55	2	1	3	13	19
Between 56-65	0	3	1	15	19
Less than 25	2	2	0	0	4
Over 65	0	0	1	24	25
(blank)	0	0	0	5	5

	<table border="1"> <tr> <td><b>Grand Total</b></td> <td><b>6</b></td> <td><b>11</b></td> <td><b>12</b></td> <td><b>65</b></td> <td><b>94</b></td> </tr> </table> <p>Secure tenant households 0-5 Years 1 children 6-18 years 25 children</p>	<b>Grand Total</b>	<b>6</b>	<b>11</b>	<b>12</b>	<b>65</b>	<b>94</b>							
	<b>Grand Total</b>	<b>6</b>	<b>11</b>	<b>12</b>	<b>65</b>	<b>94</b>								
<p><b>Disability</b></p> <p>Tenants are not required to provide information on disability, and many choose not to do so. During Phase 1 of the project, it was noted that the number of secure tenants requiring accessible properties was higher than recorded and expected. This will inform plans for Phases 2 and 3 of the project, for example ensuring more ground floor homes are provided.</p> <p>It is anticipated that tenants with disabilities will benefit from the new modern homes, built to good accessibility and energy efficiency standards, as well as from the new amenities on the estate.</p> <p>Of the secure tenants, 25% in Phase 2 and 20% in Phase 3 have reported that they have a disability. It is more likely that this group may find the process of moving between homes difficult. However, this is not a homogenous group and secure tenants in this group will have different abilities and support networks. Assistance will be provided where needed.</p> <p><b>Phase 2</b></p> <p>Head of household information- sole and joint tenants Source: Northgate</p> <table border="1"> <thead> <tr> <th>Disability</th> <th>Leasehold</th> <th>Non Secure</th> <th>Secure</th> <th>Grand Total</th> </tr> </thead> <tbody> <tr> <td>Hearing</td> <td>0</td> <td>0</td> <td>1</td> <td>1</td> </tr> </tbody> </table>	Disability	Leasehold	Non Secure	Secure	Grand Total	Hearing	0	0	1	1	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	Leasehold	Non Secure	Secure	Grand Total										
Hearing	0	0	1	1										



Mental heath	0	1	4	5
Mobility	0	0	4	4
Not disclosed	0	0	1	1
Physical	0	0	4	4
Vision	0	0	1	1
Visual	0	0	1	1
(blank)	7	20	45	72
<b>Grand Total</b>	<b>7</b>	<b>21</b>	<b>61</b>	<b>89</b>

### Phase 3

Head of household information- sole and joint tenants  
Source: Northgate

Disability	Freehold	Leasehold	Non Secure	Secure	Grand Total
Hearing	0	0	0	1	1
Mental heath	0	0	0	2	2
Mobility	0	0	0	7	7
Physical	0	0	0	3	3
(blank)	6	11	12	52	81
<b>Grand Total</b>	<b>6</b>	<b>11</b>	<b>12</b>	<b>65</b>	<b>94</b>

<b>Gender reassignment</b>	Tenants are not required to provide information on gender reassignment, and many choose not to do so. The data available relating to this protected characteristic is therefore very limited. The needs of each household are being considered on a case by case basis. It is not anticipated that there will be any negative impact related to this specific protected characteristic. It is anticipated that this group will benefit from the new modern homes, built to good accessibility and energy efficiency standards, as well as from the new amenities on the estate.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																									
<b>Marriage and Civil Partnership</b>	<p>Tenants are not required to provide information on marriage and civil partnership, and many choose not to do so. The needs of each household are being considered on a case by case basis. It is not anticipated that there will be any negative impact related to this specific protected characteristic. It is anticipated that all groups within this protected characteristic will benefit from the new modern homes, built to good accessibility and energy efficiency standards, as well as from the new amenities on the estate.</p> <p><b>Phase 2</b></p> <p>Head of household information- sole and joint tenants Source: Northgate</p> <table border="1"> <thead> <tr> <th>Marital Status</th> <th>Leasehold</th> <th>Non Secure</th> <th>Secure</th> <th>Grand Total</th> </tr> </thead> <tbody> <tr> <td>Civil Partnership</td> <td>0</td> <td>0</td> <td>1</td> <td>1</td> </tr> <tr> <td>Cohabiting - opposite gender</td> <td>0</td> <td>1</td> <td></td> <td>1</td> </tr> <tr> <td>Married</td> <td>2</td> <td>2</td> <td>14</td> <td>18</td> </tr> <tr> <td>Prefer not to say</td> <td>0</td> <td>0</td> <td>4</td> <td>4</td> </tr> </tbody> </table>	Marital Status	Leasehold	Non Secure	Secure	Grand Total	Civil Partnership	0	0	1	1	Cohabiting - opposite gender	0	1		1	Married	2	2	14	18	Prefer not to say	0	0	4	4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marital Status	Leasehold	Non Secure	Secure	Grand Total																										
Civil Partnership	0	0	1	1																										
Cohabiting - opposite gender	0	1		1																										
Married	2	2	14	18																										
Prefer not to say	0	0	4	4																										

	Single	1	1	23	25						
	(blank)	4	17	19	40						
	<b>Grand Total</b>	<b>7</b>	<b>21</b>	<b>61</b>	<b>89</b>						
	<b>Phase 3</b>										
	Head of household information- sole and joint tenants Source: Northgate										
		<b>Marital Status</b>	<b>Freehold</b>	<b>Leasehold</b>	<b>Non Secure</b>	<b>Secure</b>	<b>Grand Total</b>				
		Civil Partnership	0	0	0	1	1				
	Married	0	1	0	16	17					
	Prefer not to say	0	0	0	2	2					
	Single	0	0	1	22	23					
	(blank)	6	10	11	24	51					
	<b>Grand Total</b>	<b>6</b>	<b>11</b>	<b>12</b>	<b>65</b>	<b>94</b>					
<b>Pregnancy and Maternity</b>	Tenants are not required to provide information on pregnancy and maternity, and many choose not to do so. The data available relating to this protected characteristic is limited and subject to change over time. The needs of each household are being considered on a case by case basis. It is not anticipated that there will be any negative impact related to this specific protected characteristic. It is anticipated that this group will benefit from the new modern homes, built to good accessibility and energy efficiency standards, as well as from the new amenities on the estate.						<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Race/  
Ethnicity

Tenants are not required to provide information on race or ethnicity, and many choose not to do so. The needs of each household are being considered on a case by case basis. It is not anticipated that there will be any negative impact related to this specific protected characteristic. It is anticipated that all groups within this protected characteristic will benefit from the new modern homes, built to good accessibility and energy efficiency standards, as well as from the new amenities on the estate.

**Phase 2**

Head of household information- sole and joint tenants  
Source: Northgate

Ethnicity	Leasehold	Non Secure	Secure	Grand Total
Afghan	2	1	2	5
Bangladeshi	0	0	2	2
Black African	0	3	10	13
Black Caribbean	0	0	3	3
Black Other	0	0	2	2
Indian	0	0	6	6
Irish	0	0	1	1
Not disclosed	1	6	7	14
Other	0	0	2	2
Other Asian	1	4	7	12
Pakistani	0	3	1	4



Somali	0	1	5	6
Sri Lankan	0	0	2	2
White Other	1	0	3	4
White UK	2	3	8	13
<b>Grand Total</b>	<b>7</b>	<b>21</b>	<b>61</b>	<b>89</b>

### Phase 3

Head of household information- sole and joint tenants  
Source: Northgate

Ethnicity	Freehold	Leasehold	Non Secure	Secure	Grand Total
Afghan	0	0	2	0	2
Albanian	0	1	0	0	1
Black African	3	0	0	5	8
Black Caribbean	0	0	0	6	6
Black Other	0	0	0	2	2
Indian	0	5	0	8	13
Irish	0	0	0	2	2
Mixed Any other mixed background	0	0	0	1	1
Mixed White/Black Caribbean	0	0	0	1	1

	Not disclosed	2	0	7	13	22																		
	Other	0	0	0	1	1																		
	Other Asian	1	5	2	2	10																		
	Pakistani	0	0	0	1	1																		
	Somali	0	0	0	4	4																		
	Sri Lankan	0	0	0	3	3																		
	White UK	0	0	1	15	16																		
	(blank)	0	0	0	1	1																		
	<b>Grand Total</b>	<b>6</b>	<b>11</b>	<b>12</b>	<b>65</b>	<b>94</b>																		
	<b>Religion or belief</b>	<p>Tenants are not required to provide information on religion or belief, and many choose not to do so. The needs of each household are being considered on a case by case basis. It is not anticipated that there will be any negative impact related to this specific protected characteristic. It is anticipated that all groups within this protected characteristic will benefit from the new modern homes, built to good accessibility and energy efficiency standards, as well as from the new amenities on the estate.</p>																						
<p><b>Phase 2</b></p> <p>Head of household information- sole and joint tenants Source: Northgate</p> <table border="1"> <thead> <tr> <th>Religion</th> <th>Leasehold</th> <th>Non Secure</th> <th>Secure</th> <th>Grand Total</th> </tr> </thead> <tbody> <tr> <td>Agnostic</td> <td>0</td> <td>0</td> <td>2</td> <td>2</td> </tr> <tr> <td>Christianity</td> <td>0</td> <td>2</td> <td>11</td> <td>13</td> </tr> </tbody> </table>						Religion	Leasehold	Non Secure	Secure	Grand Total	Agnostic	0	0	2	2	Christianity	0	2	11	13	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion	Leasehold	Non Secure	Secure	Grand Total																				
Agnostic	0	0	2	2																				
Christianity	0	2	11	13																				

Hinduism	0	0	4	4
Islam	2	1	10	13
Jain	0	0	1	1
Judaism	0	0	1	1
No Religion	0	0	3	3
Prefer not to say	0	0	4	4
(blank)	5	18	25	48
<b>Grand Total</b>	<b>7</b>	<b>21</b>	<b>61</b>	<b>89</b>

### Phase 3

Head of household information- sole and joint tenants  
Source: Northgate

Religion	Freehold	Leasehold	Non Secure	Secure	Grand Total
Agnostic	0	0	0	2	2
Catholic	0	0	0	1	1
Christianity	0	0	0	13	13
Hinduism	0	0	0	11	11
Islam	0	1	2	5	8
No Religion	1	0	0	0	1



	Prefer not to say	0	0	0	1	1																																								
	Sikhism	0	0	0	1	1																																								
	(blank)	5	10	10	31	56																																								
	<b>Grand Total</b>	<b>6</b>	<b>11</b>	<b>12</b>	<b>65</b>	<b>94</b>																																								
<b>Sex</b>	<p>It is not anticipated that there will be any negative impact related to this specific protected characteristic. The needs of each household are being considered on a case by case basis. It is anticipated that all groups within this protected characteristic will benefit from the new modern homes, built to good accessibility and energy efficiency standards, as well as from the new amenities on the estate.</p> <p><b>Phase 2</b></p> <p>Head of household information- sole and joint tenants Source: Northgate</p> <table border="1"> <thead> <tr> <th>Gender</th> <th>Leasehold</th> <th>Non Secure</th> <th>Secure</th> <th>Grand Total</th> </tr> </thead> <tbody> <tr> <td>Male</td> <td>5</td> <td>5</td> <td>22</td> <td>32</td> </tr> <tr> <td>Female</td> <td>2</td> <td>16</td> <td>39</td> <td>57</td> </tr> <tr> <td><b>Grand Total</b></td> <td><b>7</b></td> <td><b>21</b></td> <td><b>61</b></td> <td><b>89</b></td> </tr> </tbody> </table> <p><b>Phase 3</b></p> <p>Head of household information- sole and joint tenants Source: Northgate</p> <table border="1"> <thead> <tr> <th>Gender</th> <th>Freehold</th> <th>Leasehold</th> <th>Non Secure</th> <th>Secure</th> <th>Grand Total</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>										Gender	Leasehold	Non Secure	Secure	Grand Total	Male	5	5	22	32	Female	2	16	39	57	<b>Grand Total</b>	<b>7</b>	<b>21</b>	<b>61</b>	<b>89</b>	Gender	Freehold	Leasehold	Non Secure	Secure	Grand Total							<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Gender	Leasehold	Non Secure	Secure	Grand Total																																									
	Male	5	5	22	32																																									
	Female	2	16	39	57																																									
<b>Grand Total</b>	<b>7</b>	<b>21</b>	<b>61</b>	<b>89</b>																																										
Gender	Freehold	Leasehold	Non Secure	Secure	Grand Total																																									

	Male	2	5	4	28	39				
	Female	4	6	8	37	55				
	<b>Grand Total</b>	<b>6</b>	<b>11</b>	<b>12</b>	<b>65</b>	<b>94</b>				
<b>Sexual Orientation</b>	The data available relating to this protected characteristic is limited and may make some tenants identifiable so the data has not been included. The needs of each household are being considered on a case by case basis. It is not anticipated that there will be any negative impact related to this specific protected characteristic. It is anticipated that all groups within this protected characteristic will benefit from the new modern homes, built to good accessibility and energy efficiency standards, as well as from the new amenities on the estate.						<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p><b>2.1 Cumulative impact – considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on groups with protected characteristics?</b></p> <p><input checked="" type="checkbox"/> Yes                      No <input type="checkbox"/></p> <p>This project will provide new housing that is more suited to the needs of the secure tenants of Grange Farm, particularly in relation to accessibility. This is a positive outcome in the context of pressures on adult social care and the health service.</p>										
<p><b>2.2 Any other impact - considering what else is happening nationally/locally (national/local/regional policies, socio-economic factors etc.), could your proposals have an impact on individuals/service users, or other groups?</b></p> <p><input checked="" type="checkbox"/> Yes                      No <input type="checkbox"/></p> <p>In view of the current concerns about the cost of living, new homes that are built to a high energy efficiency standard will have a positive impact on all groups.</p>										

### 3. Actions to mitigate/remove negative impact

**Only complete this section if your assessment (in section 2) suggests that your proposals may have a negative impact on groups with protected characteristics. If you have not identified any negative impacts, please complete sections 4 and 5.**

In the table below, please state what these potential negative impact (s) are, mitigating actions and steps taken to ensure that these measures will address and remove any negative impacts identified and by when. Please also state how you will monitor the impact of your proposal once implemented.

State what the negative impact(s) are for <b>each</b> group, identified in section 2. In addition, you should also consider, and state potential risks associated with your proposal.	Measures to mitigate negative impact (provide details, including details of and additional consultation undertaken/to be carried out in the future). If you are unable to identify measures to mitigate impact, please state so and provide a brief explanation.	What action (s) will you take to assess whether these measures have addressed and removed any negative impacts identified in your analysis? Please provide details. If you have previously stated that you are unable to identify measures to mitigate impact, please state below.	Deadline date	Lead Officer
Moving temporarily or permanently	Assessment of housing need, offer of suitable accommodation, assistance available	Feedback from residents and Steering Group, review of complaints and compliments	End of Phase 3	Salome Irungu
Difficulty with moving process	Additional assistance available	Feedback from residents and Steering Group, review of complaints and compliments	End of Phase 3	Salome Irungu
Expenses incurred and inconvenience	Home Loss and Disturbance payments	Payments made within agreed timescale	End of Phase 3	Salome Irungu
Expenses incurred	Moving costs paid for by the council	Moves completed and removal costs paid by the council	End of Phase 3	Salome Irungu
Information	These factors help to keep residents engaged and informed: Steering Group of local residents living on Grange Farm Estate which meets regularly, the Independent Tenant Advisor, the Steering Group has a website, the Grange Farm section of the Council website, the Grange Farm Estate Charter, the regular newsletter, and the regular presence of housing staff at the community centre.	Feedback from residents and Steering Group, review of complaints and compliments	End of Phase 3	Alison Pegg

#### 4. Public Sector Equality Duty

How does your proposal meet the Public Sector Equality Duty (PSED) to:

1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
2. Advance equality of opportunity between people from different groups
3. Foster good relations between people from different groups

The objective of the Grange Farm Estate regeneration project is to improve the quality and mix of housing on the estate, to benefit residents across all protected characteristics. Modern housing and amenities will support equality of opportunity and better outcomes for residents of the estate and the local area. The resident engagement and involvement on this project foster good relations between residents from different groups. The council is working with voluntary sector partners to support them providing community activities particularly aimed at supporting children of all ages as well as providing services to assist with food poverty and engaging teenagers. The resident community is very diverse and cohesive and their vision for the new community is to continue being open and inclusive to all.

#### 5. Outcome of the Equality Impact Assessment (EqIA) click the box that applies

Outcome 1

**No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality of opportunity are being addressed**

Outcome 2

**Adjustments to remove/mitigate negative impacts identified by the assessment, or to better advance equality, as stated in section 3&4**

Outcome 3

**This EqIA has identified discrimination and/ or missed opportunities to advance equality and/or foster good relations. However, it is still reasonable to continue with the activity. Outline the reasons for this and the information used to reach this decision in the space below.**

Include details here

<b>Cabinet Decision Date</b>	<b>Nature of Decision</b>
30 May 2019	<p><b>RESOLVED:</b> That</p> <ol style="list-style-type: none"> <li>1. the Regeneration Programme Objectives, as set out in paragraph 3.2 of the officer report, be approved;</li> <li>2. a Strategic Development Partnership, established through a partnership vehicle, be agreed as the preferred delivery approach for the development of Core Sites in the Regeneration Programme;</li> <li>3. the commencement of the proposed procurement exercise to identify a Strategic Development Partner, as set out in paragraph 7.1 of the officer report, be approved;</li> <li>4. the proposition to be put to the market, as part of the procurement exercise, and as set out in confidential Appendix 5 to the officer report be agreed;</li> <li>5. the Corporate Director, Community, following consultation with the Portfolio Holder for Planning, Regeneration and Employment and the Portfolio Holder for Finance and Resources, be authorised to: <ol style="list-style-type: none"> <li>a. make any necessary amendments to the draft procurement documentation and agree the final versions for publication; and</li> <li>b. take all other necessary steps to conduct the procurement exercise, including shortlisting and deselection of bidders in accordance with the Public Contract Regulations 2015; and</li> </ol> </li> <li>6. the Corporate Director, Community, be authorised to procure support for external commercial and legal advice to support the procurement exercise, the costs of which must be contained within the agreed financial capacity stated at paragraph 9.1. to the officer report.</li> </ol> <p><b>Reason for Decision:</b> In order to progress the delivery of the Council's Regeneration Programme for Core Sites in its ownership which would contribute to Harrow's regeneration ambitions.</p>

20 June 2019	<p><b>RESOLVED:</b> That the decision of Cabinet on 30 May 2019 be confirmed.</p> <p><b>Reason for Decision:</b> Committee Procedure Rules 46.8.3, 46.9 and 46.13 required Cabinet to reconsider its decision at its next meeting and within 10 clear working days of a referral by the Call-In Sub-Committee.</p>
10 October 2019	<p><b>RESOLVED:</b> That the progress of the current procurement, pursuant to the Public Contracts Regulations 2015, be noted.</p>
13 February 2020	<p><b>RESOLVED:</b> That the progress of the procurement of a Strategic Development Partner pursuant to the Public Contracts Regulations 2015 be noted.</p> <p><b>Reason for Decision:</b> To provide an update on progress with the implementation of the decision taken in May 2019 to procure a Strategic Development Partner to assist with the delivery of a number of the Council's core strategic development sites within the Regeneration programme, including the delivery of a new Civic Centre, and to approve funding to ensure high quality and expert advice was available to the Council for the rest of the procurement</p>
10 September 2020	<p><b>RESOLVED:</b> That</p> <ol style="list-style-type: none"> <li>1. the outcome of the Competitive Dialogue stage of the procurement process under the Public Contracts Regulations 2015 as outlined in the report, be noted;</li> <li>2. the appointment of Bidder B as Preferred Bidder with whom the Council would seek to establish the Harrow Strategic Development Partnership (HSDP) be approved;</li> <li>3. the procurement process proceed to the Preferred Bidder Stage ('PB Stage') so the Preferred Bidder's proposal could be clarified, specified and optimised in accordance with the procurement regulations, in particular to formalise the structure of the vehicle, finalise legal documents and conclude the HSDP Business Plan;</li> <li>4. a further report be submitted to Cabinet, anticipated in the early part of 2021, which would seek authority to approve the HSDP Business Plan, make the procurement award, enter into the contractual documents and formally incorporate the Harrow Strategic Development Partnership.</li> </ol> <p><b>Reason for Decision:</b> In order to appoint a Preferred Bidder to establish the Harrow Strategic Development Partnership, enabling the development of the Council's three Core Sites and delivery of the Council's regeneration objectives.</p>

15 July 2021	<p><b>RESOLVED:</b> That</p> <ol style="list-style-type: none"> <li>1. the outcome of the preferred bidder stage of the Competitive Dialogue Procedure under the Public Contracts Regulations 2015 as outlined in the officer report be noted;</li> <li>2. Wates Construction Ltd be confirmed as the successful bidder following the Competitive Dialogue Procedure and as the Council's partner in the Harrow Strategic Development Partnership (HSDP);</li> <li>3. the setting up and commencement of the HSDP with Wates based on the structure set out in the officer report be approved;</li> <li>4. the Chief Executive be authorised, following consultation with the Director of Legal and Governance Services, to enter into appropriate legal documents to formally commence the HSDP;</li> <li>5. the initial Business Plan of the HSDP be approved;</li> <li>6. the Director of Finance and Assurance be authorised, following consultation with the Director of Legal and Governance Services, to approve and enter into any of the financial agreements and instruments required by the Members agreement;</li> <li>7. the additional cost requirement of £158k for professional fees for legal and financial and commercial support which could be accommodated within existing budgets be noted.</li> </ol> <p><b>Reason for Decision:</b> To bring to a conclusion the process for procuring a partner with whom to form the Harrow Strategic Development Partnership, and to approve the necessary steps to establish the partnership.</p>
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18 November 2021	<p><b>RESOLVED:</b> That</p> <ol style="list-style-type: none"> <li>1. the extension of the current Pre-Contract Services Agreement (PCSA) between the Council and Wates to allow for Royal Institute of British Architects (RIBA) stage 4 design and preparation for the demolition of Civic 9, be agreed;</li> <li>2. the Corporate Director of Community, following consultation with the Portfolio Holder for Strategy, Regeneration, Partnerships and Devolution and Portfolio Holder for Housing, be authorised to agree the terms of the extension to the existing PCSA and to enter into all appropriate legal documentation;</li> <li>3. the Harrow Strategic Development Partnership (HSDP) be commissioned to carry out the demolition and redevelopment of the site at Milton Road under a Community Works Agreement as provided for in the founding documents of the HSDP; and</li> <li>4. the Chief Executive, following consultation with the Corporate Director of Community, the Leader of the Council and Portfolio Holder for Strategy, Regeneration, Partnerships and Devolution and the Portfolio Holder for Housing, be authorised to agree the terms of and formally enter into the Community Works Agreement.</li> </ol> <p><b>Reason for Decision:</b> To enable the development of housing on the Milton Road site taking the benefit of funding granted under the Building Council Homes for Londoners programme</p>
10 March 2022	<p><b>RESOLVED:</b> That</p> <ol style="list-style-type: none"> <li>1. the progress of the Harrow Strategic Development Partnership be noted;</li> <li>2. the proposed approach to consider the options available to the Council and the partnership be endorsed, assessing the Council's position through comprehensive due diligence; and</li> <li>3. the strategy to maximise the available affordable housing, be approved.</li> </ol> <p><b>Reason for Decision:</b> For Cabinet to understand the progress of the partnership, the issues currently being dealt with and the next steps.</p>



13 October 2022	<p><b>RESOLVED: That</b></p> <ol style="list-style-type: none"><li>1. the outcome of the review of the Milton Road scheme be noted;</li><li>2. the amendment of the scheme from that commissioned by the Council to the Harrow Strategic Development Partnership (HSDP) in November 2021 and the taking of relevant steps, including applying for appropriate planning permission, be approved, noting that approval for the implementation of the amended scheme would be sought following completion of the final costs and viability; and</li><li>3. the Corporate Director of Place, following consultation with the Deputy Leader of the Council and the Portfolio Holder for Planning and Regeneration and Portfolio Holder for Housing, be authorised to appropriate such parts or the whole of the Milton Road and Poets Corner HSDP sites for planning purposes and to override third party rights and covenants as may be necessary.</li></ol> <p><b>Reason for Decision:</b> To enable the progress of the Milton Road development scheme and facilitate the forthcoming development of the Poets Corner site.</p>
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<p>17 November 2022</p>	<p><b>RESOLVED:</b> That</p> <ol style="list-style-type: none"> <li>1. the outcome of the review of the Harrow Strategic Development Partnership (HSDP) sites be noted;</li> <li>2. further reports on the phase Business Plans for each scheme be authorised and agreed;</li> <li>3. Greenhill Way be the preferred location for the Town Hall;</li> <li>4. the initial Business Plan for Grange Farm (Phase 2) be agreed;</li> <li>5. the Grange Farm scheme be incorporated into the HSDP and the development of a planning application for Phases 2 and 3 be approved;</li> <li>6. the decision to revise the HSDP schemes be confirmed and officers be authorised to commission appropriate professional services and carry out preparatory and enabling works; and</li> <li>7. Cabinet consider the production of a report on the economic impact of the proposals for the Greenhill Way site.</li> </ol> <p><b>Reason for Decision:</b> To understand the outcomes of the review of the HSDP sites, authorise preparation of business plans for the revised schemes, allow further works required to provide a new Town Hall and agree the business plan and way forward for Grange Farm in order that high quality new housing can be developed for the Council's tenants and residents.</p>
<p>16 February 2023</p>	<p><b>RESOLVED:</b> That</p> <ol style="list-style-type: none"> <li>1. the commencement of construction of the Milton Road scheme through the Harrow Strategic Development Partnership (HSDP) be approved;</li> <li>2. the final cost position and risk sharing approach for the development of the scheme through the HSDP, be approved; and</li> <li>3. an amended planning application reducing the height of the scheme to a maximum six stories be made by the HSDP.</li> </ol> <p><b>Reason for Decision:</b> The recommendations enabled the Milton Road scheme to progress delivering 36 units of affordable housing including wheelchair homes, housing for rent and shared ownership properties.</p>

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