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LONDON BOROUGH OF HARROW

REGENERATION STRATEGY 2014-26

CONSULTATION DRAFT



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1. OUR STRATEGY

MAKING A DIFFERENCE FOR COMMUNITIES, BUSINESS, FAMILIES AND VULNERABLE RESIDENTS

Our regeneration strategy over the period to 2026 aims to deliver three core objectives:

- i. **PLACE** – Providing the homes, schools and other 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
- ii. **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
- iii. **BUSINESS** – Reinforcing our commercial centres, promoting Harrow as an investment location, addressing skills shortages and supporting new business start ups, developing local supply chains through procurement.



THIS WILL BE ACHIEVED BY:

- **DELIVERING OUR ACTION PLAN FOR THE HEART OF HARROW OPPORTUNITY AREA** - THIS IS A £1.75Bn INVESTMENT PROGRAMME INTO HARROW AND WEALDSTONE TOWN CENTRES WHICH WILL DELIVER **5,500 NEW HOMES, TWO NEW SCHOOLS, AROUND 3,000 NEW JOBS** AND A DISTRICT HEATING NETWORK TO SERVICE MAJOR SITES.
- **ACCELERATING THE PACE OF HOUSING DELIVERY** – WORKING WITH THE GLA AND OUR DEVELOPMENT PARTNERS TO PROVIDE AN EXPANDED CHOICE OF NEW AFFORDABLE, PRIVATE RENTED, SHARED OWNERSHIP AND MARKET HOUSING FOR SALE.
- **EXPLOITING THE COUNCIL'S PROPERTY ASSETS** - DELIVERING LONG-TERM SOCIAL AND ECONOMIC BENEFIT FOR OUR COMMUNITIES BY PROVIDING NEW PURPOSE-BUILT PRIVATE RENTED HOUSING WHICH WILL BE MANAGED BY A COUNCIL-OWNED TRADING COMPANY.
- **COMPLETING OUR "HOMES FOR HARROW" PROGRAMME OF ESTATES RENEWAL** – PARTICULARLY THROUGH MAJOR INVESTMENTS TO IMPROVE THE GRANGE FARM ESTATE AND DEVELOPMENTS ON UNDERUSED INFILL SITES ON EXISTING ESTATES.
- **IMPROVING HARROW'S STRATEGIC ACCESSIBILITY** – BY CAPITALISING ON MAJOR TRANSPORT INVESTMENTS TO ENHANCE RAIL AND TUBE CAPACITY IN NW LONDON, AND THE NEW NATIONAL RAIL INTERCHANGE AT OLD OAK COMMON.
- **INVESTING IN IMPROVED INFRASTRUCTURE** – THROUGH ENHANCEMENTS TO HARROW ON THE HILL STATION, SCHOOLS EXPANSION, NEW LIBRARIES, NEW PUBLIC SPACES, FURTHER WORK ON HARROW'S GREEN GRID AND THE ESTABLISHMENT OF A TOWN CENTRE DISTRICT ENERGY NETWORK.
- **MAXIMISING THE LOCAL ECONOMIC BENEFITS FOR COMMUNITIES AND BUSINESS** – MAXIMISING THE LOCAL ECONOMIC BENEFITS BY CREATING OPPORTUNITIES FOR LOCAL BUSINESSES, BUILDING LOCAL SUPPLY CHAINS, TACKLING SKILLS DEFICIENCIES AND MAXIMISING LOCAL RECRUITMENT.

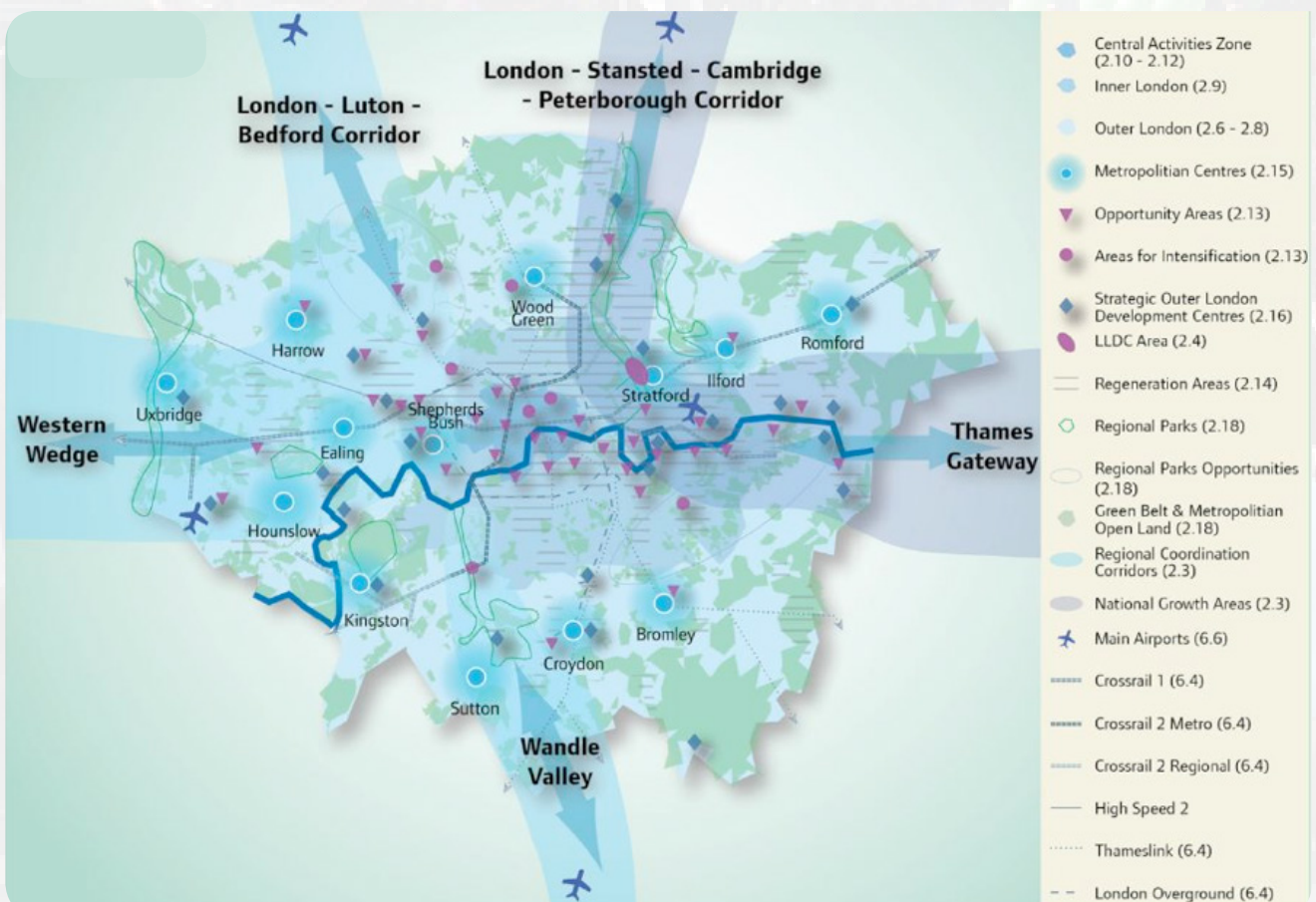
2. HARROW TODAY

Harrow is an extremely attractive location for investment, benefiting from a thriving and diverse community, outstanding schools, skilled workers, excellent accessibility and a high level of community safety. The diversity of ethnicity and faith is reflected in mosques, temples, synagogues and historic churches: a cultural offer that celebrates every corner of the globe. Harrow retains a sense of unique heritage through historic sites that celebrate its Norman, Tudor, and industrial past, in addition to its 20th century role as capital of Metroland.

Harrow Town Centre provides **employment to 12,000 people**, nearly a fifth of the total jobs in the borough. The District Centres provide easily accessible community hubs delivering goods and services and acting as employment sites. Like many other large centres, Harrow faces intense competition both from internet shopping and from new, destination shopping centres (e.g. Westfield, White City). However, Harrow's centres have proved themselves to be resilient and adaptable, with an overall vacancy rate of less than 5%.

Nearly half of the borough's population are working in professional, managerial or technical roles and a significant number are running their own businesses. **In 2013 Harrow was highlighted as an entrepreneurial hotspot by national enterprise campaign Start Up Britain.** The 2013 Around Here report found that **11% of businesses sampled were involved in international trade, supporting not just the Harrow economy, but also the UK economy.** The bulk of Harrow's jobs (87%) are supplied by SME's and micro-businesses (employing 0 to 4 employees).

Map 1: Harrow within the London context



Its diverse business base, operating across a range of sectors, has enabled Harrow to enjoy economic resilience during the recession. Economic activity levels in Harrow are high (70%) and unemployment is low (1.6% in July 2014). Both the number of jobs and the number of people working in Harrow have increased, but so has the number of long term unemployed residents.

Our track record of growth owes much to the diversity of the population. The Centre for Entrepreneurs and DueDil Report stated that one in every seven new companies in the UK was set up by migrant entrepreneurs. And Harrow was the fourth most popular UK destination for migrants to start a business, with almost 12,000 migrant-founded companies.

Harrow has a large share of Business to Business (B2B) service sector companies and it is these firms which trade locally, regionally, nationally and internationally, offering outstanding opportunities for economic growth.

Demand for affordable and market housing to rent and buy is high and growing in Harrow. This demand is generated by a large, economically active working age population, with dependent children, as well as by older residents with capital.

WE ARE WELL PLACED TO IMPROVE THE HEALTH AND PROSPERITY OF THOSE WHO LIVE, WORK, STUDY, INVEST AND DO BUSINESS IN THE BOROUGH. HARROW OFFERS:

- ONE OF LONDON'S DESIGNATED OPPORTUNITY AREAS, WITH THE CAPACITY TO DELIVER SIGNIFICANT INCREASES IN NEW HOMES AND JOBS
- OVER 20 IDENTIFIED SITES FOR DEVELOPMENT, ALL DELIVERABLE IN THE SHORT AND MEDIUM TERM
- A SUCCESSFUL METROPOLITAN TOWN CENTRE - THE FOURTH SAFEST TOWN CENTRE IN THE UK FOR RETAIL INVESTMENT, WITH A CATCHMENT OF OVER 640,000 CONSUMERS
- EXCELLENT NATIONAL AND CITY CONNECTIVITY - 14 MINUTES FROM EUSTON, CLOSE TO THE M1, M25 AND M40 MOTORWAYS, GOOD ACCESS TO HEATHROW AIRPORT, WITH FIVE UNDERGROUND LINES AND NATIONAL RAIL LINKS
- AVERAGE HOUSEHOLD INCOME HIGHER THAN LONDON AS A WHOLE, WITH 47% OF RESIDENTS IN PROFESSIONAL OR MANAGERIAL ROLES
- TOP 10% IN THE UK FOR RESIDENTS WITH HIGHER LEVEL SKILLS
- HIGH EMPLOYMENT RATES IN COMPARISON WITH THE REST OF LONDON AND THE UK
- AMONGST THE HIGHEST NATIONAL PARTICIPATION RATES FOR YOUNG PEOPLE IN EDUCATION, EMPLOYMENT OR TRAINING (98%).

Harrow and Wealdstone town centres are both well-located for access by public transport, with spare capacity in most rail and underground services. Projected growth can be accommodated, although capacity does reduce at stations closer to central London. Our road network can accommodate anticipated levels of traffic growth without major strategic investment, but some local bus routes are already at capacity during peak hours. Our parking policies have been designed to maximise the number of visitors to our shopping centres and minimise the environmental impacts of car use.

Harrow's urban realm – our public streets and spaces – is generally weak: poorly designed and maintained, cluttered and unattractive. Pedestrian connections around Harrow and Wealdstone town centres need improvement. Busy roads, traffic congestion, poor station facilities and poor cycle provision contribute to uncomfortable and sometimes difficult movement patterns. This is not helped by the railway corridors, street clutter and guard-railing at road junctions that create barriers to pedestrian movement.

The high public transport accessibility and range of amenities available within the Heart of Harrow make it an ideal place for more intensive mixed-use development, with users able to rely more on travel by sustainable transport modes (walking, cycling and public transport).



3. OUR REGENERATION PRIORITIES

THROUGH REGENERATION WE WILL DELIVER THE COUNCIL'S AIM TO MAKE A DIFFERENCE FOR:

- I. COMMUNITIES** BY PROVIDING NEW HOMES AND JOBS, VIBRANT TOWN CENTRES AND AN ENHANCED TRANSPORT INFRASTRUCTURE AND ENERGY NETWORK;
- II. BUSINESS** BY PROVIDING NEW COMMERCIAL WORKSPACE, SUPPORT TO ACCESS MARKETS, ADVICE AND FINANCE;
- III. VULNERABLE RESIDENTS** BY PROVIDING ACCESS TO OPPORTUNITIES, REDUCING FUEL POVERTY AND DESIGNING OUT CRIME;
- IV. FAMILIES** BY PROVIDING NEW FAMILY HOMES, EXPANDED SCHOOLS AND RENEWING OUR ESTATES.

WE WILL MEASURE OUR SUCCESS IN DELIVERING OUR VISION WITH CLEAR TARGETS THAT RELATE TO:



THE GOALS OF OUR REGENERATION STRATEGY ARE TO:

- MEET THE DEMANDS OF A GROWING POPULATION
- BUILD ON THE SKILLS BASE OF OUR RESIDENTS TO SUPPORT SUSTAINABLE BUSINESS GROWTH
- DELIVER MORE JOBS AND HOMES TO MEET TARGETS AGREED WITH THE MAYOR
- INCREASE OUR ACCESSIBILITY TO AN INCREASING CUSTOMER BASE
- PROVIDE AN ENVIRONMENT WHICH PROMOTES PHYSICAL ACTIVITY AND HEALTHY LIVING
- ACHIEVE A STEP CHANGE IN THE QUALITY OF DESIGN AND DEVELOPMENT

4. OUR REGENERATION SUCCESSES

SIGNIFICANT PROGRESS HAS ALREADY BEEN MADE IN DELIVERING OUR REGENERATION GOALS:

Since 2009, a number of strategic sites have been delivered or have secured approval. These include: Bradstowe House, Harrow town centre (177 residential units and commercial/leisure); Neptune Point, Harrow town centre (146 residential units and retail/commercial space); Anmer Lodge (120 homes and supermarket); Royal National Orthopaedic Hospital (347 homes and hospital redevelopment); and a number of smaller housing and commercial schemes in Wealdstone. Across the whole of Harrow, we have exceeded our cumulative London Plan housing target by over 650 dwellings. Many significant large development projects are near to completion in the Borough, despite the recession, including the Rayners Lane and Mill Farm Close estates renewal schemes and the Honeypot Lane residential scheme.



Mill Farm Close



Rayners Lane



Stanmore Place

OTHER STRATEGIC SITES IN THE PIPELINE INCLUDE:

KODAK

/ Harrow View

Mixed use development of this ex-industrial land providing **985 residential dwellings**, retail and employment space, senior living & assisted living care, a community centre, a primary school, health centre, energy centre, open space and landscaping improvements.



Kodak site

LYON HOUSE

Harrow Town Centre

A mixed use development comprising **287 new residential units** (including 49 affordable), new community, retail and office floorspace, plus landscaping and public realm improvements to Lyon and St John's roads.



ColArt

COLART, Wealdstone

Development of the former Winsor and Newton Factory site including the refurbished office building for business and employment uses, new employment space, up to **195 new homes**, safeguarded land for education, together with new streets, public realm, parking and landscaping.



Lyon House

These developments have provided a successful mix of new homes, employment space and employment and training opportunities to residents. This includes the creation of the Stanmore Business and Innovation Centre, providing space for new businesses, and the development of space for the creative sector at the Colart site in Wealdstone.

Harrow town centre has benefited from over £5m investment from the Council, GLA, and private sector retailers in recent years. This work has largely focused on providing space for events and giving greater control to businesses through the creation of the Business Improvement District. The redesign of St Ann's Road improved accessibility, removed clutter and provided space for entertainment. This will be enhanced by the development of a new urban park and performance space in Lowlands. The Council has also supported local partnerships and traders associations to stage markets, festive lights, street banners, music and dance events to attract shoppers.

Harrow's use of events to increase footfall and spend has been recognized and highlighted by London Councils Streets Ahead and the Local Government Association's "Driving growth through local government investment in the arts". We are also committed to sustained investment in our district centres. Their rich heritage, and accessibility to local shoppers, has been strengthened by their ability to change their purpose to meet the needs of Harrow's constantly changing community. A flexible planning approach, combined with marketing the local shopping offer, has helped the district centres evolve. While some shops have closed, new shops and services have replaced them, so that the level of vacant shops has remained relatively low across the borough. In North Harrow, the vacancy rate was turned around from 23% in 2009/10 to 6% in 2013/14. This occurred through a programme of investment, working with the community to stage events and enabling a greater flexibility in the use of High Street premises through a Local Development Order.

Harrow Council delivers a range of actions to help local businesses access advice and guidance. This includes the production of a monthly information newsletter, work with national, regional and local providers to promote events programmes and the Council's guide for business start-ups. In 2013, the Business Friends of Harrow was launched. This provides an opportunity for new companies and social enterprises to gain advice and support from more established successful enterprises.

The Council is also implementing a programme to improve energy efficiency in homes and, at the same time, to train local contractors to become accredited installers. The implementation of the Private Sector Housing Strategy is bringing more private rented property into the market and increasing the quality of the stock.

WE HAVE A SUCCESSFUL TRACK RECORD IN A RANGE OF TARGETED INTERVENTIONS TO HELP RESIDENTS BENEFIT FROM LOCAL ECONOMIC PROSPERITY:

- HARROW IS IN THE TOP 10% IN THE UK FOR HELPING PARENTS INTO WORK THROUGH ITS FAMILIES FIRST PROGRAMME
- LOCAL APPRENTICESHIP PROGRAMMES DELIVERED BY STANMORE COLLEGE AND HARROW COLLEGE HAVE SUPPORTED OVER 1,000 YOUNG PEOPLE
- LOCAL SECTOR SKILLS ACADEMIES ESTABLISHED BY THE COLLEGES PROVIDE RESIDENTS WITH THE SKILLS FOR LOCAL JOBS
- THE HARROW MUTUAL SUPPORT NETWORK PROVIDES WORK EXPERIENCE TO OLDER PEOPLE WHO IN TURN DELIVER SERVICES FOR VULNERABLE PEOPLE
- THE XCITE EMPLOYMENT INITIATIVE HAS SUPPORTED OVER 600 RESIDENTS INTO WORK

5. DELIVERING OUR ACTION PLAN FOR 'THE HEART OF HARROW'

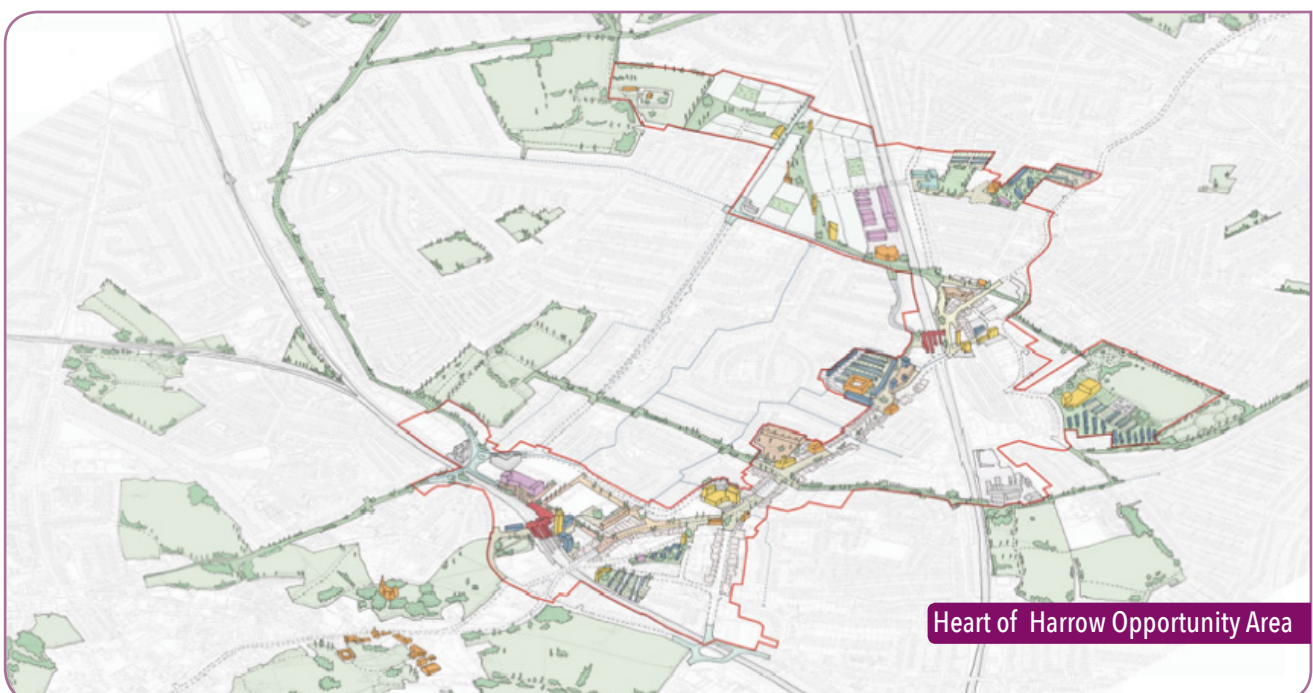
The Heart of Harrow is identified by the Mayor as one of London's Opportunity Areas and as such is an area with recognised growth potential, likely to attract investment funding and support from the GLA. The Heart of Harrow Opportunity Area will provide over 3,000 new jobs and around 5,500 new homes, in addition to two new schools and a range of upgraded infrastructure. Nearly 70,000 sq m of new floor space is proposed for retail, commercial, leisure, community, business and industrial development.

Regeneration of the Heart of Harrow is a crucial goal for the Council. This area encompasses the two town centres of Harrow and Wealdstone, the Station Road corridor linking the two centres, strategic industrial land and open spaces and most of our major brownfield development opportunities in the Borough. These include: Kodak; the Civic Centre site; the Leisure Centre site; Harrow on the Hill station and neighbouring development sites; and major town centre sites at Lyon Road and Gayton Road. There are a total of 22 development sites across the Opportunity Area as a whole.

The Council is very well placed to deliver on this potential within the Heart of Harrow. We own around a third of land within the Opportunity Area, including several of the largest potential housing sites. We work proactively with high quality developers and house builders and have an adopted Core Strategy and Area Action Plan in place. The sites are not dependent on massive upfront infrastructure investments and the land assembly requirements, where they exist, are manageable and realistic. In most cases, the essential initial feasibility work has already been undertaken.

HARROW COUNCIL WILL WORK WITH PARTNERS TO:

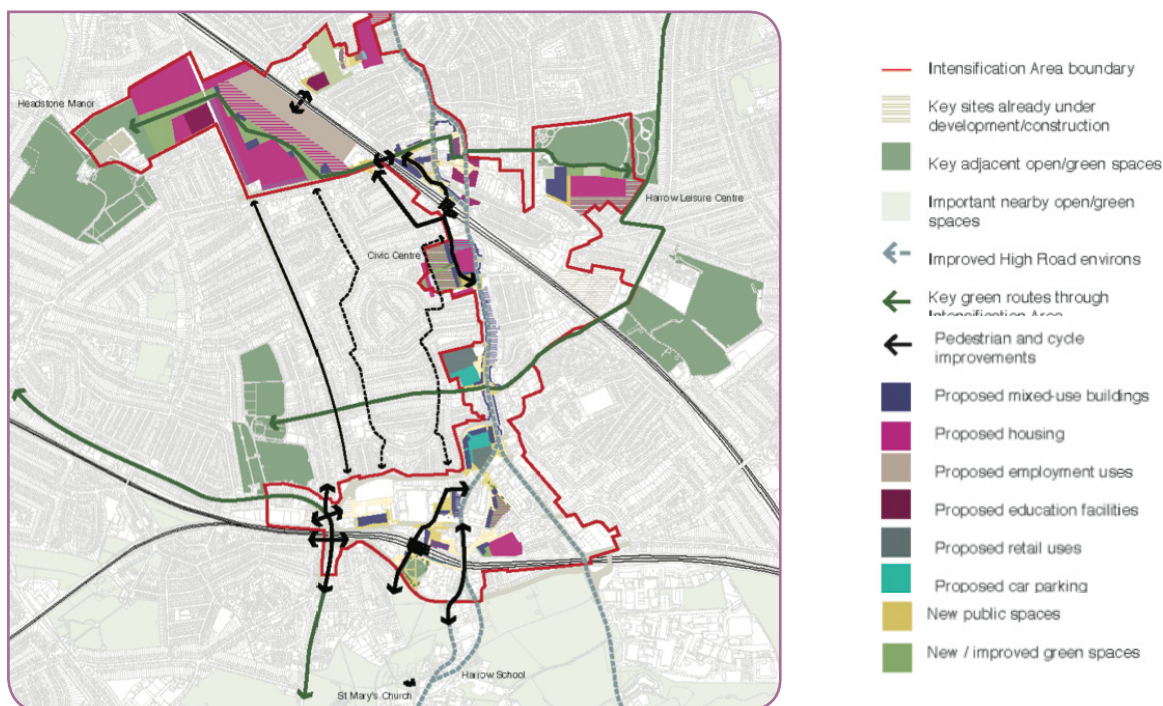
- PROMOTE HARROW AS A PLACE FOR BUSINESS AND INVESTMENT
- INVEST IN THE PUBLIC REALM TO ENSURE THE QUALITY OF THE ENVIRONMENT IS MAINTAINED
- ACT AS A STRATEGIC DEVELOPMENT PARTNER BY BRINGING FORWARD COUNCIL OWNED LAND FOR DEVELOPMENT INCLUDING THE REGENERATION OF HOUSING ESTATES
- TAKE A PROACTIVE STRATEGIC PLANNING APPROACH TO KEY SITES IN THE BOROUGH



The redevelopment of the Kodak site and the Colart site alone will provide the biggest opportunity to regenerate Wealdstone district centre in half a century. These developments will provide over 1,000 new homes and nearly 40,000 sq m of employment floor space. Similarly, in Harrow town centre, the redevelopment of Harrow on the Hill station, the Old Post Office, Gayton Road and Lyon Road will transform the look, feel and performance of the centre. These developments will create new transport gateways and add high quality commercial and retail facilities to the town centre, as well as new community facilities and public spaces.

This delivery programme for the Opportunity Area will create a vibrant new place that celebrates Harrow's diversity and significantly raises the quality of design. Both Harrow town centre and Wealdstone district centre will be reinforced, together with an improved environment along Station Road. Key community facilities will be provided within Harrow town centre – including two new public squares and a replacement library. Public transport links will be improved through the upgrading of Harrow on the Hill station and the bus station.

Map 2: Heart of Harrow Opportunity Area



PLACE	COMMUNITIES	BUSINESS
Delivery of a £1.75Bn development programme for the Heart of Harrow	Access to a range of new affordable, intermediate and market homes – some 5,500 new homes in all	Local employment and supply chain stimulus during construction
Emphasis on design quality, environmental improvement and the quality of the urban realm	Investment in social and community infrastructure – two new schools, new town centre library, remodelled leisure centre	Over 3,000 new jobs created
New public spaces – two new squares and an improved Station Road corridor and improved route to Kodak/Harrow View	Civic and community facilities relocated to the town centre	Town centre's investment profile raised

6. ACCELERATING THE PACE OF HOUSING DELIVERY

London is one of the world's most successful cities, with a rapidly expanding population. Harrow's urgent housing needs reflect this wider position. Access to affordable housing across Harrow is a central priority. Social housing in Harrow comprises just 10% of the total housing stock against a London-wide average of 25%. The waiting time for family sized affordable housing is long and, for most households in priority housing need, the only option is to access private rented accommodation either in Harrow or elsewhere in London or cheaper areas of the UK. Enabling the delivery of additional affordable housing is essential, so that local families can remain living and working in the borough.

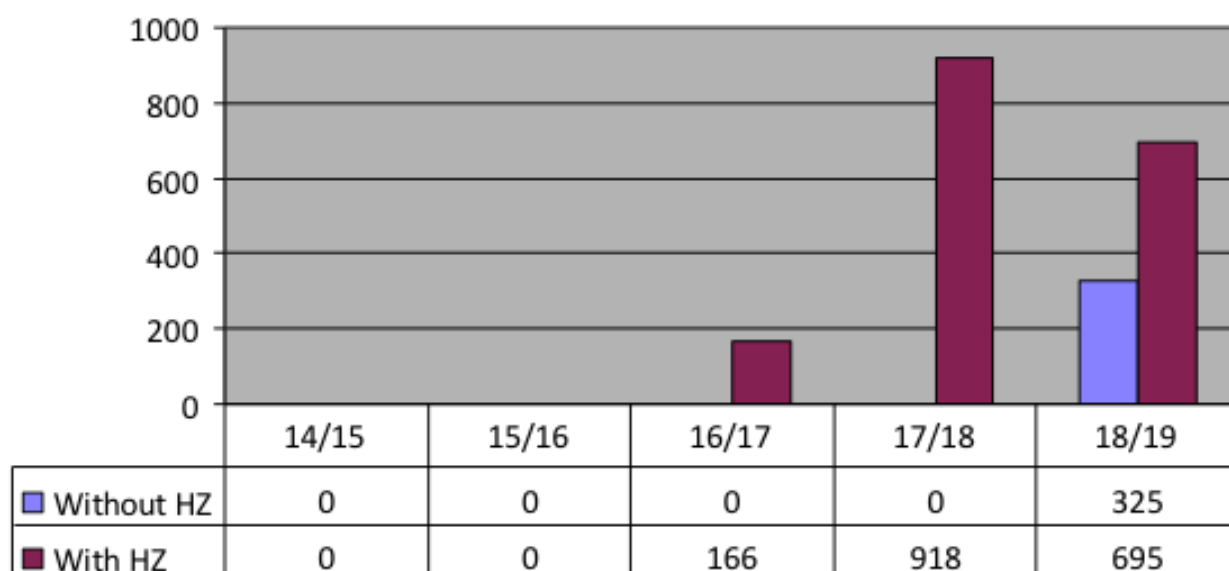
It is an urgent priority to accelerate housing delivery, particularly in the Heart of Harrow Opportunity Area, where most of the major regeneration sites are located. The development pipeline is now strong and market confidence has recovered strongly. Previously stalled developments are back on site and planning permissions have been secured on a number of strategic sites, including the former Winsor & Newton site, Lyon Road and Kodak - Harrow's largest regeneration project since the 1930's. The Council's land holdings will also make a substantial contribution to the delivery of affordable homes, private rented stock and homes for sale. In addition to the sites mentioned above, new affordable homes will be built on Council estates where there is suitable land.

The Council is committed to working in close partnership with the GLA and major development partners to accelerate housing delivery, through the current Housing Zone programme. We are working to get strategic development sites away faster. This involves substantial investment to realise accelerated and additional housing. This will contribute directly to the delivery of additional affordable homes, as well as new retail and employment floorspace and a range of essential infrastructure to serve the Heart of Harrow area and the wider borough.

The Housing Zone has the potential to deliver almost 1,500 additional homes, over and above existing plans, by frontloading or remodeling proposed developments. Key sites include the Council's Civic Centre and Greenhill Way sites, Kodak/Harrow View, and Hyde Housing's College Road site. A further 200 homes will be achieved through a group of new sites identified within the Opportunity Area.



Diagram: Accelerated and Additional Delivery of Housing



PLACE	COMMUNITIES	BUSINESS
Accelerated delivery of the Heart of Harrow Area Action Plan	Access to a range of new affordable, intermediate and market homes	Local employment and supply chain stimulus during construction
Delivery of some 5,500 new homes by 2026 in the Heart of Harrow	Homes for older residents that may wish to release capital and downsize to smaller homes in the locality	Over 3,000 new jobs created
Additional vitality to the town centres, with a significant boost in the residential population	Improved supply of family homes both for market sale and for those in social housing	Town centre's investment profile raised
Emphasis on design quality and standards for new homes	Improved supply of market homes for young professionals and commuters	Growth in local labour market and improved choice of housing for new employees

7. EXPLOITING THE COUNCIL'S PROPERTY ASSETS

The Council, through its landholdings, has a pivotal role in regenerating Harrow. The intelligent use of the Council's land has the potential to provide a significant economic uplift to the town centres, by addressing an undersupply of housing, enhancing the centre's catchment area and providing future income streams to fund services for residents and businesses.

The Council owns around a third of the Opportunity Area and this includes some key landholdings such as the Civic Centre complex, the Leisure Centre and a number of major car parks, some of which are under-utilised. Other key sites, outside the Opportunity Area, include the Arts Centre, Haslam House, Roxteth Library and some additional under-utilised car park sites across the Borough. These and other sites have the potential to meet a wide range of community needs through the reprovion and remodeling of facilities, as well as a wide range of affordable and market housing for rent or sale.

A programme of private rented sector (PRS) housing delivery is planned across this property portfolio. These properties will be held and managed by an arms-length, Council owned company. In line with the Mayor of London's Housing Covenant (December 2012), our PRS programme will increase housing supply in the Borough, improve the offer to renters and improve standards in Harrow's private rented stock.

The proposed PRS programme will help to unlock development on a number of Council owned development sites within the Opportunity Area, including both the Civic Centre complex and the Leisure Centre site. This will enable us to bring forward up to 1,000 new PRS homes, within mixed use developments which will reprovide a number of our key civic, leisure and cultural facilities. This will help to address the needs of residents living in overcrowded accommodation and those living in fuel poverty. The programme will deliver more customised housing designs for the next generation of renters, as well as encouraging a more consistent and professional offer across the sector.

Our regeneration strategy reflects a new approach to the management of the Council's property assets. The goal is to secure a long-term income from these assets, addressing long-term pressures on the Council's revenue funding, whilst securing positive regeneration outcomes which will benefit the local economy and address our acute housing needs as a Borough.

PLACE	COMMUNITIES	BUSINESS
Bringing forward the redevelopment of major Council sites in the Heart of Harrow Opportunity Area	Addressing the needs of generation rent - improved choice in the market and improved standards of design and management	Supports growth in the local labour market, particularly for young employees coming into the area
Boosts the supply of purpose-built, high quality private rented stock	Major boost to housing choices at all levels of affordable and market provision across the Borough	Boosts the daytime and evening economy of the town centre, helping to safeguard existing jobs and create new jobs
Enables the reprovion of civic, cultural and leisure facilities into more cost-effective, well-designed facilities	Improves the financial sustainability of the Council, enabling us to sustain a wider range of services	Opportunity to engage with local contractors and create additional opportunities for apprenticeships and employment during construction

8. IMPLEMENTING THE HOMES FOR HARROW PROGRAMME

The Council has embarked on an ambitious programme to build new affordable homes and regenerate existing housing estates. The Homes for Harrow programme currently consists of two strands:

1. INFILL PROGRAMME - Building new council housing for rent, as well as homes for sale on a shared ownership basis, on vacant or underutilised Housing Revenue Account (HRA) land/assets such as garage sites. This is funded partly through the additional income being generated in the HRA as a result of self-financing and partly through other resources held by the Council specifically for the purpose of delivering additional affordable housing. Work is underway on a first phase to build 40 homes for rent and 10 for shared ownership, funded with a combination of housing resource as well as additional HRA borrowing funded via the governments HRA Growth Fund. The first planning applications are in the process of being submitted and completions anticipated in 2015/16. Phase 2 will deliver a further 50 affordable homes.

2. ESTATE REGENERATION - Comprehensive or partial regeneration of housing estates where the cost of refurbishing/maintaining existing homes are high and/or where there is potential to build additional new homes. The Rayners Lane and Mill Farm Close estate regeneration schemes are nearing completion and we are now embarking on the regeneration of the Grange Farm estate. Initial feasibility studies have been completed with residents and we are now at the point of selecting a consultant team to take the plans forward and enable selection of a development partner. The estate currently comprises 257 homes including 225 of Resiform construction which are now at the end of their useful life. We plan to replace these with around 460 new homes including replacement council housing for rent and homes for sale with an estimated project value of c£80m.

We are also taking forward other estate regeneration feasibilities with the aim to improve existing homes and build additional new homes through partial redevelopment aligned to comprehensive refurbishment programmes.

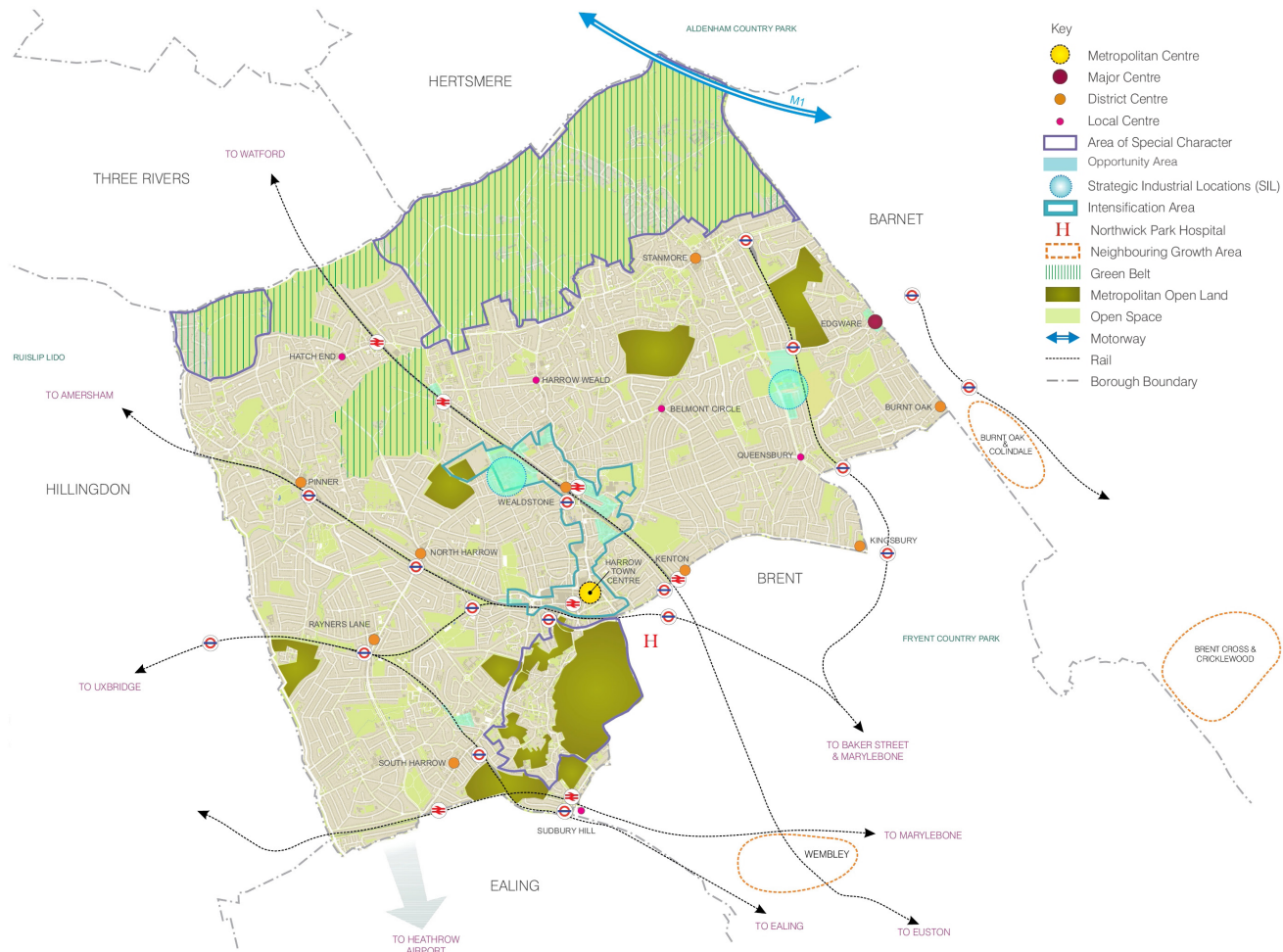


PLACE	COMMUNITIES	BUSINESS
Regeneration of Harrow's Council housing estates and building new affordable homes on underutilised land such as garage sites	Increasing availability of affordable homes, including new Council housing for rent	Supports growth in the local labour market, by increasing availability of affordable homes
Addressing issues with Resiform construction homes at the end of their useful life	Enhancing housing choices at all levels of affordable and market provision across the Borough	Local employment and supply chain stimulus during construction
Replacing 257 homes at Grange Farm with around 460 new homes, including replacement council housing for rent and homes for sale with an estimated project value of c£80m	Strong community engagement throughout the conception and delivery of the Homes for Harrow programme	Opportunity to engage with local contractors and create additional opportunities for apprenticeships and employment during construction

9. IMPROVING HARROW'S STRATEGIC ACCESSIBILITY

Harrow's accessibility is crucial to our appeal, both to investors and to potential residents and businesses. The Borough enjoys excellent national and city connectivity: 14 minutes from Euston by rail, close to the M1, M25 and M40 motorways, good access to Heathrow airport, with four London Underground lines (Metropolitan, Bakerloo, Jubilee and Picadilly) and national rail connections to Euston, Marylebone, Clapham Junction, Watford Junction and Birmingham.

Map : current accessibility



Old Oak Common

THE GOVERNMENT HAS ANNOUNCED PROPOSALS FOR A NEW HIGH SPEED 2 (HS2) AND CROSSRAIL STATION AT OLD OAK BY 2026, POTENTIALLY MAKING IT ONE OF THE BEST CONNECTED RAILWAY STATIONS IN THE UK. THIS WILL GIVE RISE TO SIGNIFICANT POTENTIAL FOR ECONOMIC DEVELOPMENT, JOBS GROWTH AND NEW HOMES. THE MAYOR OF LONDON ALSO SEES THIS AS AN OPPORTUNITY TO REGENERATE THE WIDER AREA.

BASED AROUND THE NEW HS2 AND CROSSRAIL STATION AT OLD OAK, THE MAYOR, TRANSPORT FOR LONDON (TfL), PLUS THE LONDON BOROUGHS OF HAMMERSMITH & FULHAM, BRENT AND EALING, HAVE BEEN CONSIDERING THE POTENTIAL FOR REGENERATING THE AREA AND ARE SEEKING VIEWS ON A 30-YEAR VISION FOR OLD OAK. THIS WOULD TRANSFORM THE AREA WITH UP TO 90,000 JOBS AND UP TO 19,000 NEW HOMES, SCHOOLS, OPEN SPACES, SHOPS AND LEISURE FACILITIES.

With London's population expected to increase to 11.3m by 2050, huge strategic investments in infrastructure are being planned. Whilst the agglomeration of London's jobs into central areas will continue, there are a number of plans for new business hubs in outer areas. Of which Old Oak Common is the most relevant to us. This is described by the Mayor as 'a new mini-city and a second Canary Wharf', building on the unique opportunity created by HS2, Crossrail and Overground connections.

Harrow needs an effective link into Old Oak Common, if we are to share in the benefits of accessibility to Heathrow, HS2 and Crossrail.

The Government has recently announced plans to evaluate an extra Crossrail service linking Harrow to the superhub at Old Oak. The Government will conduct a feasibility study to look at how a new rail link between Old Oak Common and the West Coast Main Line could benefit commuters in Harrow and beyond. The proposed changes could see Crossrail services extended to Hertfordshire, providing direct journeys into the City and the West End and a significantly improved link to Heathrow Airport. Stations that could be serviced by Crossrail include Tring, Hemel Hempstead, Watford Junction, Berkhamstead and Harrow and Wealdstone. Any changes will not affect the timetable or planned service pattern for the existing Crossrail scheme which is scheduled to be fully operational by 2019.

There will also be investment in sustainable travel options in Harrow, to support the densification of existing suburbs. This is to include: further bus priority; a major expansion of cycling and walking infrastructure; and capacity enhancements to existing rail services, such as an upgrade of the Overground to six cars, some 24/7 tube lines and additional orbital rail connections. At Harrow on the Hill there will also be investment in improvements to the Metropolitan line station, to improve accessibility and to create a more fitting gateway to Harrow town centre.

Whilst the debate on the expansion of Heathrow continues, the London Infrastructure Plan set out an option for a new hub airport to the east of London. The Mayor has also expressed his support for a further runway at Gatwick as a compromise approach. The Airports Commission is now concentrating on additional capacity options at Heathrow and Gatwick; this is welcome, as proximity to Europe's leading international hub airport is critical to Harrow's strategic accessibility.

PLACE	COMMUNITIES	BUSINESS
Improved regional, national and international connectivity as strategic transport investments roll out	Improved rail and tube capacity and enhanced service coverage and frequency	Improved accessibility to central London, boosting attractiveness to investors
Potential new 'mini-city' at Old Oak Common, providing a major regeneration stimulus to the sub-region	Increased investment in sustainable and active travel options, providing greater choice and healthier lifestyle options	Improved public transport connectivity across W and NW London, strengthening catchment areas and business interaction
Improved environment at principal stations and public transport gateways	Improved accessibility for customers at key stations such as Harrow on the Hill	Major local economic stimulus from sub-regional infrastructure projects

10. INVESTING IN IMPROVED INFRASTRUCTURE

Harrow's infrastructure delivery programme forms a central strand in the Council's Regeneration Strategy. Our Infrastructure Delivery Plan (IDP) was completed in 2011 and is now being updated to take account of needs arising from all growth, rather than just that associated with new development. The pace of demographic change is placing significant demands on local services and facilities, especially primary schools. By including all growth, we will have a definitive picture of future needs and how the strategic opportunity sites might assist in delivering this required provision.

Our infrastructure delivery programme will be funded from a range of sources: our own capital programme, Community Infrastructure Levy (CIL) and other developer contributions, the Local Implementation Plan for transport and bids into TfL's Growth Area funding, the GLA's Housing Zone money, New Homes Bonus, and other Government and European funding pots.

The primary areas for infrastructure investment in Harrow will be transport, urban realm, schools, arts and cultural facilities, green infrastructure and district energy.

TRANSPORT AND URBAN REALM

Our transport investment strategy is to target key deficiencies, such as at Harrow on the Hill Station: this important gateway continues to lack inclusive access and there is a lack of operational space at the neighbouring Harrow bus station. A feasibility study is under way to address this. Local improvements are required on the road network, to address traffic flow at key junctions and corridors, give greater priority to buses and to improve cycle and pedestrian accessibility. Much of this work will be funded by new development.

Our urban realm strategy is to ensure that new developments invest in improvements in the public realm of the Heart of Harrow area. A masterplan for improvements is being developed, with at least two squares to be created in Harrow town centre, a new public space opposite the mosque, a major landscaped route from Headstone Manor to Wealdstone and a programme of environmental improvements to the Station Road corridor.

SCHOOLS, ARTS AND CULTURAL PROVISION

Our ambitious Schools Expansion Programme will provide places to meet the demands of our growing population, with new schools planned in areas of growth.

There are three primary schools within the Heart of Harrow and a further three within close proximity. The current programme expands almost all of these schools and adds two new primary schools, bringing total capacity for the Heart of Harrow to 24 form entry.

There are two secondary schools within the Heart of Harrow (Salvatorian & Sacred Heart) with Whitmore High and Harrow High School also serving the area. The Council's former Teachers Centre site in Wealdstone has permission for an additional five form entry secondary school.

LONDON INFRASTRUCTURE PLAN

THE LONDON INFRASTRUCTURE PLAN 2050, PUBLISHED FOR CONSULTATION IN 2014, ESTABLISHES THAT THE GLA IS GEARING UP TO DEAL WITH SUSTAINED STRONG GROWTH ACROSS LONDON – WITH POPULATION INCREASING TO 11.3M BY 2050. THE INFRASTRUCTURE PLAN SETS OUT BROAD OPTIONS FOR ACCOMMODATING THAT GROWTH AND MAPS OUT A FRAMEWORK FOR MAJOR INFRASTRUCTURE DELIVERY, WITH A £1.3 TRILLION PRICE TAG. THE SCOPE OF THE PLAN INCLUDES: HOUSING, SCHOOLS, TRANSPORT, GREEN INFRASTRUCTURE, WATER SUPPLY, FLOOD DEFENCE, ENERGY, WASTE RESOURCE MANAGEMENT AND DIGITAL INFRASTRUCTURE.

Despite ongoing severe cuts to public expenditure, the Council will continue to invest in arts and cultural provision. But new facilities will be leaner, with an eye to commercial opportunities to provide a sustainable future. New investments will include: a new library in Harrow town centre, potential reprovision of the leisure centre into an updated and more efficient complex and a project to conserve Headstone Manor, with support from English Heritage, the Heritage Lottery Fund and Harrow Heritage Trust.

GREEN INFRASTRUCTURE

Harrow, as capital of Metroland in the 1930's, was developed with an eye to garden city principles: generous provision of green open spaces that created an exceptionally attractive residential and business location. Today, accessibility to open space is variable and dependent on where a resident lives or a business is located. Our strategy is to protect our strong green heritage, investing in improved linkages and better access to our existing open spaces. We are committed to working with partners, residents and businesses to create a clean, safe and green environment for those who live, work, learn and visit Harrow. Protection of the Metropolitan Green Belt also remains very important, particularly as our built-up areas are redeveloped at greater densities.

Harrow's Green Grid programme is well established and will continue to be a strong feature of our regeneration strategy.

DISTRICT ENERGY

The London Plan and the Mayor's Climate Change Mitigation and Energy Strategy place a requirement on the GLA and the London boroughs to work together to facilitate the delivery of the Mayor's target for 25% of London's energy to be supplied from Decentralised Energy (DE) by 2025.

Harrow's Core Strategy calls for decentralised energy systems to be sought wherever appropriate. Within the Heart of Harrow, a district-wide combined heat and power network is promoted. There are already specific proposals to deliver district energy on a number of our major sites, but no masterplanning has yet been undertaken to establish the feasibility of a wider network. Neither has additional feasibility work been undertaken to develop business cases for individual schemes.

Our strategy is to pursue district energy opportunities within the Heart of Harrow area, both on our own redevelopment sites and on other major development schemes. We will be preparing an energy master plan and, where appropriate, additional feasibility studies to map the potential district energy programme for the Heart of Harrow in more detail.

The Energy Master Plan will provide a delivery framework for district energy projects as part of the implementation of the Heart of Harrow Area Action Plan and Housing Zone.

PLACE	COMMUNITIES	BUSINESS
Integrated infrastructure delivery to manage the impacts of demographic change and new development	Major investments in new and expanded schools – both primary and secondary	Strategic and targeted investments to improve accessibility for employees and customers
Targeted improvements to the highway network and strategic investment in new squares and public spaces	Improved sustainable and active travel opportunities to enhance community well being, health and quality of life	Improved look and feel of Harrow and Wealdstone town centres, attracting further business investment and enhancing image and profile
Sustained investment in the green grid and open spaces with biodiversity and quality of life benefits	Safer cycling and pedestrian environment	Supply chain and employment opportunities from a sustained infrastructure investment programme

11. MAXIMISING THE LOCAL ECONOMIC BENEFITS

FOR COMMUNITIES AND BUSINESS

Harrow's regeneration programme is about making a difference for communities, business, families and vulnerable residents. It aims to unlock the potential of the Opportunity Area, of the council's property assets and of our residents and businesses. Sustainability will be delivered through implementing our plans to improve Harrow's strategic accessibility and its infrastructure.

Our approach will be to work together with public and private partners to:

- Address the needs of our growing population and of overcrowding, poor health and fuel poverty through the delivery of new homes and a district energy network
- Enable residents to benefit from employment and learning opportunities generated from our Developments by overcoming barriers to employment
- Ensure residents gain the skills they need for sustainable employment
- Attract new business to Harrow that provide sustainable employment
- Create 500 apprenticeships and jobs for young people
- Support Harrow's businesses by creating procurement opportunities with development partners and with the Council
- Work with traders associations and the HA1 Business Improvement District to attract footfall and spend with businesses in Harrow Metropolitan Town Centre and in our district centres
- Deliver public spaces in the Metropolitan Town Centre to stage events and attract footfall
- Adopt a flexible planning approach to preserve the heritage of our district centres, whilst providing the flexibility for changing the use of premises to meet the demands of consumers and businesses
- Promote access to recognised quality national, regional and local business support provision to improve the sustainability and growth of Harrow businesses and start ups.

We will deliver this through:

- Agreed local employment and training plans with developers and contractors, with identified actions to maximise local recruitment, creating apprenticeships and work placements both during the construction phase and with end users on commercial developments
- Harrow's Employment and Construction Training Initiative, which works with developers, contractors and Harrow Colleges and other training suppliers
- Provision of employment and skills actions plans to residents and access to support as they access employment and develop their skills and careers
- Place Marketing campaign to attract businesses to commercial developments and existing retail, office, and industrial centres
- Contract Procedure Regulations to maximise community and local business benefit through the council's procurement process
- Implementation of local business support and mentoring programmes.

HARROW IN LONDON

Harrow is known for its enterprising population and its dynamic small businesses. Its diverse business base, operating across a range of sectors, enables economic resilience to economic cycles. The Borough is not dependent on any one employer or supplier to generate wealth. The bulk of jobs (87%) are supplied by SME's and micro-businesses (employing 0 to 4 employees).

Harrow's business growth owes much to the diversity of its population. The Centre for Entrepreneurs and DueDil Report stated that one in every seven new companies in the UK was set up by migrant entrepreneurs and Harrow was the fourth most popular UK destination for migrants to start a business.

Harrow offers London a skilled and enterprising workforce and offers Londoners a range of employment opportunities.

Harrow offers businesses a skilled workforce and educated young people:

- 47% of residents work in professional or managerial roles
- Top 10% in the UK for residents with higher level skills
- More than twice the number of residents with higher level qualifications in Harrow (37%), compared to those with no qualifications (17%)
- 98% of Harrow's young people are in education, employment and training, joint top in the UK
- Schools and Further Education Colleges are either good or outstanding

Some 74,500 people work in Harrow (2011 Census), with 28,700 commuting into Harrow from other parts of London. Most out-commuter flows from Harrow (56,500, 82%) are to other parts of London, placing Harrow 23/33 London boroughs for out-flow.

Harrow Council will work with its strategic partners in the public, community and private sector to support the delivery of the London LEP's Jobs and Growth Plan. Harrow will support the delivery of the London sub-regional, regional and national programmes to promote business growth, enterprise and support people into work and improve the skills

PLACE	COMMUNITIES	BUSINESS
Balanced, mixed use developments enrich the town centre environment in the Heart of Harrow	Residents benefit from employment and learning opportunities generated from our developments, overcoming barriers to employment	Place marketing campaign established to attract and sustain investment
Improved resilience of Harrow town centre and the network of district centres	Employment and training plans maximise local recruitment	Improved access to skilled staff for developers, contractors and other businesses
Improved balance of inward and outward commuting to Harrow	New apprenticeships and work placements created	Local business benefit through the Council's procurement process

12. PERFORMANCE MEASURES AND OUTCOMES

ACTION	PERFORMANCE MEASURE	OUTCOME
<p>DELIVERING HEART OF HARROW ACTION PLAN</p>	<p>Homes created Jobs created – apprenticeships, local labour Private sector investment New commercial space, new business located in Harrow Progress against infrastructure delivery plan</p>	<p>£1.75Bn development programme delivered Improved town centre facilities Renewed and expanded housing stock Healthier community Increased economic activity Resilient business base</p>
<p>ACCELERATING HOUSING DELIVERY</p>	<p>Housing delivery against Housing Zone programme Affordable homes created Residual housing need</p>	<p>5,500 new homes in the Heart of Harrow Improved proportion of affordable homes Improved housing choice and diversity in housing stock</p>
<p>EXPLOITING THE COUNCIL'S PROPERTY ASSETS</p>	<p>Civic Centre redevelopment delivery Leisure Centre redevelopment delivery Establishment of PRS venture Volume of PRS lettings Jobs created – apprenticeships, local labour Local suppliers engaged and spend local supply chain.</p>	<p>More resilient Council revenue budgets in the medium term Increased purpose-built, private rented stock Step change in quality of private rented sector provision Reprovided Civic Centre and Leisure Centre – leaner and more efficient</p>
<p>IMPLEMENTING THE HOMES FOR HARROW PROGRAMME</p>	<p>Affordable homes created Market homes created Jobs created – apprenticeships, local labour Local suppliers engaged and spend in the local supply chain Percentage residents living in fuel poverty</p>	<p>Grange Farm estate regenerated Infill programme complete Additional Council and affordable homes Reduced reliance on bed and breakfast accommodation</p>
<p>IMPROVING HARROW'S STRATEGIC ACCESSIBILITY</p>	<p>Service improvements to central London Public Transport Accessibility Levels Number of people using public transport (bus and rail/tube)</p>	<p>Enhanced offer to business Improved levels of inward investment Business retention levels increase</p>
<p>INVESTING IN IMPROVED INFRASTRUCTURE</p>	<p>Access to open spaces Access to school places Local energy produced Local suppliers engaged and spend in the local supply chain Percentage residents living in fuel poverty Community Infrastructure Levy invested</p>	<p>High educational standards sustained Locally generated heat and power on major development sites Healthier, more active community Improved accessibility of green spaces Business growth and retention Increased economic activity</p>
<p>MAXIMISING LOCAL ECONOMIC BENEFITS</p>	<p>Jobs created – apprenticeships, local labour Local suppliers engaged and spend in the local supply chain Private sector investment New commercial space, new business located in Harrow</p>	<p>Business startups increased Business growth and retention Increased economic activity Skills profile further enhanced Economic benefits throughout the supply chain Improved business facilities and supporting infrastructure</p>

