
REPORT FOR: CABINET

Date of Meeting:	17 September 2015
Subject:	'Building a Better Harrow' – Delivery Programme
Key Decision:	Yes
Responsible Officer:	Paul Nichols, Divisional Director of Regeneration and Planning
Portfolio Holder:	Councillor Keith Ferry, Deputy Leader and Portfolio Holder for Business Planning and Regeneration
Exempt:	No, except for Appendix A which is exempt under paragraph 3 of Schedule 12a of the Local Government Act 1972 as it contains information relating to the financial or business affairs of any particular person (including the authority holding that information).
Decision subject to Call-in:	Yes, except where the decision is reserved to Council
Wards affected:	All
Enclosures:	Appendix A (Exempt): Civic Centre re-location Appendix B: Overarching Borough Agreement

Section 1 – Summary and Recommendations

This report seeks Cabinet approval for a number of decisions related to progressing the 'Building a Better Harrow' Regeneration Programme and Housing Zone agreement in financial year 2015/16.

Recommendations:

Cabinet is requested to:

1. Approve in-principle the robust proposals to leave our costly and outdated Civic Centre and build a smaller and more efficient Civic Centre in the heart of Wealdstone, at no net cost to the taxpayers of Harrow over the Regeneration period.
2. Recommend to Council to approve an addition to the 2015/16 Capital Programme for site assembly for the Wealdstone re-development as set out in Appendix A (Exempt).
3. Delegate authority to the Chief Executive, following consultation with the Portfolio Holder for Business, Planning and Regeneration and the Director of Finance and Director of Legal and Governance, and subject to the necessary funding being added to the capital programme, to enter into agreements for the Council to acquire the third party land and property interests identified in Appendix A (Exempt) in order to complete the land assembly arrangements for the proposed new Civic Centre site in Wealdstone.
4. Recommend to Council to bring forward allocated capital funding of £1,150k from 2016/17 to 2015/16 and the re-allocation of this funding and £750k of existing capital funding in 2015/16 as detailed in paragraph 2.4.5.
5. Agree to commence procurements over £500,000 for the appointment of one or more specialist consultants or contractors to provide any services (including multi-disciplinary services) required under RIBA Stages 0-7 for both the existing and proposed Civic Centre sites.
6. Agree that the decision to award contract(s), subject to the approval of budget in February 2016 for works in 2016/17 onwards, is delegated by Cabinet to the Chief Executive following consultation with the Portfolio Holder for Business, Planning and Regeneration and the Portfolio Holder for Finance and Major Contracts, for the appointment of one or more consultants or contractors to provide any services (including multi-disciplinary services) required under RIBA Stages 0-7 for both the existing and proposed Civic Centre sites.
7. Give in-principle agreement to the Overarching Borough Agreement with the Greater London Authority forming the basis for the Housing Zone arrangements with the Council and delegate finalisation of the agreement to the Chief Executive, in consultation with the Portfolio Holder for

Business, Planning and Regeneration and the Director of Finance and Director of Legal and Governance;

8. Delegate to the Chief Executive, following consultation with the Portfolio Holder for Business, Planning and Regeneration and the Director of Finance and Director of Legal and Governance to enter into an Intervention agreement/s with the Greater London Authority for the Council owned sites that formed part of the Housing Zone bid, for a total of £8.8m in recoverable grant funding as set out in section 2.6.
9. Delegate authority to the Chief Executive, following consultation with the Portfolio Holder for Business, Planning and Regeneration and the Director of Finance and Director of Legal and Governance to enter into any other agreements and take any other necessary actions, acting within approved capital budgets, to give effect to the regeneration programme outlined in the report.
10. Note that a Residents Panel has been established, enabling residents and other stakeholders to be involved and feed into the Regeneration journey from beginning to end.
11. Note that the programme supports the commercialisation agenda through the delivery of Private Rented Sector housing on Council-owned sites, creating an on-going source of revenue for the Council.

Reason: (For recommendations)

To 'Build a Better Harrow' together, for today, and for future generations.

Our communities deserve a thriving, modern and vibrant Borough that makes Harrow a home to be proud of.

With the land we are leaving at the current Civic Centre site, a new Civic Centre in Wealdstone and our car park in Greenhill Way, we are going to build affordable homes, schools, new public spaces, business opportunities and community facilities.

There will be zero net cost to the taxpayers of Harrow over the Regeneration programme. The programme will be funded by the money earned by developing Council land, national and regional grants, inward investment and external funding.

These proposals show that our 'Building a Better Harrow' regeneration programme will bring wide-ranging benefits for years to come, including investment into vital local services, amongst other things.

We are going to 'build the better Harrow' that our communities deserve and enable the Local Authority and implement key priorities and pledges within the 2014/15 Corporate Plan, Regeneration Strategy and Medium-Term Financial Plan.

Section 2 – Report

2.1 Summary

- 2.1.1 The Harrow regeneration programme is a once in a generation opportunity to 'Build a Better Harrow', for today, and future generations. This £1.75Bn development programme of both Council and private assets will see some 5,500 new homes within the Heart of Harrow Opportunity Area and will provide a major impetus for business development, creating around 3,000 new jobs overall. To make Harrow a thriving, modern and vibrant Borough there will be a clear focus on the quality of place making, a sustained programme of improvements to Harrow town centre and Wealdstone district centre, an insistence on high quality architecture and a programme of investment in social and community infrastructure as well as new and improved public spaces. Encouraging growth in the local economy is vital to offset some of the worst effects of the recent economic conditions and this is a principal objective of the regeneration programme. The 2014/15 Corporate Plan prioritises investment in social infrastructure such as schools, leisure and sports facilities and transport improvements and the regeneration programme enables us to deliver this.
- 2.1.2 Regeneration provides an ideal opportunity to meet the Council's priorities and make a difference for the vulnerable, Harrow's community, families, and local businesses, making Harrow a place where people want to live, work and play. The programme will only be successful if it is designed in partnership with local communities, using our resident's ideas, expertise and support. An engagement programme with local residents is already in train, with a new Residents Panel formed to provide a continued dialogue with residents as the programme develops. A programme of site-by-site engagement will support this as individual proposals are developed. In addition, since a relocated Civic Centre is an important catalyst for delivery, there will be close consultation with Council staff throughout.
- 2.1.3 In December 2014, Cabinet approved an ambitious Draft Regeneration Strategy for Harrow. The strategy focuses on driving forward and facilitating growth and investment, delivery of new homes, job creation and improved social outcomes. The Strategy highlights a number of key developments that will enable the Council to deliver a specific programme of investment in Harrow using its own surplus land assets. The core aim is to deliver significant cost savings for the Council, providing more and better homes whilst generating long-term income streams to reinvest in local services.
- 2.1.4 The centrepiece of the regeneration strategy is the relocation and replacement of the Civic Centre on Station Road, at no net cost to the taxpayer over the Regeneration period, as well as the development of the Greenhill Way car park and regeneration of Wealdstone and wider Heart of Harrow area. Following an options appraisal on potential

development sites, the Council has identified a preferred option for the location of the Civic Centre.

2.1.5 This report seeks Cabinet approval in-principle the relocation of the Civic Centre from the current site to a preferred site in Wealdstone incorporating Peel House Car Park, recognising the need to increase the Council's capital programme to meet total development costs, to be confirmed via the Budget setting process. Moving our offices into Wealdstone will bring benefits to the local economy, including investment, and boost the business of independent traders and High Street shops.

2.1.6 This is a vital part of the regeneration strategy for a number of reasons:

- The current Civic Centre is on a prime redevelopment site, which can help to meet a wide range of development needs across the Borough.
- The current Civic Centre uses this large site very inefficiently. The current buildings are over-sized, expensive to run and inefficient: the Council's needs can be met in a much smaller building.
- A large proportion of the Council's proposed private rented sector programme can be delivered on the current Station Road site and the new proposed site for the replacement Civic Centre. There will be several hundred purpose built, high quality rental units across these two sites, addressing the needs of 'generation rent' in Harrow, managed to provide fair and secure rentals.
- The proposed location for the new Civic Centre is Wealdstone District Centre. This will form the hub of a wider package of regeneration initiatives designed to transform the economic performance and quality of life in this locality, helping Wealdstone to achieve its full potential.
- There is a focus on social and community provision, with major new facilities on these two sites including a new primary school, a replacement library, extensive new workspace for small and growing local businesses, attractive new public spaces and streetscape improvements.

2.1.7 This is a major and ambitious regeneration programme, achieving a pace of development not seen in Harrow for many years. Over the next 18-24 months, design and planning work will be progressed on the major sites, alongside intensive consultation and programme delivery planning. Construction of initial phases on a number of the major sites is scheduled for 2017-19 and planned development to achieve the later phases will continue until 2021/22.

2.1.8 This report seeks Cabinet approval to re-allocate approved Regeneration budgets for 2015/16-2016/17 to progress the Regeneration Programme.

- 2.1.9 In December 2014, Cabinet also agreed to endorse in principle the submitted Housing Zone bid for the Heart of Harrow and grant authority to the Corporate Director of Environment and Enterprise to negotiate with the Greater London Authority, in consultation with the Portfolio Holder for Business, Planning and Regeneration, as they evaluate and approve the Council's Housing Zone bid.
- 2.1.10 Following a lengthy approval process the GLA announced in February 2015 that the Heart of Harrow was one of the first nine housing zones. The headline figures for the zone are £31.4m funding of which £8.8m is recoverable grant funding to the Council to assist it in bringing forward Council owned sites within the Zone. The remaining £22.6m is in the form of development finance loans to Third Party developers (Origin Housing and Hyde Housing).
- 2.1.11 The GLA requires Boroughs identified as Housing Zones to firstly enter into an 'Overarching Borough Agreement'. This Agreement sets out the overarching principles upon which Borough Zone Funding may be made available and the Borough's role in securing the delivery of the Third Party zone outputs. The next layer of agreements are the specific 'Intervention Agreements' which will set out the detailed terms and conditions upon which specific amounts of Borough zone funding will be advanced to the Borough by the GLA for each site.
- 2.1.12 This report is seeking Cabinet's in-principle approval of the Overarching Borough Agreement, as summarised in Appendix B, with the finalisation of the agreement to be delegated to the Chief Executive, in consultation with the Portfolio Holder for Business, Planning and Regeneration and the Director Finance and Assurance and Director of Legal and Governance.
- 2.1.13 The report also seeks Cabinet agreement to delegate to the Chief Executive, in consultation with the Portfolio Holder for Business, Planning and Regeneration and the Director Finance and Assurance and Director of Legal and Governance to enter into the individual scheme 'intervention agreements' as they are finalised. The schemes requiring the direct involvement of the Council and which would be subject to intervention agreements are likely to be the Civic Centre, Wealdstone sites (including Peel House Car Park) and Greenhill Way.

2.2 Background

Implementing the Regeneration Strategy

- 2.2.1 In December 2014, Cabinet approved an ambitious Draft Regeneration Strategy for Harrow¹. The strategy focuses on driving forward and facilitating growth and investment, delivery of new homes, job creation and improved social outcomes. The Strategy

¹ <http://www.harrow.gov.uk/www2/documents/s117992/Harrow%20Regeneration%20Strategy.pdf>

highlights a number of key developments that will enable the Council to deliver a specific programme of investment in Harrow using its own surplus land assets. The core aim is to deliver significant cost savings for the Council, providing more and better homes whilst generating long-term income streams to reinvest in local services.

2.2.2 Our regeneration strategy is a key priority for the administration, and has a number of objectives, including:

- 'Building a Better Harrow' together, for today, and for future generations.
- Addressing housing need, particularly for affordable housing.
- The Council developing its own land – to meet community needs and to make better use of its own assets.
- A new initiative for the Council to build homes for private rent (in addition to social rent/affordable housing). There is a programme to develop about 600 new private rented homes on Council land, for market rent.
- Renewing civic and community facilities – meeting infrastructure needs: 2 new schools, a new Central Library, a new (more efficient and smaller) Civic Centre and – potentially - a new or improved Leisure Centre complex.
- Creating quality places – both through a focus on quality design in new development and through schemes to create new public squares and spaces and to improve key links and routes (such as Station Road).
- Getting maximum benefit for the local economy – through the creation of new employment space and measures to develop local apprenticeships and training schemes and to build local supply chains.

2.2.3 The centrepiece of the regeneration strategy is the relocation and replacement of the Civic Centre on Station Road, at no net cost to the taxpayer over the Regeneration period, as well as the development of the Greenhill Way car park and regeneration of Wealdstone and wider Heart of Harrow area.

2.2.4 Following an options appraisal on alternative Civic Centre delivery models and potential development sites, the Council has identified a preferred option. The Council explored moving into rental accommodation but this was not possible as no suitable buildings were available. Several of the Council's current land assets were considered for their suitability of customer access, size and the regeneration impact of developing a new centre. The preferred location will enable the direct delivery of new homes, a new school, two new public squares, a range of economic benefits and a new fit-

for-purpose Civic Centre. This report seeks Cabinet confirmation of the decision to re-locate the Civic Centre from its current location to a preferred site in Wealdstone, providing benefits including investment into the local economy and boosting the business of independent traders and High Street shops.

- 2.2.5 This is a major and ambitious regeneration programme, achieving a pace of development not seen in Harrow for many years. Consideration was given to each of the sites identified in the Regeneration Strategy via an options appraisal that focussed on delivering a cost-neutral programme that optimises the use of the Council's assets to deliver much needed housing, infrastructure, community and leisure spaces in the Borough. Each site will be subject to more detailed analysis to ensure that the Council obtains best value for money.
- 2.2.6 Over the next 18-24 months, design and planning work will be progressed on the major sites, alongside intensive public consultation and programme delivery planning. Construction of initial phases on a number of the major sites is scheduled for 2017-19 and planned development to achieve the later phases will continue until 2021/22.
- 2.2.7 The programme will only be successful if it is designed in partnership with local communities, using their views, ideas, expertise and support. An engagement programme with local residents is already in train; a resident's panel with an independent chair is being established as an advisory (and therefore not decision making) group that the Council can engage with around regeneration issues, opportunities and challenges to provide a continued and structured dialogue with the community as the programme develops.
- 2.2.8 The summary objectives of the Panel will be:
- To engage local communities and enable them to contribute to the design of regeneration proposals for their area – building trust, generating excitement and ensuring that all proposals respond to local needs and knowledge;
 - To give residents an opportunity to shape how regeneration proposals are taken forward and what facilities are built;
 - To advise and support the promotion of training, employment and tender opportunities arising from regeneration activities;
 - To ensure residents understand the economic and social benefits of the local regeneration - jobs, skills, apprentices, new community space and facilities, etc.; and,
 - To engage a diverse set of residents from different backgrounds.
- 2.2.9 The panel will meet at least quarterly, with the first meeting being in September 2015.

Housing Zone

- 2.2.10 In December 2014, Cabinet also agreed to endorse in principle the submitted Housing Zone bid for the Heart of Harrow and grant authority to the Corporate Director of Environment and Enterprise to negotiate with the Greater London Authority, in consultation with the Portfolio Holder for Business, Planning and Regeneration, as they evaluate and approve the Council's Housing Zone bid.
- 2.2.11 Following a lengthy approval process the GLA announced in February 2015 that the Heart of Harrow was one of the first nine housing zones. The headline figures for the zone are £31.4m funding of which £8.8m is recoverable grant funding to the Council to assist it in bring forward Council owned sites within the Zone. The remaining £22.6m is in the form of development finance loans to Third Party developers (Origin Housing and Hyde Housing).
- 2.2.12 The GLA requires Boroughs identified as Housing Zones to firstly enter into an 'Overarching Borough Agreement'. This Agreement sets out the overarching principles upon which Borough Zone Funding may be made available and the Borough's role in securing the delivery of the Third Party zone outputs. The next layer of agreements are the specific 'Intervention Agreements' which will set out the detailed terms and conditions upon which specific amounts of Borough zone funding will be advanced to the Borough by the GLA for each site.
- 2.2.13 This report is seeking Cabinet's in-principle approval to the Overarching Borough Agreement, as summarised in Appendix B, and for the finalisation of the agreement to be delegated to the Chief Executive, in consultation with the Portfolio Holder for Business, Planning and Regeneration and the Director Finance and Assurance and Director of Legal and Governance.
- 2.2.14 The report also seeks Cabinet agreement to delegate to the Chief Executive, in consultation with the Portfolio Holder for Business, Planning and Regeneration and the Director Finance and Assurance and Director of Legal and Governance to enter into the individual scheme 'Intervention Agreements' as they are finalised. The schemes requiring the direct involvement of the Council and which would be subject to Intervention Agreements are likely to be the Civic Centre, Wealdstone and Greenhill Way.

2.3 Civic Centre Re-location and development of the site: Background and Options Appraisal

- 2.3.1 The Heart of Harrow Area Action Plan identifies the comprehensive redevelopment of the current Civic Centre site as a key initiative in the regeneration of the Borough. That is why the Council is putting forward robust proposals to leave our costly and outdated Civic centre and build a much smaller and efficient office in the Heart of Harrow. There are a number of reasons for this:

- The current Civic Centre facilities are oversized for current purposes and make very inefficient use of the site;
 - The current Civic Centre building is deteriorating and is very costly to maintain; and
 - The current Civic Centre site is a prime location for residential led mixed-use redevelopment.
 - Moving our office will provide wide-ranging benefits, including investment, into the Wealdstone economy, and boost the independent traders and High Street shops.
- 2.3.2 These plans will make a significant contribution to the delivery of the three core objectives of Place, Community and Business as set out in its Regeneration Strategy, at no net cost to the taxpayer over the Regeneration period.
- 2.3.3 This site has huge regeneration potential. The Council plans that it will become a new neighbourhood featuring a mixed development that will include housing, retail and other employment space, public space, community space and a school, creating the places and opportunities that Harrow's communities deserve: a thriving, modern and vibrant Borough that will make Harrow a home to be proud of.
- 2.3.4 For its new Civic Centre, the Council favours developing a site that can provide a building that meets the requirements Harrow Council's modern organisation, is smaller, cheaper to run, more efficient and environmentally sound, as well as make contributions to housing, commercial space and car parking, at no net cost to the taxpayer over the Regeneration period. The project also has the potential to provide new public space and improved access routes to other local assets.
- 2.3.5 Both developments will 'Build a Better Harrow' by creating homes and jobs, enhance their surrounding areas, improve the quality of the built environment, bring people into the areas to live and work, create new reasons to visit for others and improve infrastructural links.
- 2.3.6 Integral to the move to a new civic centre is the council's flexible working programme, 'Mobile and Flex'. The new building will have a significantly smaller capacity than the current provision. Mobile and Flex will provide the tools, support and cultural change needed to prepare the workforce to use resources and space efficiently at a reduced desk ratio.

Options considered

- 2.3.7 Over the past year, the Council considered a wide range of options regarding how best to deliver services more efficiently and effectively, whilst optimising the use of its assets. As part of this consideration, a

feasibility study and business case was commissioned to explore the following options for the future of the Civic Centre and the site:

- Retain the current Civic Centre and manage repairs and maintenance requirements reactively (Do Nothing)
- Refurbish and retrofit the existing Civic Centre and redevelop the remainder of site
- Rent and refit an alternative, existing office building to relocate the current Civic Centre
- Purchase and refit an alternative existing office building to relocated the current Civic Centre
- Build a new Civic Centre on another publicly owned site
- Build a new Civic Centre on the current Civic Centre site as part of a mixed-use development.

2.3.8 The completed feasibility study and subsequent outline business case considered the relative costs, benefits and risks associated with each option.

2.3.9 The existing Civic Centre was developed in the 1970s and is no longer fit for purpose. Major repairs are required to the cladding and services. Staying at the current location would require a minimum of £3m investment in existing building to keep it operational. The building is not energy efficient, which means the Council's energy bills are unacceptably high. Furthermore, without moving the Council will not be able to realise the community regeneration benefits of redeveloping the site.

2.3.10 The Council explored moving to rental accommodation, bringing empty buildings back into use in one of Harrow's town centres. However, this was not possible as no suitable buildings were available, with most either occupied, unsuitable or being converted under the current Governments 'prior approval' scheme.

2.3.11 As part of the options appraisal several of the Council's current land assets were considered as a location for the new Civic Centre. Each site was appraised for suitability of customer access, size and the regeneration impact of developing a new centre.

2.3.12 The Council set the principle that the Civic Centre would only be moved if it was be cost neutral to the taxpayers of Harrow i.e. the proceeds of redeveloping the existing site would pay for the new Centre as part of the regeneration programme. A financial appraisal was then undertaken that confirmed that a cost neutral Civic Centre could be delivered on a shortlist of sites.

- 2.3.13 The preferred location of Wealdstone will enable the direct delivery of new homes, a new school, two new public squares, a range of economic benefits and a new fit-for-purpose Civic Centre, at no net cost to the taxpayer of Harrow over the Regeneration period. These plans will deliver large annual returns that we will invest into local services. Therefore this report seeks Cabinet confirmation of the decision to re-locate the Civic Centre from its current location to a preferred site in Wealdstone.
- 2.3.14 Further detail including confidential commercial assumptions is included in Appendix A (Exempt).

Current situation

- 2.3.15 The outline business case concluded that the Council's preferred option is to retain a main council office for Council business and the democratic process and build a new civic centre on a suitable Council owned site. Further development appraisal work was undertaken between January and March 2015 to identify a preferred site for the new civic centre. This work set out the regeneration potential and initial capacity for three council owned sites.
- 2.3.16 The options appraisal report explored a number of viable options on these sites, and recommended Peel Road Car Park in Wealdstone as the preferred location for a new Civic Centre, with the preferred option which adds additional value to the redevelopment through land assembly. The land assembly discussions need to remain confidential at this stage and are addressed in Appendix A (Exempt).
- 2.3.17 Confirmation of the move of the Civic Centre will allow the commencement of the work required to optimise the existing Civic Centre site for mixed-use regeneration development, including housing. This regeneration area is referred to as Station Road Quarter.

Benefits and implications

- 2.3.18 Development of the existing Civic Centre site (Station Rd Quarter), and Wealdstone sites will achieve the following objectives:
- a) To transform of the current 4.1 hectare, under utilised civic centre site into a new mixed use neighbourhood, supporting local regeneration and facilitating the cost neutral delivery of a new, fit for purpose, civic centre in Wealdstone, transforming the site into an exemplary mixed use district helping to improve the town centre and 'Build a Better Harrow';
 - b) To deliver a substantial amount of new high quality, well-designed mixed tenure homes, including provision for much needed affordable homes including shared ownership and affordable/social rent affordable homes, as well as homes for private sale and rent;

- c) To deliver a substantial amount of private rented (PRS) units that the Council would rent to tenants and receive a rental income, which will deliver large annual returns that we will invest into vital local services. The overall programme of 600+ PRS units will be managed by an arms-length Council-owned company, will improve the offer to renters in the Borough and improve standards in Harrow's private rented stock;
- d) To deliver new retail, work and commercial space for local small and medium enterprises helping to increase local economic growth, job creation and supply chain benefits to make a difference for local businesses
- e) To re-establish a mixed use frontage onto Station Road on the existing Civic Centre site;
- f) To form the hub for an integrated package of regeneration activities across the Wealdstone area;
- g) To create a high quality, town centre public realm which encourages social interaction and engagement with the democratic function of the new civic centre;
- h) To create a better east-west connection between the Leisure Centre site and the development on the Kodak site, through Wealdstone town centre and the proposed Civic Centre development site;
- i) To deliver new well designed community and health facilities and a purpose built primary school to cater for existing and new residents;
- j) To create a more rational site layout and public realm that improves the appearance of the existing Civic Centre site, successfully stitches the site into the surrounding communities and provides a direct route to Harrow and Wealdstone Station;
- k) To improve the natural landscape and biodiversity of the Civic Centre site, with the retention of existing trees (where feasible), new planting, open space and sustainable urban drainage systems;
- l) To provide financial value to the Council from selling/leasing parcels of land for development in a coordinated/phased manner, bringing in investment returns that will benefit the local taxpayer;
- m) To provide local employment and training opportunities including apprenticeships during the pre-construction, construction and post construction phases;
- n) To provide opportunities for a mix of developers to increase market competition, encourage new housing providers and support housing innovation.

2.3.19 Both sites feature in Harrow Council's Housing Zone contract with the GLA, and are critical to the delivery of Harrow's Housing Zone commitments. These projects also contribute to the following corporate objectives:

Corporate objectives	Projects contribution
<p>Medium Term Financial Strategy Corporate cost savings: The Council has to make cost savings of £83m over the 4-year period from 2015/16 to 2018/19. A drive towards different service delivery models, reduction in services and identifying new revenue streams will all contribute to driving cost savings.</p>	<p>These projects will realise significant development value to the Council via land receipt payments by releasing land for development, an income stream by developing units for private rental and facilitating cost savings by allowing the Council to move to a new, modern Civic Centre building with reduced operational and maintenance costs.</p>
<p>Asset Strategy Commercialisation and Council assets: promoting entrepreneurialism and taking advantage of commercial opportunities through making optimal use of the Council's existing land and building assets over the long term (Councils Asset Strategy), selling successful services beyond Harrow and making them income generating.</p>	<p>These projects will make better use of Council owned sites and provide an opportunity for the Council to build and manage a substantial quantum of the 600 PRS Unit target, which will generate an income stream to the Council to invest into vital local services.</p>
<p>Regeneration Strategy: The Council's Regeneration Strategy (2015) is focused on driving forward and facilitating growth and investment, delivery of new homes, job creation and improved social outcomes.</p>	<p>These are the flagship projects within the Regeneration Programme. The phased redevelopment of the site will encourage inward investment, growth and delivery of new homes for those from within and outside the borough. The projects will create jobs through the design, construction and occupation phases and deliver social and environmental benefits in the form of new architecture, public realm, trees and landscaping.</p>

2.3.20 The table below sets out how the projects contribute to the corporate objectives of the Council:

#	Benefit	Primary Benefit Recipient
1	Provision of a substantial amount of new high quality, well-designed mixed tenure homes including private for sale, private rent, shared ownership and affordable/social rent.	Harrow residents, including those in poor quality rented accommodation, and newcomers to the Borough
2	Delivery of a new modern, fit for purpose, cost-neutral civic centre building that can provide a new home for the Council's office and democratic functions, together with new community facilities by releasing the existing site for residential development and receiving a land/development receipt.	Harrow residents, through better, more cost-effective services
3	Facilitating the Civic Centre relocation and subsequent cost savings and improved working environment for staff.	Harrow residents, through better, more cost-effective services
4	Creating a long-term income stream for the Council through the construction and letting of homes for private rental as well as affordable homes.	Harrow residents, through more financially sustainable services.
5	Delivering new high quality public realm, civic space and landscaping which delivers social, health and environmental benefits and improves the appearance/feel of the priority areas.	Local community and future residents
6	Improving the access and permeability of the sites for pedestrians and cyclists.	Local community and future residents
7	Delivering a new primary school to meet current and forecast educational need.	Local community and future residents

2.3.21 Responsibility for delivering the project benefits lies with the Council and partners. Both projects will establish a 'Benefits Realisation' stage to track and report on whether these benefits are being realised post construction and into handover and occupation.

2.3.22 The two projects Station Rd Quarter and Wealdstone are interdependent, as the later development phases of the Civic Centre site will require the Council to have relocated to its new location in Wealdstone before remaining demolition/site clearance works can commence. Delivery of these two important projects will be monitored via the Regeneration Board. The lead officers for the sites will work

closely to ensure interdependencies are managed and full benefits realised.

- 2.3.23 The costs of the design teams have been factored into the overall development cost and are critical in order to get the site development ready. Design teams must be appointed to progress the implementation of these projects.

Critical Success Factors and Dependencies

- 2.3.24 The critical success factors for both projects are closely linked to the project outcomes. The key success factors for the projects are:

- Achieving Housing Zone commitments and Medium-term Financial Strategy (MTFS) targets
- Creation of new high quality neighbourhoods/places that can stand the test of time
- Cost neutral delivery of a new, modern fit for purpose civic centre, on time and to budget
- Delivery of new homes, both market and affordable housing including substantial proportion of PRS units
- Creation of a high quality public realm that stitches the sites into their surroundings
- Realising sufficient development value from the site in the long-term

- 2.3.25 The projects are dependent upon:

- Completion of land assembly negotiations (to add value to preferred option site). The land assembly discussions remain confidential at this stage and are addressed in the Part 2 papers.
- A gradual reduction in council car parking capacity to allow early phases to be built out and income to be generated (any reduction in parking will be supported by a Sustainable Transport Plan).
- School planning projections and capital delivery to ensure the new primary school is built in the right location, at the right time
- Effective market engagement and procurement strategies to ensure good quality developers/contractors to build out the site as timetabled
- The availability of capital funding and the ability to achieve cost neutrality through redevelopments of these sites

- 2.3.26 This report seeks Cabinet confirmation of the decision to relocate the Civic Centre in order to realise the development potential of the current Civic Centre site and confirm Wealdstone as the preferred location for the new Civic Centre.**

2.4 Re-allocation of Regeneration Budgets

- 2.4.1 As the detail of the regeneration programme has developed it has been identified that the associated costs need to be re-profiled and additional funding is required in the current financial year 2015/16 to accelerate progress on critical elements.
- 2.4.2 In forming this opinion delaying progress until 2016/17 was considered but not pursued. It would result in delays to the overall programme delivery and have a detrimental impact on the Council's future MTFs targets. An underspend was identified within existing approved budgets for 2015/16 – 2016/17 eliminating the need to increase the approved budget allocations across the two financial years.
- 2.4.3 The provisional cost requirement built into the 2015/16 budget for £250K capital has already been fully allocated including to fund essential regeneration programme delivery capacity. This includes a dedicated procurement team resource and specialist technical advisers to undertake the feasibility work, develop robust governance and monitoring structures and provide financial, legal and commercial advice.
- 2.4.4 A reworked delivery strategy for Haslam House has resulted in an overall budget reduction from £7.5M to £5M, which is due to the decision to proceed with the smaller version of the scheme, as the land assembly to enable the larger scheme could not be achieved at a viable purchase price. The 2015/16 spend on Haslam House is subsequently being reduced to half of the approved £1.5M budget.
- 2.4.5 The additional expenditure in 2015/16 on the Regeneration Programme is required in other areas, to cover the cost of the following key work streams:

Item	15/16 spend (estimated)
Services required under RIBA Stages 0-7 for the Station Road Quarter (existing Civic Centre site)	£450k
Services required under RIBA Stages 0-7 for the Wealdstone sites and	£350k
Leisure Centre masterplan	£150k
Greenhill Way feasibility study	£100k
PRS sites design development and engagement including for Waxwell Lane and Vaughan Rd.	£300k
Future Civic Centre internal space planning and staff engagement activities	£100k
Additional Project and Programme Management resources to implement schemes	£300k
Additional development viability and design consultant(s)	£100k
Procurement support	£50k
Total remaining required 15/16 spend	£1,900k

<i>Funding reallocated from 15/16 Haslam House spend</i>	<i>£750k</i>
<i>Funding brought forward from reallocated 16/17 Haslam House approved budget</i>	<i>£1,150</i>

2.4.6 This report seeks Cabinet’s approval to re-allocate £750k from 2015/16 and £1,150k from the 2016/17 approved budget for Haslam House, to progress the Regeneration programme activities. This is in addition to the £250k already approved.

2.5 Design Team procurements over £500,000

2.5.1 Subject to Cabinet’s approval of recommendations 1 and 2 in this report, and following the completion of an outline business case to appraise various options for the future of the existing Civic Centre site and the proposed Civic Centre, the Council now wishes to procure a team of one or more consultants or contractors to provide any services (including multi-disciplinary services) required under RIBA Stages 0-7 for both the existing and proposed Civic Centre sites.

2.5.2 The scope of works to be procured for both sites will cover the following services for the Royal Institute of British Architects (RIBA) stages of work 0-7:

- Detailed site analysis and a set of design principles to guide the development of the site;
- An options appraisal for the development site(s);
- A Masterplan that includes the proposed development site and the whole estate public realm;
- Design to achieve planning permission (either outline, hybrid or full);
- Detailed design to Stage 3 to safeguard design quality;
- Design for construction drawings.

2.5.3 The procurement process will encourage the consultants or contractors to partner with a number of smaller firms. This will allow the participation of SME’s, who would otherwise be unable to participate in this tender and help deliver the required services with a variety of inputs, expertise and experiences.

2.5.4 Appointment of a team of consultants or contractors to provide any services required under RIBA Stages 0-7 has to be purchased via an external tender, as the required services are not available within the Council.

Station Rd Quarter

2.5.5 Station Road Quarter is a large-scale residential led mixed-use development project, to create a thriving, modern and vibrant

community that residents will be proud to call home. The project will comprise a mix of Council funded elements (PRS units) and externally delivered elements (market sale, affordable housing etc.) by third party developers engaged through a separate procurement exercise. The Council will be required to spend money in 2015-16/17 in order to master plan and prepare the site for development by third party developers/contractors. This includes appointing a suitably qualified team of consultants or contractors to prepare a master plan for the site and detailed design of Phase 1, planned to comprise PRS units for the Council (subject to further scoping). Without this expenditure, the project cannot progress further, the site cannot achieve planning permission and subsequent development/construction will be stalled, resulting in none of the project objectives being realised.

2.5.6 The projected spend on the Station Road Quarter Master Plan Team procurement is estimated at £2.5 million, (based upon estimated contract value) for a master plan with outline permission and detailed design (Stage 3+/4) for a first phase of development of ca200 units. The Master Plan Team might include the following professionals:

- Architect at 3% of contract value
- Landscape/Public Realm Architect at 0.5% of contract value
- Structural Engineer at 1.5% of contract value
- M&E Engineer at 1% of contract value
- Planning consultant at 1% of contract value
- Masterplan with outline permission - fixed price at £250,000

2.5.7 The projected spend for 2015/16 will be £450,000 and is being covered by budget reallocation. The remaining spend will arise during 2016/17 and 2017/18. There is no budget provision in the current capital programme for this. The total budget requirement will be identified as part of the 16/17 budget setting process, which will be approved by Full Council in February 2016.

Proposed Civic Centre Project

2.5.8 The new Civic Centre is proposed as a large scale mixed use development project, which will provide a new smaller and efficient home for the Council which is cheaper to run and secure an income stream through the provision of PRS units, leases/rents of ground floor retail and workspace, to invest in vital local services.

2.5.9 The projected spend on the design process for the Proposed Civic Centre Project is estimated to be £3.2 million (based upon an estimated contract value) to progress to a full planning permission and detailed design (Stage 3+/4). The team might include the following professionals:

- Architect at 3% of contract value
- Landscape/Public Realm Architect at 0.5% of contract value
- Structural Engineer at 1.5% of contract value
- M&E Engineer at 1% of contract value
- Planning consultant at 1% of contract value

2.5.10 The projected spend for 2015/16 will be £350,000 and will be covered by budget reallocation for the year. The remaining spend will arise during 2016/17 and 2017/18. There is no budget provision in the current capital programme for this. The budget requirement will be identified as part of the 16/17 budget setting process, which will be approved by Full Council in February 2016.

Considerations

Social Value Considerations

2.5.11 The procurement process for both sites will include the requirement for a sustainability and social value assessment in line with the Council's Sustainable Procurement Policy (SPP).

Change Management

2.5.12 Both projects will operate a pre-contract and post-contract change control process that will begin once the outcomes, programme and budget have been formally agreed. The change control process will be administered by the Project Manager and overseen by the Project Sponsor.

2.5.13 Details of the change control process (including authorities, mechanisms and triggers) are still being determined though will be in place once the objectives, programme and budget have been formally agreed.

Procurement Options

2.5.14 The project team reviewed a number of procurement routes. It was found that there were a number of frameworks available that the council could access for the procurement of architects for these projects. Some of the frameworks available were GLA, ESPO, East Thames, MOJ, and London Construction Programme.

2.5.15 The following procurement routes were selected for their suitability for each project; GLA Architecture, Design and Urbanism Panel (ADUP) for the Station Road Quarter Project and an Open OJEU Tender for the proposed Civic Centre Project.

2.5.16 For the Station Road Quarter Project, there are a number of frameworks available with good architectural suppliers who can meet

the project requirements, so there is no particular advantage in pursuing an open tender process. The project team wish to procure a design team via a mini competition run off the Greater London Authority (GLA) and Transport for London (TfL) Architecture, Design and Urbanism Panel (ADUP) for practices in Lot 2 – Architecture. Although all frameworks have similar benefits in that the organisations have all been competitively procured and suppliers are already prequalified, the GLA framework stands out because:

- It contains well-respected architectural practices of various sizes. It is being used by a large number of London Boroughs to procure design services with a proven track record of delivering good outcomes. The framework has been procured jointly between the GLA and Transport for London who have used it to procure a large quantity of projects including many residential development masterplans. The quality of firms on the panel with London experience outperforms other national frameworks.
- Objective, rigorous and fair assessment of suppliers, with emphasis on design approach and technical competence (70:30 points split between quality/technical and financial criteria as competitive rates are fixed)
- Consistent contractual arrangements
- Assurance of legal compliance, professional insurance provisions and financial standing
- Confirmation of supplier policies and practices in line with GLA/TfL principles and Responsible Procurement objectives.
- The suppliers within the framework are well-respected architects with considerable experience of delivering residential projects.
- The framework is well known, used by many London local authorities and has been used successfully by members of the project team previously.
- The framework enables the procurement of architects to be in place by 1st October 2015.

2.5.17 For the Proposed Civic Centre Project, it is considered that the Council would achieve a better outcome by undertaking a competitive OJEU process, rather than going to an existing framework. The preferred OJEU route is Competitive Procedure with Negotiation (CPN). The reasons for selecting this route over others are:

- The project requires a specialist set of skills including experience of residential and civic centre architecture and design, which most frameworks do not include.
- There is an opportunity to maximise positive press and engagement on this project through open competition.

- It provides the chance to attract internationally recognised architect practices.
- It allows authorities a certain amount of flexibility, giving them a range of options, which allow a tailoring of the process according to the authority's needs.

Evaluation and appointment

- 2.5.18 The tender for both design teams will be carried out using the council's e-procurement system.
- 2.5.19 The procurement evaluation criteria will be 70% on quality/technical and 30% on price/resource. This is generally considered a standard quality/cost split when appointing teams providing services required under RIBA Stages 0-7 and is considered acceptable for projects of this scale and importance.
- 2.5.20 Appointment of a preferred bidder or bidders will be subject to the availability of funding to cover the costs of the relevant contract.

Contract Management

- 2.5.21 Each contract will be managed by a dedicated lead Project Manager. Performance criteria for the contract will be set out in detail in the ITT documentation.
- 2.5.22 For Station Road Quarter, The GLA ADUP framework standard terms and conditions will be considered as part of the contract issued by the Council. More information will be provided at Appointment stage.
- 2.5.23 For the proposed Civic Centre site, the contract used will be the Standard RIBA Appointment of an Architect 2013.
- 2.5.24 This report seeks Cabinet approval to commence procurements over £500,000 for the appointment of one or more consultants or contractors to provide any services (including multi-disciplinary services) required under RIBA Stages 0-7 for both the existing and proposed Civic Centre sites.**
- 2.5.25 This report also seeks Cabinet approval that the decision to award a contract, subject to the approval of relevant budgets, is delegated by Cabinet to the Chief Executive, following consultation with the Portfolio Holder for Business, Planning and Regeneration and the Portfolio Holder for Finance and Major Contracts, for the appointment of one or more consultants or contractors to provide any services (including multi-disciplinary services) required under RIBA Stages 0-7 for both the existing and proposed Civic Centre sites.**

2.6 Housing Zone

- 2.6.1 The Mayor of London's Housing Strategy identifies a need for housing to address the rising demand for new homes in London. In the Mayor's 2020 Vision around 49,000 homes a year are needed if it is to keep pace with rising population and address the historic backlog of housing need. Housing zones are a new approach, which the Mayor and Central government are offering to get new homes built quickly. Each Zone is to have a life of around ten years but the GLA appreciates some may be more or less. New housing should come forward within 2015-18 and deliver for a further number of years.
- 2.6.2 A Housing Zone designation, bringing additional funding for the Heart of Harrow, represents a key opportunity to accelerate housing delivery. The funding will facilitate measures to increase densities and to bring forward development earlier. The funding agreement will commit the parties signed up to the successful bid (the Council, Origin Housing and Hyde Housing) to accelerate the delivery of a significant quantum of much needed housing on their respective schemes, and to realise, much earlier than would otherwise be possible, the physical and social benefits that such growth and development can bring to the area.
- 2.6.3 In December 2014 Cabinet agreed to endorse in principle the submitted Housing Zone bid for the Heart of Harrow and grant authority to the Corporate Director of Environment and Enterprise to negotiate with the Greater London Authority, in consultation with the Portfolio Holder for Business, Planning and Regeneration, as they evaluate and approve the Council's Housing Zone bid.
- 2.6.4 The bid was submitted and, following a lengthy approval process, the GLA announced in February 2015 that the Heart of Harrow was one of the first nine housing zones. The headline figures for the zone are £31.4m funding of which £8.8m is recoverable grant funding to the Council to assist it in bringing forward Council owned sites within the Zone. The remaining £22.6m is in the form of development finance loans to Third Party developers (Origin Housing and Hyde Housing).
- 2.6.5 The GLA requires Boroughs identified as Housing Zones to firstly enter into an 'Overarching Borough Agreement'. This Agreement sets out the overarching principles upon which Borough Zone Funding may be made available to the Borough and the Borough's role in securing the delivery of the Third Party Zone Outputs. The Overarching Borough Agreement does not itself release funding; rather the agreement sets out the total zone allocation (as outlined above) and includes the following key Borough obligations:
- i) Not, without prior written consent to the GLA, to dispose of the whole or any part of any Borough Site comprised within the Zone save as expressly contemplated within any Intervention Agreement.

- ii) Use all reasonable endeavours to ensure that none of its employees engaged in the delivery of the Zone Outputs or any Agreed Intervention is paid an hourly wage (or equivalent of an hourly wage) less than the London Living Wage.
- iii) Subscribe to the Mayoral Concordat, which stipulates that new homes for sale will be available for sale to Londoners before or at the same time as they are available to buyers from other countries.
- iv) Ensure that a Planning Performance Agreement is in place in relation to each of the Sites and that the GLA is party to such agreement in relation to any Site, which is referable to it or an alternative arrangement acceptable to the GLA to ensure efficient and prompt decision-making.
- v) Comply with the provisions of the Governance Strategy and Structure.

2.6.6 The body of the agreement is standard clauses that the GLA seeks to apply to all Housing Zones (i.e. they cannot be amended). The Council's Director of Legal and Governance has reviewed these and advised that they are acceptable to the Council. The zone-specific elements of the agreement are included in Schedules and Annexures attached to the agreement; these are included in Appendix B to this report and cover the overall zone contribution (i.e. the direct developments proposed to be brought forward as a result of the funding, as well as indirect developments), the overall zone funding allocations, governance strategy and structure, and the proposed zone output schedule. The information in Appendix B has been derived from the original Housing Zone bid and refined as a result of further project development work and negotiations with the GLA since the bid was accepted in principle in February 2015.

2.6.7 The next layer of agreements are the specific 'Intervention Agreements' which will set out the detailed terms and conditions upon which specific amounts of Borough Zone Funding will be advanced to the Borough by the GLA. These agreements will contract the Council to direct housing delivery in accordance with the agreement, for the Council owned sites (i.e. where the Council is putting in funding for units and will be contracting to delivery of those units). The Council owned sites are anticipated to deliver at least 578 homes by 2019/20, utilising £8.8m of recoverable grant, which is recoverable by the GLA upon the sale of the final unit.

2.6.8 The Third Parties will enter into similar agreements with the GLA to secure their developer financing.

2.6.9 This report is seeking Cabinet's in-principle approval of the Overarching Borough Agreement, as summarised in Appendix B, with the finalisation of the agreement to be delegated to the Chief Executive, in consultation with the Portfolio Holder for Business, Planning and Regeneration and the Director Finance and Assurance and Director of Legal and Governance.

2.6.10 The report also seeks Cabinet agreement to delegate to the Chief Executive, in consultation with the Portfolio Holder for Business, Planning and Regeneration and the Director Finance and Assurance and Director of Legal and Governance to enter into the individual scheme ‘intervention agreements’ as they are finalised. The schemes with the direct involvement of the Council and which would be subject to intervention agreements are likely to be the Civic Centre, Wealdstone sites and Greenhill Way (as noted above).

2.7 Implications of the Recommendations

Considerations

Staffing/workforce:

2.7.1 Delivering the Regeneration programme will require specialist skills including planning, surveying, architecture and construction project management. Some specialist skills will be acquired through commissioning design teams for projects within the programme. Work is underway to develop the procurement briefs for these work streams and inform the resource analysis for the Regeneration programme.

Performance Issues

2.7.2 Performance of the overall programme is monitored via the Regeneration Board and the Regeneration Programme Dashboard.

Environmental Implications

2.7.3 Although no major Environmental Implications have been identified, delivery of the Regeneration Programme objectives will enable a more efficient use of the Council’s sites, while encouraging sustainable travel and promote smarter working within the Council.

2.8 Risk Management Implications

2.8.1 Risk included on Directorate risk register? Yes

2.8.2 The identified key risks are:

- Service delivery failure
- Contractor insolvency
- Failure to meet MTFS targets

2.8.3 Causes, consequences and control measures are detailed in the risk register.

2.9 Legal Implications

- 2.9.1 The Council has the statutory powers to enter into the contractual arrangements to secure GLA grant funding and the third party land interests envisaged by this report, including the power of general competence contained in s1 of the Localism Act 2011 and the power to acquire land by agreement contained in s120 of the Local Government Act 1972.
- 2.9.2 The procurement of contractors and consultants must be undertaken in accordance with the Council's Contract Procedure Rules and the Public Contracts Regulations 2015.

2.10 Financial Implications

- 2.10.1 The Regeneration programme, over the development period, will be funded by the money earned from developing Council land, national and regional grants, inward investment and external funding. These proposals show that the 'Building a Better Harrow' regeneration programme will bring wide-ranging benefits for years to come, including investment into vital local services, amongst other things.
- 2.10.2 The Civic Centre site and Wealdstone site have been identified as two of the redevelopment projects within Regeneration Programme. These two sites are interdependent and therefore the cost and benefit implications should be looked at together.
- 2.10.3 Significant additional capital funding will be required over the next 5-6 years to meet the costs of Regeneration Programme. The total costs of each project will be finalised as part of the 16/17 budget setting process. This will give a more accurate position of the borrowing requirements and capital financing costs to be incurred alongside other revenue implications (additional income, on-going revenue costs and opportunity costs) to the Council. A comprehensive financial model has been developed and is being updated to give the overall revenue impact of these projects.
- 2.10.4 An £8.8M recoverable grant has been confirmed by the GLA as part of Housing Zone. This funding can be used to fund redevelopment costs within the Zone, the Civic Centre and Wealdstone sites being part of it. This will be profiled and built into the financial model to offset the costs of redevelopment, reducing the need for capital borrowing. However it should be noted that the grant is repayable to the GLA upon the sale of the final housing unit, and therefore will be reflected in the financial model as cash outflow in the appropriate year.
- 2.10.5 Master planning for various regeneration sites is programmed to be undertaken in 15/16, the costs of which can be accommodated by way of reallocating existing capital budgets within the Programme.

- 2.10.6 The potential land assembly for the future civic centre site would require additional capital funding in 15/16, the approval of which is being referred to Full Council.
- 2.10.7 The total costs of procuring the design teams for Civic Centre and Wealdstone sites are estimated at £5.7M. A spend of £800K is profiled to 15/16, the funding of which can come from existing capital budgets (see above). Funding for future years will need to be confirmed to meet the full costs of the contract. This will be identified as part of the 16/17 budget setting process and agreed by Full Council in February 2016. The award of the contract will be subject to a separate approval as per Section 1 recommendation 5 above.

2.11 Equalities implications / Public Sector Equality Duty

- 2.11.1 The development proposals within this report are consistent with the Council's adopted Core Strategy, the Harrow and Wealdstone Area Action Plan (AAP), and the Council's draft Regeneration Strategy which were subject to extensive stakeholder and community engagement and to equalities impact assessment. The published AAP Equalities Impact Assessment is particularly relevant. This examines how the AAP meets the needs of the whole community and makes sure that the proposals and policies being advocated through the Plan do not result in any disproportionate disadvantage to any specific group.
- 2.11.2 An initial draft equalities impact assessment has been undertaken on the Regeneration Strategy. This draft EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed. The initial assessment will be kept under review in light of consultation responses and any additional implications reported back to cabinet with the final strategy and as sites come forward. Full EqIAs will be carried out for each of the development sites once procurement commences.
- 2.11.3 Each of the proposed development sites included within the Regeneration Strategy will be subject to consultation to ensure these are fully inclusive and have no disproportionate impact on any of the protected groups.
- 2.11.4 In addition to on-going input via the Resident's Panel, a programme of site-by-site engagement will support the programme as individual proposals are developed. In addition, since a relocated Civic Centre is an important catalyst for delivery, there will be close consultation with Council staff throughout.

2.12 Council Priorities

- 2.12.1 The Council is 'building a better Harrow', for now, and future generations.

Our communities deserve a thriving, modern and vibrant Borough that makes Harrow a home to be proud of.

2.12.2 The Council's vision:

Working Together to Make a Difference for Harrow

Please identify how the report incorporates the administration's priorities.

- Making a difference for the vulnerable
- Making a difference for communities
- Making a difference for local businesses
- Making a difference for families

2.12.3 Through regeneration we will deliver the Council's aim to make a difference for:

- Communities, by providing new homes and jobs, vibrant town centres and an enhanced transport infrastructure and energy network;
- Business, by providing new commercial workspace, support to access markets, advice and finance;
- Vulnerable residents, by providing access to opportunities, reducing fuel poverty and designing out crime; and
- Families, by providing new family homes, expanded schools and renewing Harrow's estates.

2.12.3 The goals of Harrow's Regeneration Strategy are to:

- Meet the demands of a growing population
- Build on the skills base of Harrow's residents to support sustainable business growth
- Deliver more jobs and homes to meet targets agreed with the Mayor
- Increase Harrow's 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

Section 3 - Statutory Officer Clearance

Name: Dawn Calvert	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 8 September 2015		
Name: Matthew Adams	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 8 September 2015		

Ward Councillors notified:	NO, as it impacts on all Wards
EqIA carried out:	Yes
EqIA cleared by:	Programme wide EqIA undertaken as part of draft Regeneration Strategy. Full EqIAs to be undertaken as part of next stage of work on existing and future Civic Centre sites once strategy agreed.

Section 4 - Contact Details and Background Papers

Contact: Tobias Goevert, Head of Regeneration + Design,
020 8420 9690, tobias.goevert@harrow.gov.uk.

Background Papers:

Draft Regeneration Strategy

[http://www.harrow.gov.uk/www2/documents/s117992/Harrow%20Regeneratio
n%20Strategy.pdf](http://www.harrow.gov.uk/www2/documents/s117992/Harrow%20Regeneration%20Strategy.pdf)

**Call-In Waived by the
Chairman of Overview
and Scrutiny
Committee**

NOT APPLICABLE

*[Call-in applies except where the
decision is reserved to Council]*