
REPORT FOR: CABINET

Date of Meeting:	14 September 2017
Subject:	Building a Better Harrow – Autumn 2017 Report
Key Decision:	Yes
Responsible Officer:	Paul Nichols, Divisional Director of Regeneration and Planning
Portfolio Holder:	Councillor Keith Ferry, Deputy Leader of the Council and Portfolio Holder for Business, Planning and Regeneration Councillor Adam Swersky, Portfolio Holder for Finance and Commercialisation
Exempt:	No, apart from Appendices 2 and 3 which contain “exempt information” under paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972 (as amended) in that they contain information relating to the financial or business affairs of any particular person (including the authority holding that information).
Decision subject to Call-in:	Yes
Wards affected:	All
Enclosures:	Appendix 1 – Development Options Summary Appendix 2 (Exempt – Part II) – Waxwell Lane Options Paper Appendix 3(Exempt – Part II) – Site Assembly Paper

Section 1 – Summary and Recommendations

This report provides a quarterly update to Cabinet on the progress of Harrow's Regeneration Programme. It also seeks approval to commence procurement on a number of major schemes within the Regeneration Programme.

Recommendations:

Cabinet is requested to:

1. Note the update on progress of the Regeneration Programme (section 3)
2. Approve the commencement of procurement for one or more delivery partners for the Poets Corner, Byron Quarter, New Civic Centre and Greenhill Way and to delegate authority to the Chief Executive, following consultation with the Director of Finance and the Director of Legal and Governance and the portfolio holders for Business, Planning & Regeneration; Finance & Commercialisation; Housing & Employment, and Performance, Corporate Resources & Customer Service, to agree the detailed procurement requirements and to thereafter conduct the procurement exercise. The final appointment of any delivery partner will be subject to further Cabinet approval, once the detail of the partnership arrangement has been established through the procurement process.
3. To note the progress of the Regeneration Finance review.
4. To agree the progression of design of the recommended option for Waxwell Lane as set out in Appendix 2 to detailed planning submission.
5. Delegate authority to undertake the land transactions as set out in Appendix 3 to the Chief Executive, following consultation with the Portfolio Holder for Business, Planning and Regeneration, the Director of Finance and the Director of Legal and Governance.
6. Authorise the commencement of procurement for a contractor on a single-stage basis for the construction of the Haslam House project, with the decision to enter into a contract delegated to the Chief Executive following consultation with the Portfolio Holder for Business, Planning and Regeneration, the Portfolio Holder for Community, Culture and Resident Engagement and the Portfolio Holder for Finance and Major Contracts.

Reason:

That the Regeneration Strategy approved at Cabinet in December 2014, September 2015 and May 2016 can continue to be delivered.

Section 2 – Report

Introduction

2.1. The regeneration strategy is a key priority for the council, 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 Build-to-Rent programme to develop about 600 new private rented sector (PRS) homes on Council land, for market rent.
- Renewing civic, cultural and community facilities and meeting infrastructure needs through the provision of: 2 new schools, a new Central Library and a new (more efficient and smaller) Civic Centre, together with improved cultural and leisure provision.
- 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. The strategy was agreed at Cabinet in December 2014 and further developed in September 2015. Programme level funding was agreed in May 2016 and revised at Cabinet in January 2017.

2.3. The programme is required to report on progress to Cabinet on a quarterly basis. This is the second of those reports; the next will follow in December.

Options considered: The projects for which this report provides updates all stem from previously agreed strategies and recommendations. To not

proceed with them would mean that the outcomes previously sought would not be achieved.

3. Regeneration Programme Update

- 3.1. The programme comprises 9 sites, together with the district heating programme currently in feasibility. It is currently envisaged that the initial phases of works will comprise around 600 units of private rented housing, together with a New Civic Centre for Harrow. It is envisaged that the later phases will be delivered in concert with development partners and will produce affordable housing, workspace and commercial facilities, plus housing for market sale. Subject to agreement on funding and affordability, a new or remodelled leisure centre may also be delivered at Byron Quarter.
- 3.2. Faithful & Gould are now working on the programme as cost consultants and are providing commercial advice together with benchmarking using the wide range of comparable data available to them. This is informing design development to ensure that schemes meet the Council's objectives while remaining financially viable, before designs are submitted to planning.
- 3.3. Poets' Corner – The flagship project in Harrow's regeneration programme, the site is currently the civic centre and offices for Harrow Council. The project involves the delivery of about 900 homes (including approximately 400 build-to-rent units to be retained by the Council), a new school, commercial and community space and high quality public realm. Contracts have been exchanged for the purchase of the Wealdstone Social Club. Also, the negotiations with the GLA on the Housing Zone funding for Poets' Corner are at an advanced stage. The design team has started work on RIBA stage 3 (detailed design). The target planning submission date is October 2017, for a hybrid application to approve the masterplan and detailed proposals for phase 1. As part of design development the number of residential units in Poets Corner Phase 1 has increased from 350 to approximately 410 (the exact number is subject to review as the design is further refined). This can be achieved within the existing budget.
- 3.4. New Civic 'the Wealdstone Project' – A new Civic Centre is being planned for Wealdstone. The new, smaller home will be more efficient to run as well as delivering necessary services, housing and affordable workspace and improved public realm. The project has reached RIBA stage 2 (concept design) and the target planning submission date is November 2017.
- 3.5. Byron Quarter – the project will provide a mix of housing types and tenures, including Council-owned build-to-rent and affordable. The RIBA Stage 2 (Concept Design) report has been completed and approved by Project Operations Board. A business case is under review for Phase 2, which would potentially include a new Leisure Centre and other facilities for indoor/outdoor recreation and sport. This will be subject to Cabinet

decision later in the year. A planning application is scheduled for November 2017. In parallel with the increase in build-to-rent units at Poets' Corner the rental component in Byron Quarter Phase 1 has been reduced from 200 to 135. The remainder of Phase 1 will be delivered as homes for sale and private development.

- 3.6. Greenhill Way – A feasibility study has been produced showing options around high quality commercial and residential development including homes, offices, retail, hotel and leisure uses. Soft-market testing has demonstrated the opportunity to take this scheme to market.

Haslam House – pilot project. Nine units of Council-owned build to rent accommodation. Following a public engagement programme, and revisions to the initial scheme, planning approval was secured in September 2016. It has been decided to appoint a new contractor following the pre-construction agreement work, in order to ensure that the Council achieves the best possible price for the delivery of this scheme. It is now proposed that the project is re-tendered on an open, single stage basis, using the existing design information. The tender will be advertised via the London Tenders Portal and Contracts Finder in accordance with Harrow's Contract Procedure Rules. Once the procurement process is complete it is recommended that the decision to enter into contract is delegated to the Chief Executive following consultation with the Portfolio Holder for Business, Planning and Regeneration, the Portfolio Holder for Community, Culture and Resident Engagement and the Portfolio Holder for Finance and Major Contracts.

- 3.7. Vaughan Road – this scheme is for 33 units of Council-owned build to rent accommodation and has been submitted for planning approval. An extensive pre-application public engagement programme has recently been completed.
- 3.8. Waxwell Lane – Residential development on the Waxwell Lane car park site. Following an extensive consultation programme, an options paper and RIBA Stage 2 (Concept Design) Report have been completed. Following council approval of one of the options in the options paper, the project is ready to progress into detailed design. Refer to section 6 below for further details.
- 3.9. Roxeth Library – aims to provide an improved library facility along with residential development. A final response is awaited from the Ministry of Defence on the height limit for the nearby high priority Grange Farm site. The next step is to progress a feasibility review and an options paper to scope whether or not a development is viable within the current height limit for this site.
- 3.10. Harrow Arts Centre – the Regeneration Unit has been instructed by the Council to engage users and community and stakeholders to progress a fresh development brief retaining cultural uses and recommend next steps whilst the centre continues to operate. The future delivery of arts and heritage services is subject to a separate report on the agenda, with the report recommending that Cabinet authorise the Divisional Director

of Environment and Culture, following consultation with the Portfolio Holder for Community, Culture and Resident Engagement, the Deputy Leader and Portfolio Holder for Business, Planning and Regeneration, and the Divisional Director of Regeneration, Enterprise and Planning, to develop an options appraisal for the Harrow Arts Centre site to be brought back to Cabinet.

- 3.11. Gayton Road – This is a scheme of 358 units which is being delivered by Fairview Homes and will deliver 72 affordable homes and 53 build-to-rent homes to the Council through a development agreement. Phased handover starts in spring 2018 and continues for approximately 1 year. The project is currently on site and ahead of schedule.
- 3.12. District Heating Network – Following completion of the Energy Master Plan, a detailed feasibility study is now underway to establish the best method to deliver heat to the major regeneration sites. This includes an evaluation of the best location for energy centre(s) to deliver combined heat and power. Financial viability for an integrated network to serve a number of sites is being established. Match funding is available from central government for this project but no final decision will be taken on whether or not to proceed until a business case is complete. Related projects all have alternative energy strategies should the integrated network not proceed.

4. Recommended Delivery Strategy

- 4.1. The Council has established a regeneration programme on its own land with the intention of delivering a significant quantum of development directly, through the appointment of development contractors to implement schemes in accordance with the Council's designs and approved plans. This may include the new Civic Centre and the bulk of the Council's build-to-rent programme on its own land, for example at Poets Corner Phase 1 and on the smaller sites. The remaining elements of the regeneration programme on Council owned land were not intended for direct delivery and the existing capital programme does not provide for this, as this would significantly extend the substantial borrowing requirement for the Council and increase the Council's exposure to development risk. The Council's property consultants, Lambert Smith Hampton (LSH), have produced a report setting out the options for sites not intended for direct delivery. This considers the full range of delivery options available to the Council and accompanies this report at Appendix 1.
- 4.2. On the basis of this report it is recommended that, for the elements of the programme which generate a significant element of housing for outright sale or a capital receipt by other means, the optimum procurement route to balance risk and returns is to partner with a developer/funder.

4.3. In respect of the particular sites the recommendations are as follows:

- Procure a Joint Venture (JV) partner to deliver Poets Corner phase 2 with a separate lot for the New Civic Centre. The option remains, as set out in the May Regeneration Cabinet paper, to deliver the New Civic centre directly. As part of the procurement process potential partners will be asked to propose value-added solutions for the inclusion of the New Civic in the Poets Corner joint venture. The exact structure of the JV in respect of equity input, returns and the balance of these with risk will be established during the early stages of the procurement process.
- Procure a JV to deliver the Byron Quarter site including the new leisure facilities, market sale and affordable housing. As for Poets corner, Phase 1 of Byron Quarter will be put in a separate lot and costs and proposals sought for value-added options. The first phase of Byron Quarter includes a Council build to rent block and a number of blocks for market sale or affordable housing. Within the proposed partnership, the delivery partner would deliver the Council build to rent block for a development management fee, returning it to Council ownership on completion.
- Market the Greenhill Way site immediately as a site for a mixed use town centre development with housing and potential hotel uses supporting delivery of non residential retail/leisure uses, retaining significant town centre parking capacity. This will be achieved either through a Development Agreement, with the land receipt upfront, or as a further JV, with potentially larger deferred benefits.

4.4. The second phase of Poets Corner is the subject of a masterplan which is due to be submitted for outline planning permission later this year.

4.5. A business case is currently being developed for Byron Quarter, which may include the re-provision of the existing leisure centre following the completion of the design exercise mandated by Cabinet in April 2016 (item 368). A report on the business case is due to be submitted to Cabinet, later in the year.

4.6. Greenhill Way has been subject to a feasibility study that has tested a basic framework for uses, costs and massing. The feasibility of a mixed-use development providing a range of town centre uses has been demonstrated and it is recommended that the Council proceed to procure a developer for this site, through a partnership agreement. Approval for the final form of the land transaction or developer appointment will be sought from Cabinet at a later date.

- 4.7. A joint venture approach will allow the Council to generate significant capital receipts in return for the provision of development land. By being part of a joint venture, the Council can obtain the benefit of a direct share of the profits from the sale of completed housing, in addition to the land value.
- 4.8. The value of the joint venture agreements will be in excess of £500,000 and therefore Cabinet approval is required to commence the procurement process in accordance with the Contract Procedure Rules
- 4.9. The procurement process will result in the formation of one or more joint venture legal entities. The board of the relevant entity will be comprised equally of Council and developer partner appointees.
- 4.10. The Council will provide land for the relevant sites and the partner will provide funding and development expertise. Through the joint venture approach, the need to expose the Council to further debt in order to deliver these later phases of the regeneration programme can be minimised.
- 4.11. As the detail of the agreements is subject to negotiation during procurement it is proposed to liaise with portfolio holders on a regular basis during the process prior to returning to Cabinet to sign off the final agreements. The portfolio holders concerned are for Business, Planning & Regeneration; Finance & Commercialisation; Housing & Employment; and Performance, Corporate Resources & Customer Service.
- 4.12. Procurement will be conducted in accordance with the Public Contracts Regulations 2015 and the Concession Contracts Regulations 2016 together with the relevant EU directives via a notice in the Official Journal of the European Union (OJEU). Any agreement to partner will be subject to final approval by Cabinet once the detailed terms have been established.

Options Considered

- 4.13. The following options have been considered:
 1. Site disposal with two sub options – first as an outright sale with no requirements, second as currently designed incorporating the Council's requirements in terms of design, affordable housing, placemaking, parking etc.
 2. Direct delivery – the Council procures contractors and builds the scheme as designed.
 3. Master developer – the Council provides services to plots which are then sold to developers.
 4. Joint Venture – the Council provides land and a partner provides finance, the parties to the venture

then share risk and reward on a basis that would be defined during the procurement process and would be subject to Cabinet approval before the JV is entered into.

- 4.14. Site disposal was rejected as an option for all sites other than Greenhill Way as it will not generate sufficient capital receipts to subsidise the cost of the new Civic Centre.
- 4.15. Direct delivery of the sites, other than for the build-to-rent elements of the programme and the new Civic Centre, was rejected as it would require the Council taking on an unacceptable level of debt and would generate considerable risks in terms of exposure to the residential sales market.
- 4.16. The Council acting as Master Developer was rejected as it would not generate sufficient capital receipts to subsidise the cost of the new Civic Centre.
- 4.17. Option 4 is recommended in most cases as best meeting the needs of the Council in terms of risk transfer, value maximisation, social value, resourcing obligations, capital investment, control and timing. There are differing varieties of joint venture with different risk and reward profiles for the parties. The exact nature of the partnership may well vary depending on the requirements of the individual sites. The only way to develop a fixed picture is to engage with the market as part of a procurement process. This will be an iterative process: the Council will work together with potential partners to find the best solution. In order to maintain democratic oversight of this there will be an ongoing process of consultation with the relevant portfolio holders as set out in the recommendation. Option 4 may be the preferred option for Greenhill Way, but this cannot be fully verified until procurement activity has commenced. If it is not found to be favourable, then a variety of option 1 will be pursued.

Implications of the Recommendation

- 4.18. The establishment of the joint venture will require specialist cost consultancy and legal advice. This work is expected to be of a value such that it can be procured under existing delegated authority.
- 4.19. Once the procurement process is complete the final decision to enter into one or more joint venture Limited Liability Partnerships or similar will be referred back to Cabinet.
- 4.20. Any other decision in respect of site disposal, eg via a development agreement, will also be referred back to Cabinet.
- 4.21. Procurement is estimated to take between nine months and a year.

- 4.22. For Greenhill Way, a more rapid partner procurement path is appropriate, since the partner for this mixed-use, town centre development is to be procured ahead of detailed site masterplanning and design.
- 4.23. It is anticipated that Poets Corner Phase 2 will start on site in the first half of 2020, once the Council has moved into the new Civic Centre, and therefore complete in 2023.

5. Regeneration Commercial & Finance Review

- 5.1. The financial review focused on the following areas:
- Phasing and profiling of the programme
 - Further commercial review of designs
 - Peer review of approaches taken in other Councils and organisations
 - Further analysis of debt and cash flows
 - Clarification of advice on the legal and tax implications
 - Seeking advice on partnering structures.
- 5.2. The review has recommended re-phasing the programme, primarily by elongating the construction of Poets' Corner Phase 1 and splitting it into 3 sections. This has the effect of reducing peak debt and also reduces risk as further sections will only be committed to once the previous one is progressing well.
- 5.3. The further commercial review of designs has enhanced the focus on cost and efficiency, which is feeding into the work currently being undertaken by the programme cost consultants and the project teams.
- 5.4. The peer review has provided additional insights into the approaches taken by other local authorities with significant regeneration programmes. A variety of approaches to the establishment of housing companies, direct housing delivery, the funding and management of build to rent housing and the involvement of investment and development partners has been reviewed.
- 5.5. In respect of partnership structures, the review has endorsed the proposed use of joint venture or similar arrangements on some sites and phases.
- 5.6. The analysis of debt and cash flows will be incorporated into the overall financial picture as designs are further developed and the implications of partnership structures emerge from the partner procurement process.
- 5.7. At the next quarterly update, the report will incorporate the findings of the Commercial and Finance Review and the output will be a revised full financial model along with the operational changes that have been agreed. Agreed revisions to the programme will be built into the three year MTFS brought to Cabinet for final approval in February.

6. Waxwell Lane

- 6.1. The Waxwell Lane feasibility study and consultation process has now reached a conclusion; a design option is recommended in the report at Appendix 2 for the Council to take forward to planning submission.
- 6.2. In summary the preferred option is to build 20 mews houses with 1:1 car parking provision, or some public parking retained.

Options Considered

- 6.3. As set out in Appendix 2.

Implications of the Recommendation

- 6.4. The cost implications of this recommendation are that design fees will be incurred of £166,000 and survey, planning and legal costs of £95,000, a total of £171,000. These are within current delegations.

7. Site Assembly

- 7.1. Approval is required for a land transfer in order to deliver the regeneration programme. The site involved and estimated costs are commercially sensitive and further details are provided in Appendix 3.
- 7.2. It is recommended that the decision to proceed with the transfer of the site(s) in question be delegated to the Chief Executive, following consultation with the Portfolio Holder for Business, Planning and Regeneration, the Director of Finance and Director of Legal and Governance.

8. Risk Management Implications

Risk included on Directorate risk register? Yes
Separate risk register in place? Yes see Appendix 4

8.1. Overall Risk

In respect of Recommendation 2 above (detailed in section 4), apart from the costs relating to procurement and legal agreement in respect of a joint venture partner, this report is requesting approval to commence procurement activities. The output of these activities (ie approval to enter into contract) will be the subject of later Cabinet decisions.

8.2. Procurement Risk

In respect of developer partners, that the relevant sites do not represent sufficiently profitable commercial opportunities.

Mitigation: early engagement with developers has already begun and will continue. Early signs are that there is considerable interest in the opportunities that the Harrow regeneration programme provides.

8.3. Financial Risk

That the programme will be unaffordable.

Mitigations:

The design and tenure mix of new housing will be adjusted and finalized as each project proceeds through the planning process, to ensure that schemes are financially viable.

Borrowing strategies are being developed which will enable interest rates to be controlled. These include structuring new borrowing with a mix of maturities, such as short-term borrowing (e.g. 3/5/7 year loans) over the development period to enable the Council to access the cheaper rates currently available for these maturities and long term borrowing once the private rented sector units become operational.

Discussions are underway with organisations who may wish to partner with the Council, and take some of the profit from the programme, in return for indemnifying against some financial risks.

If necessary, elements of the programme can be delayed or deferred to reduce peak debt and to ensure that costs are contained within the funding envelope.

8.4. Market Risk

That the housing produced by the programme does not meet the need of the Harrow market and is therefore unprofitable or impacts in other ways on the council's financial position.

Mitigation – Programme content and scheme designs are being developed in the light of specialist market reports and financial appraisals. Designs, rent levels and tenure mix will be adjusted and finalized as the programme is developed in further detail, to reflect the council's best interests.

8.5. Resource & Capacity Risk

That insufficient internal resources are available to procure, manage and deliver the projects within the programme.

Mitigation – the design and delivery team is already well established and further appointments will be made as on-site programme activity intensifies. The incorporation of programme – level advisors in specific

technical areas such as cost consultancy is adding further sector expertise to the team.

8.6. Reputational Risk

That the council suffers reputational damage due to a perception that, in acting commercially, it is disadvantaging local residents.

Mitigation – The programme is being carefully designed to target local housing needs and to incorporate both a range of affordable housing products and market housing geared to local requirements, in addition to a range of social and community infrastructure. An intensive engagement and communication programme is in place to help to ensure that the regeneration programme will provide long-term benefits for all Harrow residents.

8.7. Legislative Risk

That changes in statute or regulations change or limit the ability of the regeneration programme to achieve its objectives.

Mitigation – advice is procured and updated throughout the development programme to ensure that any changes in legislation are reflected in the briefs for the individual projects.

9. Legal Implications

The Council has a range of powers to enter into the contractual arrangements arising from the procurements authorised by this report. These include the power pursuant to s111 of the Local Government Act 1972 to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions, and broadly drawn powers allowing the council to invest and to borrow, in each case either for purposes relevant to the performance of any of their functions or generally for the prudent management of their financial affairs (s1 and s12 of the Local Government Act 2003).

The council will need to ensure that in exercising its investment and borrowing functions in relation to the implementation of the regeneration schemes that any actions are reasonable and proportionate and for proper purposes consistent with the Council's prudential regime and its investment strategy. Investment decisions also need to be taken mindful at all times the council's fiduciary duties to ensure the sound management of the public finances.

The Council also has the power acquire and dispose of land by agreement in accordance with Sections 120 and 123 of the Local Government Act 1972, in the case of disposals ensuring that they are for a consideration that is the best that can reasonably be obtained or otherwise obtaining the appropriate consent.

It is currently intended that the procurement of a JV partner will be structured as a Works Concession Contract in accordance with the EU procurement

rules and an appropriate OJEU notice advertising the opportunity will be published.

The procurement of contractors for the direct delivery of works will be undertaken in compliance with the Public Contracts Regulations 2015 and the council's Contract Procedure Rules.

10. Financial Implications

The results of the Financial review are detailed in section 5 and an updated financial profile for the programme will be brought to the next Cabinet update.

The costs associated with the commencement of procurement are provided for within the existing Regeneration Capital Programme. The costs associated with the progression of design for Waxwell Lane and the land transfer under recommendation 5 are provided for within the existing Regeneration Capital Programme.

11. Equalities implications / Public Sector Equality Duty

11.1. As stated to Cabinet in September 2015 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 as sites come forward. Full EqIAs will be carried out for each of the development sites once procurement commences.

11.2. The first of the EqIAs relating to the individual sites has been completed, for Haslam House, in accordance with Council procedures.

12. Council Priorities

Building a Better Harrow

The Council's regeneration programme for the delivery of new homes, creation of new jobs, commercial workspaces and high quality town centres will create the places and opportunities that residents deserve and make a difference to the borough and to residents' health and quality of life.

Protecting the Most Vulnerable and Supporting Families

The Council's aim is to make sure that those least able to look after themselves are properly cared for, safeguarded from abuse and neglect and given access to opportunities to improve their quality of life, health and well-being.

Being more Business-like and Business Friendly

The Council aims to support local businesses and enable them to benefit from local economic growth, develop its own commercial ventures and help residents gain new skills to improve employment opportunities.

12.1. 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.

12.2. 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.

13. Statutory Officer Clearance

Name: Dawn Calvert



Chief Financial Officer

Date: 4 September 2017

Name: Matthew Adams



on behalf of the
Monitoring Officer

Date: 4 August 2017

Ward Councillors notified:	NO, as it impacts on all Wards
EqIA carried out:	NO See section 11 above
EqIA cleared by:	N/A

14. Contact Details and Background Papers

Contact: Peter Wright, Interim Specialist (Programmes), 020 8424 1519, peter.wright@harrow.gov.uk

Background Papers: Waxwell Consultation

Call-In Waived by the Chair of Overview and Scrutiny Committee	NOT APPLICABLE <i>[Call-in applies]</i>
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