

**REPORT FOR: PERFORMANCE AND  
FINANCE SCRUTINY  
SUB-COMMITTEE**

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<b>Date of Meeting:</b>	20 September 2017
<b>Subject:</b>	Report of the Scrutiny Review into Social and Community Infrastructure
<b>Responsible Officer:</b>	Paul Nichols - Divisional Director Planning Enterprise and Regeneration
<b>Scrutiny Lead Member area:</b>	Policy Lead – Councillor Jeff Anderson Performance Lead – Councillor Manjibhai Kara
<b>Exempt:</b>	No
<b>Wards affected:</b>	All
<b>Enclosures:</b>	Report of the Scrutiny Review into Social and Community Infrastructure June 2016

**Section 1 – Summary and Recommendations**

The report provides members with an update on officer feedback in response to the Scrutiny Review into Social and Community Infrastructure review report and relevant recommendations.

**Recommendations:**

The Sub-Committee is requested to note the update to the response to the recommendations of the Scrutiny Review report.

## **Section 2 – Report**

### **Introductory paragraph**

The scope of the scrutiny review was to examine the factors that contribute to a new residential development becoming a community from examples across the country. This included examining the factors that help an existing community accept and integrate with new residents, and vice-versa, from examples across the country. The review explored the contribution that can be made by the Council and voluntary and community sector organisations to develop community benefits such as cohesion, self-help, volunteering, neighbourliness and mutual support. The review also set out a number of recommended initiatives. Responses to those recommendations are set out in this report, together with an update on implementation progress.

### **Background**

Harrow is undertaking a once in a lifetime regeneration programme to provide the infrastructure the borough needs. The Regeneration Strategy adopted by Cabinet in February 2016 sets out our objectives to maximise the benefits for our community and businesses from the £1.75bn of private and public sector investments that comprise the programme.

Our work centres around 3 key themes, Communities, Business and Place. The Strategy details key sites for development and the strategic objectives that will be delivered. These include:

#### **Community**

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

#### **Place**

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

#### **Business**

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

The approach and recommendations of the Scrutiny Review are set out in the attached Report.

**Table A**  
**Recommendations from the Overview and Scrutiny Group**  
**Social and Community Infrastructure**

<b>Recommendations</b>	<b>Action &amp; Response (July 16)</b>	<b>Update at 12 months</b>
<p>1. Commission a site-specific master plan supported by Supplementary Planning Documents to ensure that the regeneration programme for Harrow fulfils the ambitions for successful cohesive, sustainable communities including quality housing, employment opportunities, viable retail, entertainment uses and a heritage offer (paragraph 8).</p>	<p>It is crucial that the regeneration programme delivers cohesive, sustainable communities, as described in this recommendation. These ambitions and values are incorporated into the Area Action Plan for the Heart of Harrow, which provides a vision for the development of the Opportunity Area as well as a full spatial framework for development and detailed policies for individual sites and infrastructure. This document forms part of Harrow's Development Plan and was adopted recently (2013). A programme of more detailed site-specific masterplanning is already in progress for the major regeneration sites. There will be a high level of stakeholder engagement in each of these masterplanning exercises. This will lead to outline or hybrid planning applications to establish the planning approach in each case. In our opinion, the preparation of site specific Supplementary Planning Documents is not required in addition to this. The preparation and adoption of such documents would</p>	<p>There has been substantial progress in preparing the masterplans for Poet's Corner (the existing Civic Centre site), Byron Quarter (including the Leisure Centre) and the New Civic Centre site. All are now at RIBA stages 2 or 3. In all three cases there has been an intensive public and stakeholder engagement process, which continues. Outline and hybrid planning applications will be submitted in autumn 2017 and there will be further consultation as part of the planning process for these sites.</p> <p>In addition to the provision of new homes, these sites have significant retail and workspace offers built into them. We have introduced a Community Benefit Model to determine and maximise employment, training, and other social value benefits for residents.</p>

	cause a substantial delay in the implementation of the regeneration programme.	
2. Ensure that existing communities are substantially involved in the design of new developments and that these do not repeat some of the mistakes the Panel has identified in comparatively recent schemes (paragraph 11).	It is agreed that community engagement in the design of new developments is vital and this is the planned approach on each of the major regeneration sites, as outlined above.	A high level of engagement is taking place on each site in the regeneration programme, both with the public and with key stakeholders. This includes a series of widely publicised drop-in events at pre-application stage and detailed discussions with interested parties.
3. Commission a strategy for attracting and retaining employment uses in Harrow that recognises the Borough's advantages (paragraphs 21 and 24).	<p>It is agreed that strategic work to reinforce employment opportunities in Harrow is required. A wide ranging programme is in place to deliver this, as outlined below.</p> <p>The council's Regeneration Strategy sets out an ambition to Promote Harrow as an investment destination and the benefits of Harrow to business. It sets out the borough's advantages in respect of transport, accessibility, the skills base of the population, and investment opportunities. The strategy is being built on through the Build Innovate Grow (BIG) campaign which has taken the council to MIPIM and developer walkabouts to market our key opportunities.</p> <p>We have developed an effective business support programme to retain and grow local businesses and</p>	<p>The programme of work to support business development and growth in Harrow continues, as identified in July 2016.</p> <p>In addition, an Economic Development Needs Assessment (EDNA) has been completed. This provides an update of Harrow's Employment Land Review and Retail Study in order to provide evidence to:</p> <ul style="list-style-type: none"> <li>• recommend how Harrow can increase its business rate base;</li> <li>• support a future review of the Local Plan focussing on the use of available existing data sources and analysis where possible; and</li> <li>• provide recommendations to inform the provision of non-residential</li> </ul>

	<p>this has been recognised by the Federation of Small Businesses and London Councils. It includes the development of supply chains, provision of work space, business to business mentoring and growth workshops.</p> <p>Investment Guides have been developed to promote Harrow's district centres to businesses, and we are working jointly with the HA1 BID to help market the Metropolitan Town Centre not just as a destination to shoppers, but also as a business location.</p> <p>We are currently looking to commission work to determine space requirements of businesses and this will feed into work to attract employment use.</p> <p>We have worked with West London Business to deliver the Gateway Asia programme which built on our demographics and helped Harrow businesses gain trading opportunities in Asia and also helped promote the borough to Asian investors. We will continue to seek other external funds to promote Harrow.</p> <p>The council's planning policies are used to protect and enhance employment land, as far as possible, and are being used to create new workspace which would otherwise be lost.</p>	<p>employment uses on Harrow's key regeneration sites.</p> <p>The findings of the EDNA and resulting actions are now being incorporated into plans for the major regeneration sites, as well as providing a basis for future Local Plan review work.</p> <p>Specific opportunities to provide new workspace, commercial space and other forms of employment are being incorporated into the masterplans for each of the major regeneration sites. For example, 14 work studios have been completed and are now ready for occupation in Artisans Place and the 6 new build commercial units at Artisan studios have already been occupied. In addition, there are significant workspace allocations in the masterplans for the Poets' Corner and Byron Quarter.</p> <p>The council is now developing Expressions of Interest to the GLA's Good Growth Fund to secure funds for additional workspace to meet growth demands and replace stock lost through Permitted development.</p>
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<p>4. Evaluate the Complete Streets and Create Streets concepts in relation to the vision for residential regeneration in Harrow (paragraphs 9-11 and 27);</p>	<p>An evaluation of the Complete Streets and Create Streets concepts will be undertaken as proposed, alongside consideration of other best practice, to inform the development of designs for the major Council regeneration schemes in Harrow. Work in progress is already evaluating the potential of mid-rise mansion blocks on appropriate sites. There is also an emphasis on mixed use development, with active ground floors, incorporating neighbourhood employment, services and shops where this is commercially viable.</p>	<p>This work has been undertaken and informed the <i>Strategy for Major Development in Harrow</i> report which was delivered to the Major Developments Panel on November 9<sup>th</sup> 2016.</p>
<p>5. Investigate further the potential advantages of retaining the freehold of Council-owned land that forms part of the regeneration area to give greater control over the form of development and the tenure residential development provided (paragraph 28).</p>	<p>This is already a core principle of the Council's regeneration programme; the Scrutiny Committee's endorsement of this approach is very welcome. The proposed model is to retain ownership wherever possible, both in order to provide greater control over the development achieved and to secure a future income stream for the Council. Some land sales will be necessary in order to manage the overall level of borrowing required, but the principles of not 'selling the family silver' and retaining control over the development are fully accepted.</p>	<p>Nothing further to add on this point: this remains a core principle of the Council's regeneration programme.</p>

## **Risk Management Implications**

Risk included on Directorate risk register? Yes  
Separate risk register in place? No

## **Legal Implications**

None

## **Financial Implications**

The actions in response to the recommendations of the Scrutiny Review set out in Table A above are integral to the Regeneration Programme. The programme was approved by Cabinet in May 2016 and the costs of delivering the programme are incorporated into the financial model that underpins the Council's regeneration activity and the programme's budget requirements, which have been approved by Cabinet.

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

An EQIA on the Regeneration Strategy was undertaken. Where changes result from the acceptance of this report's recommendations, these will be accompanied by an EqIA.

## **Council Priorities**

The implementation of Harrow's Regeneration Strategy delivers the council's priorities.

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

Not required.

<b>Ward Councillors notified:</b>	<b>NO</b>
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## **Section 4 - Contact Details and Background Papers**

### **Contact:**

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**Background Papers:** 2016 Scrutiny report on Social and Community Infrastructure.