

REPORT FOR: CABINET

Date of Meeting:	7 December 2017
Subject:	Building a Better Harrow – Winter 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 1, 2, 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:	<ol style="list-style-type: none">1. Confidential Progress Update2. Byron Quarter Business case (including summary)3. Delegation report for contract4. Programme Risk register5. Service Delivery report

Section 1 – Summary and Recommendations

This report provides a quarterly update to Cabinet on the progress of Harrow's Regeneration Programme. It provides an update on the progress of the revised regeneration budget which will be submitted, as part of the final Capital Programme, to full Council for approval in February. It also seeks approval to commence procurement activity in respect of one of the sites in the programme.

Recommendations:

Cabinet is requested to:

1. Note the update on progress of the Regeneration Programme (section 3)
2. Note the progress on the revised regeneration budget as set out in Section 4 and 11. .
3. Note the Byron Quarter business case as set out in Appendix 2. As set out in September's Cabinet report agree that its outputs will feed into the partner procurement process and to note that the outline and detailed planning application will be submitted in January 2018. . Any Joint venture agreements will be returned to Cabinet for ratification before being entered into.
4. Cabinet are asked to approve a budget of £409,000 to progress with the partner procurement process for the Byron Quarter Business case.
5. Delegate authority to the Chief Executive/Head of Paid Service, following consultation with the Portfolio Holder for Business, Planning and Regeneration and the Director of Finance and Director of Legal and Governance, to procure and enter into agreements for the delivery of the works at Waxwell Lane subject to a total construction contract value as set out in confidential appendix 3
6. Delegate the authority to the Chief Executive/Head of Paid Service, following consultation with the Portfolio Holders for Business, Planning & Regeneration Portfolio Holder and Finance and Commercialisation to negotiate terms and enter into agreements for (i) acquisition of the tenanted sites at Byron Quarter (described in Appendix 2) including incurring any expenditure to acquire leases; and (ii) for the grant of new leases to the leaseholders on the site.
7. Note that a Regeneration Programme Infrastructure Plan will be produced (Section 8)
8. Note that a lobbying strategy to promote improved rail, bus and underground links to central London and out of London will be produced (Section 8)

Reason:

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

Section 2 – Report

Building a Better Harrow

- 2.1. The Regeneration 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. Quarterly updates on the Regeneration Programme have been provided to Cabinet in July 2017 and September 2017. This report seeks to expand upon previous reports: setting out the current position and progress of the programme; reflecting on the scope, ambition and purpose of the Regeneration Strategy; and outlining next steps, future challenges and targets for the year ahead
- 2.2. The Regeneration Strategy is a wide-ranging and Council-wide programme for the future development of Harrow. It sets out an ambitious programme of investment and delivery that reflects the Council's Ambition Plan: to Build a Better Harrow; be more business-like and business friendly; and protect the most vulnerable and support families.
- 2.3. These priorities of the Regeneration Strategy, and the Council, have been distilled into a number of objectives which have been reported to Cabinet previously in September 2015, May 2016, September 2016 and throughout the programme updates to date. These are:
- 2.4.
 - **'Building a Better Harrow' together, for today and for future generations.**
 - Developing a place the residents of Harrow can be proud of, a place that feels vibrant and exciting.
 - Developing a sense of identity for Harrow's town centres and making people feel safe and included.
 - Developing a contemporary form of the Harrow 'vernacular' architecture and design of public spaces so that in the future, Harrow develops a reputation for quality
 - **Addressing housing need, particularly for affordable housing.**
 - Accelerate the speed of housing delivery to address a London-wide and Borough-wide failure of the market to provide adequate housing supply.
 - Ensuring the Council is at the forefront of delivery, developing and delivering housing by capitalising on land assets to deliver the maximum amount of affordable housing possible.
 - Engaging with public and private sector partners to ensure all opportunities to maximise affordable housing are realised.
 - **The Council developing its own land – to meet community needs and to make better use of its own assets.**

- Maintaining a key role in the development of the Councils assets and thus, the ability to prioritise social and physical infrastructure associated with development and the quality of each development.
- Maximising the efficiency of sites to deliver maximum capital receipts or revenue from each site
- **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.**
 - Enable the Council to develop a long-term and highly valuable asset that will generate revenue to support Council services year-on-year and appreciate in value.
 - Enable the Council to provide a fair deal for Harrow residents in the private rented sector who may be at risk from unscrupulous landlords by providing longer term secured tenancies and high quality management.
- **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.**
 - Recognising the importance and value of investing in social, educational, physical, cultural and leisure infrastructure
 - Engaging the community of the provision of infrastructure
 - Developing an evidence-based Infrastructure Delivery Plan and robust tests for the allocation of capital funding, Community Infrastructure Levy [CIL] funds and the New Homes Bonus.
- **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).**
 - Deliver a ‘step-change’ in the design quality through the design education initiatives, a new independent Design Review Panel and updating policy and guidance.
 - Developing a focus on design detail and exemplar development to initiate an active change in approach from developers seeking to invest in Harrow
- **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.**
 - Delivering new workspace and employment targeted at a Harrow-specific market where evidence shows employment opportunities have the most traction and success.
 - Promoting and reinforcing social value obligations to provide opportunities for all to access employment and training.

- Developing a programme of community-based consultation, engaging stakeholders and using local knowledge to shape the development of the borough.
- 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
- 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

2.5. Over the course of the Regeneration Programme, it is estimated that around £1.75bn will be invested in Harrow and Wealdstone town centres, delivering the action plan for the 'Heart of Harrow', 5,500 new homes, around 3,000 new jobs, new schools and library, a new civic centre, district heating network, improved infrastructure to ease congestion and improve the pedestrian environment of the town centres. Already, this investment is improving our town centres and acting as a beacon for future investment in Harrow.

2.6. Some schemes are already completed:

Council-led schemes

- St. Ann's Road – St. Ann's Road is the primary shopping destination in the Borough but has suffered from a pedestrian experience with large amounts of street clutter. A £5m investment from the Council, GLA and private sector retailers improved accessibility, removed clutter, improved the aesthetic appearance of the street and provided space for entertainment. Together with improvement to the public realm and improved entertainment spaces at Lowlands Recreation Ground, St. Ann's Road is driving increased footfall, reduced vacancy and increased vibrancy in our town centre and supporting jobs and business in Harrow
- Station Road – Station Road which links Wealdstone and Harrow town centre, has benefited from £224,200 funding through the GLA's High Street Fund. The project, led by Mark Projects, involves public realm improvements to three parades of shops, way-finding and shop front improvements along the length of the road, establishing a new traders association, and developing a new identity for the place to re-establish Station Road as a vibrant local shopping and leisure destination.
- Lowlands Recreation Ground – The Council, along with the Mayor of London, invested £1.28 million in the park to bring the town centre alive with art and culture. Improvements to the Lowlands Recreation Ground include a new, flexible performance space which can be used for major open-air events and more intimate musical concerts. In addition the park was re-landscaped

including planting 13 new oak trees, a fruit orchard, a new play area and table tennis and basketball features.

- Schools Programme – Harrow is nearing completion the third phase of an extensive school expansion programme. Through the expansion programme there has been considerable investment in schools through the provision of entirely new school buildings and the development of school sites through the replacement of time served accommodation with permanent buildings, refurbishment and remodelling of existing buildings. Whitefriars School is now an all-through school with new and refurbished buildings across the school and former Harrow Teachers' Centre sites. In addition, the rebuilding of Salvatorian College is underway. All schools in close proximity to Poets Corner and Byron Quarter have been expanded and St Jérôme's Bilingual Primary School, a new free school opened in September 2016. The next phase for the school expansion programme is to monitor the impact of the regeneration programme on demand for school places. Two sites have been identified for new schools. Harrow View Primary School on the Kodak East site and space has been identified within the Civic Centre site for a new primary school.
- Headstone Manor – Headstone Manor and Museum has undergone a four year programme of significant repair and restoration with the Grade I listed Manor House, 16th and 18th Century barns and grounds being transformed with £3.6 million of Heritage Lottery Funding. This programme has ensured that this historic site is conserved for the future and is made accessible to the whole community. The new Welcome Centre includes a café providing a social focal point for visitors to the museum and Headstone Manor Recreation Ground as a whole. The Great Barn now generates significant income as a venue for weddings and functions.

Council / Public investment and private partnership

- Artisan Place and Whitefriars Studios – Artisan Place and Whitefriars Studios is a scheme for 189 new homes, and new and refurbished workspace for creative uses on the site of the former ColArt factory. It is the first significant piece of urban place-making and investment by the private sector in a generation in Wealdstone. Artisan Place has delivered new family homes, helping to support families in Wealdstone and acting as the vanguard for future investment in Wealdstone. The Council has worked with the owners of Whitefriars Studios and the GLA to secure funding to provide new creative jobs, and diversify employment opportunities in the area, supporting businesses and start-ups in the area

2.7. A number of schemes are currently progressing on-site:

Council-led schemes

- Homes for Harrow – A strategy led by the Council’s Housing team to develop infill and underused sites and regenerate our existing estates where the cost of refurbishing or maintaining this housing stock is no longer viable. The first residents to benefit from these affordable rented units moved into 6 new homes in Sunflower Mews, Stanmore in September this year.
- Economic Development – development of employment, skills and business support infrastructure, this has already delivered the administration’s ambition to support 500 young people into employment and apprenticeships. Supporting businesses, developing strategies for the right business space through the Economic Development Needs Assessment [EDNA], and securing funding.

Council / Private sector partnership schemes

- Gayton Road (Lexicon) – 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. The redevelopment of the former library site, delivered by Fairview Homes in partnership with the Council and designed by MacCreanor Lavington, will provide the first new ‘affordable rented’ homes in Harrow town centre in a generation. As well as that, the scheme will provide the Council’s first ‘build-to-rent’ units that will deliver a revenue income for the Council. The scheme also provides a workspace hub and new employment opportunities for SMEs and micro-businesses in Harrow, delivering for businesses and families in Harrow.

Private Sector schemes

- **Harrow Square** – A scheme of 318 units, a new library and public square, retail, and food & beverage space. Since the closure of the post office on College Road in the early 2000s, College Road has seen little investment. The adoption of the Area Action Plan in 2013 and the allocation of sites along College Road has seen renewed interest in investing in this area of the town centre. Work has well advanced on this landmark scheme in the town centre, designed by the world renowned architecture firm, Sidmore, Owings and Merrill. This scheme will provide much needed housing in the town centre, a new library [funded by reinvested CIL receipts] and the first new public space in the town centre in a generation. The scheme will act as a benchmark for the design quality expected in Harrow, reinforcing the need to ‘Build a Better Harrow’
- **Lyon Square (Redrow)** – A scheme of 310 units and mixed use commercial space. The redevelopment of this site will provided new homes in the town centre as well as new commercial space,

replacing the large office and redundant office space that formerly occupied the site. The scheme will provide a public space adjacent to the Cumberland Hotel (which will relate to the Origin Housing redevelopment of this site) and has acted as a catalyst for renewed investment on smaller scale schemes along St. John's Road, including the development of the Porter Building, the first 'London Living Rent' scheme in Harrow.

- **Harrow View West (Persimmon)** – As part of the masterplan for the redevelopment of the Kodak site, Persimmon Homes have begun the first phases of development of this site which will provide new family homes, new publically accessible open space and provide key linkages between the western parts of the borough, Headstone Manor and Wealdstone town centre.
- **Northolt Road (Origin Housing)** – A scheme of 116 new units with 41% affordable unit and new commercial space. A new residential-led scheme on in South Harrow that includes a significant proportion of affordable homes that will deliver for the families of the Borough and re-invigorate this part of the borough.

2.8. Schemes progressing toward development:

Council-led schemes

- **New Civic 'the Wealdstone Project'**– A new smaller and more efficient civic centre for Harrow. The move of the Council's existing Civic and administrative functions will re-invigorate Wealdstone town centre, bringing up to 1,000 staff directly into the town centre every working day. The design team for the scheme is being led by Gort Scott and the scheme will transform the vibrancy of Wealdstone, provide employment opportunities for businesses in the area and make Wealdstone a much safer place. The reduced scale of the Council's offices will significantly reduce revenue costs annually for the Council. The target planning submission date is January 2018, for a detailed planning permission for the new civic centre and surrounding public realm with a new Ashram in outline form, with work on site targeted for late summer / early Autumn 2018
- **Poets Corner** – The flagship project in Harrow's regeneration programme, the scheme involves the delivery of almost 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. The design team comprises a multi-practice group, led by Stephen Taylor Architects. The redevelopment of the existing Civic Centre site will support families, businesses, protecting the vulnerable through the delivery of affordable housing and 'Building a Better Harrow' through its high quality design. The target planning submission date is February 2018 for a hybrid application to

approve the masterplan and detailed proposals for the first phase, with work on site targeted for Autumn 2018.

- **Byron Quarter** – This scheme will deliver up to 850 new homes (including approximately 130 build-to-rent units to be retained by the Council), of various sizes and tenures over multiple phases. The scheme will also re-provide improved leisure and communities facilities for each of the existing user groups on the site, as well as new commercial space. The design team is led by Karakusevic Carson Architects, who have considerable experience of Council-led regeneration projects throughout London. The scheme will enrich the council's cultural and leisure offer, securing the council's primary leisure facility for generations as well as providing much needed new housing. It will provide for businesses, families and improve design quality in Harrow. The target planning submission date is December 2017, for two planning applications; one in outline for a masterplan and another in detail for a first phase of approximately 230 units of which 130 will be build-to-rent funded by the Council, the remainder delivered via a joint venture arrangement. Depending on the delivery structure for the development, work on-site for Phase 1 could begin in Autumn 2018
- **Vaughan Road** – A scheme for 33 build-to-rent homes with community use and commercial workspace on the ground floor. The scheme is design by Adam Khan Architects and has recently secured planning permission. The scheme will provide a revenue stream for the Council to support services as well as provide employment space and new homes for the residents of Harrow. This project is advancing toward first stage contract tender award, with an award expected in January 2018.
- **Grange Farm** – A scheme for up to c.549 new dwellings, with new community space and public realm to replace 272 council homes. The scheme, led by the council's Housing team, will transform the council's largest housing estate into a fit-for-purpose and high quality piece of townscape. The design team, led by Hawkins Brown, have engaged extensively with local residents to develop plans for new housing. The scheme will deliver for families and the most vulnerable in Harrow's community. Following further conversations with the MoD regarding their objections to the original scheme, a revised scheme is expected to be submitted to planning in December this year with a planning decision targeted for Spring 2018.
- **Depot redevelopment** – To redevelop the council's depot to consolidate and intensify the existing depot uses to make more efficient use of the space and increase council revenue streams. The scheme will maximise efficiency of the site, increase workshop and storage space provision, increase existing office space and provide scope of increasing commercialisation activities. Planning permission has already been granted for the

installation of temporary accommodation on site to allow for the decant of existing staff and tenants to facilitate the subsequent demolition of the existing buildings, with the planning application for the full redevelopment submitted on the 23rd October 2017. Commencement on site for the new development is expected in July 2018 with completion of the entire project targeted for January 2020.

- **Wealdstone Square** – A scheme to transform the under-used public space in Wealdstone that sits between Holy Trinity Church and Subway into a new town square. Harrow Council was successful in securing a grant of £850k from the Greater London Authority under the London Regeneration Fund. The scheme is being led by the Economic Development team and the lead designers are We Made That. The scheme will support local businesses and improve the vibrancy and townscape quality of Wealdstone.
- **Haslam House** – A scheme of 9 units, the pilot project for Harrow's 'build-to-rent' programme. Planning permission has been granted, a contractor is being appointed, and the scheme will provide a revenue stream for the council to support other services.
- **Wealdstone Sustainable Neighbourhood Scheme** – a £3m scheme to transform Wealdstone town centre into a liveable neighbourhood, where walking and cycling become the easiest and most convenience mode of choice and the impact of driving is sustainability reduced. A scheme, led by the Highways team, has now been submitted to the GLA to secure funding to deliver the scheme.
- **Greenhill Way** – A scheme for mixed use residential and commercial development to support the town centre. A feasibility study has being 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 either through a Development Agreement, with the land receipt upfront, or as a further JV and this is planned for early 2018.
- **Waxwell Lane** – A scheme for 20 new build-to-rent homes to replace an existing car park. The target planning submission date is December 2017, for a detailed planning permission for 20 new residential homes, with work on site targeted for Autumn 2018.
- **Roxeth Library** - aims to provide an improved library facility along with residential development. A stringent and restrictive maximum height has been placed on the project from responses from the Ministry of Defence given the proximity of the project to Northolt Aerodrome. The next step is to revise the design to

scope whether or not a development is still viable within the current height limit for this site.

- **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.
- **District heating network** – A scheme to provide energy in an energy efficient way for a cluster of sites in Wealdstone, reducing the carbon emissions of the Borough and creating a revenue source for the council. The scheme is progressing towards a detailed business case in early 2018 and programmed to be operational by 2020. The revised indicative budget, as presented in this report, excludes any funding implications of a future district heating network.

Public / Private sector schemes

- **Harrow on the Hill Station (TfL/Redrow)** – This scheme offers the potential to deliver step-free access at Harrow on the Hill, whilst renewing Harrow Bus Station and upgrading the station concourse. The project will transform this key gateway to the town centre, whilst further boosting the potential of Harrow town centre as a place to live, work and relax.
- **Palmerston Road (Origin Housing)** – A consented scheme for 186 residential units with a new workspace hub. Although controversial, this scheme will have a transformative effect on Wealdstone because of its scale and will deliver a significant proportion of affordable homes.
- **Cumberland Hotel (Origin Housing)** – A 2-phase scheme for new housing and the re-provision a fit-for-purpose Victoria Hall, an important community asset. The scheme will also produce new public space between the site and the historic St. John's Church.
- **Harrow View East (Hyde/Barratt and L&Q)** – The site of the former Kodak Factory buildings is an approved masterplan to deliver 1800 new homes, landscaped space, a care home, primary school, retail, employment and health care space.
- **Harrow School** – The Council have recently adopted a Supplementary Planning Document, in collaboration with Harrow School, to plan the future of the estate. The school are Harrow's most well-known residents and the continued success of the school will continue to attract investment in the Borough. The school are currently in the process of developing new science and sports blocks.

3. Programme Delivery

- 3.1. This section outlines progress in delivery of the Harrow Regeneration Strategy over the past 3-4 years. Harrow is well placed to deliver housing growth, building on recent success on delivering net housing units which exceed London Plan targets.

	2014/15	2015/16	2016/2017
Harrow and Wealdstone Opportunity Area	19	434	333
Borough-wide	317	1,091	653

Net housing completions

Harrow town centre

- 3.2. As the project reviews in section 2 demonstrate, the transformation of Harrow town centre is well under way. Initial Council projects, now in place, have included the successful upgrade to St Anne's Road and the renovation of Lowlands Park, together with the Archouse pavilion. Currently, Harrow Square (Hyde/Barratt's scheme on College Road), Redrow's Lyon Road scheme and Fairview's Gayton Road scheme, in which the Council is a partner, are all being implemented in parallel. These schemes were all envisaged and planned for in the Area Action Plan. Together, they will boost the town centre population significantly, providing a significant economic stimulus to town centre businesses. They will also enhance the centre's commercial, workspace and retail offer, whilst lifting the quality of town centre design and enhancing the public realm: complementing the work on St Ann's Road, they will provide two new public squares and a new Central Library for the town centre.
- 3.3. In addition to the schemes already under construction, there are major town centre schemes in the planning process, as outlined in section 2. A Council-led scheme, Greenhill Way is being developed in consultation with the BID and with Debenhams. It will complement the new housing and hotel under construction on the other side of Greenhill Way, to repair this prominent edge of the town centre's commercial core.

Wealdstone

- 3.4. In Wealdstone, Harrow View (the Kodak site) is now progressing rapidly. Following the approval of the site masterplan, Land Securities have now sold the entire site in three major parcels to individual developers (Persimmon, L&Q and Hyde/Barratt). Development plans are now moving rapidly into delivery. As schemes revisit Planning, opportunities are being taken to refine and improve designs, whilst enhancing the affordable housing offer. As set out in the AAP, this major scheme is critical in helping to address the consequences of industrial decline in

the borough, providing significant new employment and commercial opportunities, as well as social and community infrastructure, and supporting the regeneration of Wealdstone town centre. Discussions are progressing to secure an NHS Hub within the development, in addition to the school and retail core. The scheme will also deliver the planned linear park running through to the renovated Headstone Manor. As noted in section 2, work at the Manor has also progressed rapidly, with the restoration of the Great Barn and the visitor centre now complete and restoration of the museum in progress.

- 3.5. The Winsor and Newton site has become the successful Artisan Place scheme, bringing new residents to the town centre alongside new creative workspace and artist's studios. Origin's Palmerston Road scheme, will contribute further to the creation of additional, contemporary workspace for small and growing businesses, whilst dramatically boosting the availability of good quality affordable housing in Wealdstone. Developer interest in the High Street is already beginning to respond to these major investments, with the Sam Maguire pub and Police Station site both recently acquired by developers. The Collective are also bringing their successful co-living model to Wealdstone, again on Palmerston Road. Progress towards the delivery of the new Civic Centre and the long-term regeneration of the leisure centre site (Byron Quarter) are reported elsewhere in section 2. In combination, these developments will comprise a comprehensive and long-term investment by both public and private sectors in the future of Wealdstone. This will underpin a decisive shift in the economic potential of the area, whilst reinforcing its strong community base, improving the quality of the public realm and enhancing social and community infrastructure.

The Council's Regeneration Programme

- 3.6. Over the past three years, the Council has developed its own capacity to bring forward the regeneration programme on Council land, complementing the strong recent progress by private sector developers. The strategy for Council-led regeneration has been mapped out in Harrow's first Regeneration Strategy. A clear, detailed and deliverable regeneration programme has subsequently been developed and this now provides the roadmap for Council investment in the future of Harrow and Wealdstone.
- 3.7. This programme is distinct from, and complementary to, the wide range of private sector schemes discussed above. The Council programme provides a significant proportion of direct Council development. This will deliver a portfolio of around 600 Council-owned build-to-rent homes, meeting the need for good quality, well managed rental homes in the borough available on longer tenancies. This stock, let at market rents, will also generate a long-term income for re-investment into other Council services.
- 3.8. The Council is prioritising the delivery of affordable homes within its own programme. The portfolio will include discounted market rent homes to

be offered at rents equivalent to the London Living Rent. This is in addition to the Council's major estates regeneration scheme at Grange Farm, and the Council house building programme on infill sites. Residents recently took up occupation of the first 6 homes in the infill programme at Sunflower Mews, Stanmore – the first of 80 homes of this type planned for the borough by the end of 2019.

- 3.9. The Council is also incorporating new workspace to the programme in a number of locations. This will be managed to attract new and growing businesses, alongside new local centres to serve the major residential communities that are being created. There is also a focus on the expansion of social, community and leisure infrastructure, which is discussed in further detail below.
- 3.10. As well as delivering schemes on site, the Regeneration Programme has also made significant progress in generating and securing funding, building up delivery teams, developing and firming up a delivery strategy, engaging communities and fostering active developer interest in investment in the Borough.

Building delivery capacity

- 3.11. Since the Regeneration Strategy was first agreed by Cabinet in December 2014, significant progress has been made in developing a multi-disciplinary regeneration team incorporating skills in design, development finance, community engagement, procurement, construction management, development management, planning and programme/project management. The team has assembled high quality professionals with considerable design and delivery experience in regeneration and similar programmes throughout London. Working closely with other development teams, consultants and colleagues, the borough now has the capability to deliver this ambitious programme collectively, as one Council.
- 3.12. As part of the programme ambition to 'Build a Better Harrow' and deliver places that people can be proud of, the programme developed the Council's first independent Design Review Panel; a panel of over 50 experts in architecture, public realm, design and delivery. The Panel was launched in July of this year and marks an intention for the borough to deliver places of which the people of Harrow can be proud. The delivery of this independent panel has been noted and welcomed by the development industry, as it will deliver consistent, fair and impartial advice, significantly reducing risk for developers.

Engagement with the community and the development industry

- 3.13. The Regeneration Programme has undertaken a thorough community engagement programme, consulting extensively with local communities on individual schemes, setting up a Harrow Regeneration Residents' Panel, and developing a new website – www.buildingabetterharrow.co.uk. Events have been very well attended and the Regeneration Residents Panel provides an invaluable source of

feedback for officers, whilst enabling community representatives to challenge and contribute to programme development.

- 3.14. As well as raising the profile of the Regeneration Strategy locally, the team has developed an extensive network of developers, in part through the BIG campaign (a bi-annual magazine, website, MIPIM delegation and regular developer events). This has markedly increased the profile of Harrow in the wider marketplace and increased developer interest in specific opportunities. These partners have helped to secure the Housing Zone status of the 'Heart of Harrow' and continue to provide a valuable sounding board for 'soft-market' testing of our delivery strategies.

Infrastructure delivery

- 3.15. The Regeneration Strategy, and the development of the pipeline of deliverable sites, ensures that a steady stream of infrastructure funding will be made available through: New Homes Bonus payments (though these are due to decrease) Community Infrastructure Levy receipts (£25m over the programme), s106 planning contributions and Housing Zone funding. This identified stream of infrastructure funding has meant that an Infrastructure Delivery Plan for the development of the Borough has been progressed in tandem with the Regeneration Strategy and complements its aims. An updated Infrastructure Delivery Plan is expected to be finalised in early 2018.
- 3.16. The Regeneration Strategy has also provided the basis on which to make viable bids for other funding such as the Housing Infrastructure Fund (Bids submitted for Grange Farm Estate and the New Civic Centre). GLA funds have also been secured for Wealdstone Square (£860k) & Whitefriars Studios (£660k), and further funding is being applied for the Wealdstone Sustainable Neighbourhood Scheme.
- 3.17. The School capital programme has already invested heavily in schools expansion across the borough. This has created additional capacity at both primary and secondary levels and the regeneration programme will add at least two further new schools. We are also working at a strategic level with the CCG to incorporate renewed and expanded GP and primary care services, delivered through a new NHS Hub in Wealdstone. In addition to the new Central Library in the town centre, opportunities will be taken to upgrade and modernise existing libraries in Wealdstone and Roxeth. The programme also provides for the renewal of the Harrow Leisure Centre and Byron Hall in the longer term, when these facilities require replacement.

De-risking our Assets

- 3.18. Significant progress has been made on securing planning permission for Council-led schemes. Haslam House and Vaughan Road have secured planning permissions and procurement towards contractor awards is now taking place on these projects. Extensive pre-planning design and consultation has taken place on Poets Corner, the New Civic

Wealdstone Project, Byron Quarter and Waxwell Lane and planning applications for these projects will be submitted imminently.

- 3.19. Pre-planning work, engagement with the planning authorities for Harrow and the GLA, extensive on-site surveys and further legal due diligence have successfully established the principle that each of the Council's sites is viable for development.
- 3.20. With all the masterplans in place, developer partners will have confidence that sites are deliverable and density thresholds and other key parameters will have been established. With planning permissions in place, a significant element of risk associated with development is removed and the Council will benefit from significantly increased land values for these major property assets. Each of the individual projects within council ownership has undergone extensive testing to maximise land value gain through the planning process. This work will ensure that each of the council's sites are used effectively and efficiently, maximising revenues or capital receipts.

4. Programme Costs

Funding Position

- 4.1. In January 2017, Council agreed an expenditure budget of £350m for the Regeneration Programme from inception up to 2022/23. This is reduced to £241m after capital receipts.
- 4.2. Following the Commercial and Financial Review, the revised programme budget currently stands at £293m (gross) and reduced to £220m after the application of capital receipts. This indicative position continues to be reviewed for inclusion in the Capital Programme which will be agreed by Council in February 2018.
- 4.3. The change in budgets is due to:
 - i. The re-profiling of the programme following the Financial & Commercial Review. This has reduced risk as major projects are not starting on site at the same time. It has also substantially reduced peak debt.
 - ii. Further design work to ensure that schemes are viable. This is also one of the outputs of the Financial Review which found that there were concerns in respect of viability in respect of the existing schemes. These have now been reviewed and savings have been found (see confidential appendix 1)
- 4.4. The comparable total cost of the programme is now anticipated to be £292m to 2022/23 whereas it was at £349m in January. This is largely due to improved information on the schemes and the design & value work which has been done this year.
- 4.5. Capital receipts are now expected to be £73m down from £108m in January.

- 4.6. The total net cost for a comparable programme at £220m as against £240m in January.

Infrastructure and service pressures

- 4.7. In response to the regeneration scrutiny panel recommendations, the Regeneration Unit have been investigating the additional pressures the delivery of the Regeneration Strategy will place on infrastructure and service delivery will place on the Council.
- 4.8. The 'softer' financial benefits – which surmise the economic regeneration uplift to an area – of the regeneration programme have been modelled through the 'Community Benefit Model'. Understanding the infrastructure and delivery service pressures of the programme will serve as a counterbalance to these costs.
- 4.9. The Regeneration Unit have engaged with the finance partners for each service to develop a complete understanding of existing and future costs. Appendix 5 sets out each of the existing costs to the Council, and explain either why the regeneration programme will not have an implication on future costs to these services or suggests an appropriate metric to model future costs. Over the next quarter, the model will be refined and updated to include projects input and outputs.
- 4.10. To address recommendations received from the Regeneration Scrutiny Panel, a lobbying strategy will be developed to promote improved rail, bus and underground links to central London and out of London.

5. Programme Benefits

Place-Making

- 5.1. The importance of design quality is reiterated frequently in national, regional and local policy. And for good reason. Design quality and targeted employment and business support interventions are key determinants in the success of a place. From the outset, design quality has been embedded in each of the Council-led projects and by extension and influence, private sector development in Harrow as well. The Regeneration Strategy will maximise economic gain and social gain, locking in design quality in developing masterplans and design codes through the planning process, and subsequently maintaining influence over the detailed design. The delivery strategy for the programme will ensure design quality will not be diluted through subsequent planning phases or the construction of the projects.
- 5.2. The scale of the programme and the sites being developed means, for the first time in generations; new residential communities will be created in Harrow. A focus on design quality, high quality public realm and social interaction will ensure that Harrow is perceived as a vibrant and inclusive place for new residents.

- 5.3. The programme also offers the opportunity to address deficiencies of public spaces. Existing areas of public realm, which fail to deliver the social spaces they were intended to, will be improved and new public open space will be delivered. New areas of open space will reduce health inequalities, providing better access for residents.
- 5.4. A significant programme of investment through the regeneration programme also enables the provision of new and improved social, cultural, community and leisure infrastructure. The development of Harrow Square, Harrow Arts Centre & the leisure centre leverages the redevelopment potential of these sites to deliver a new library, improved cultural and leisure spaces.
- 5.5. The programme offers the opportunity to offer a forceful and strategic change in the quality of design in the Borough. Through the delivery strategy and other checks and balances, such as the Design Review Panel, the re-adjustment of design policies and investment in design education, the programme will have a dramatic effect on the quality of the built environment in Harrow.

Financial benefits

- 5.6. The delivery of new homes and businesses has other tangible financial benefits that will support capital investment and the Council's revenue budgets from CIL receipts, New Homes Bonus receipts and anticipated council tax and business rates income. The following table sets out estimated financial benefits for the Regeneration programme, and is broken down into the entire programme and those that are Council-led:

	Regeneration Programme 2015-2027	Council-led Regeneration sites
CIL receipts	£25m	£13m
Council Tax	£10m p.a.	£4.5m p.a.
Business Rates	£6m p.a.	£2.2m p.a.

- 5.7. CIL receipts are those anticipated over the course of the programme and are exclusive of indexation¹. Council Tax and business rates receipts are shown per annum, based on the entire programme of 5,550 new homes and 3,000 new jobs being created². In addition to the above,

¹ CIL is calculated based on a base charge which is index linked from the date of the grant of planning permission back to the point which CIL charges were introduced i.e. 1st October 2013.

² It should be noted that figures are surmised, and the regeneration programme figures are based on an extrapolation of the Council-led schemes, for which more concrete numbers for housing units and commercial floor space is available.

new housing growth – driven largely by the Regeneration Strategy – will provide New Homes Bonus³ receipts to the council to support services

Social and economic benefits

- 5.8. The regeneration strategy will deliver 5,500 new homes, helping to alleviate significant pressures on housing in the borough. Delivering sufficient homes for the housing needs of the Borough will help address poverty, health issues, intergenerational inequality, and homelessness.
- 5.9. Housing strategies will continue to prioritise delivering locally affordable housing, monitoring and identify where housing need is greatest and influence delivery accordingly. The masterplanning of our development sites offers to opportunity to directly influence the design and layout, housing mix and tenure and management of schemes, thus providing for the most acute housing need and unblocking delivery issues early in the design process.
- 5.10. A reasonable supply of good quality affordable housing for rent, especially for families, is vital to meet the needs of local households in priority need who are priced out of the private sector housing market in Harrow. The Regeneration Programme can help deliver a greater number of Affordable Homes that has recently been delivered in Harrow, and help address London-wide issues relating to under-delivery.
- 5.11. Since the Regeneration Strategy was adopted, work to support businesses has included a business to business mentoring programme, an annual business expo, the Business Den event pitching the best new businesses in the borough, supply chain development, over 50 business support events, and the creation of new workspace.
- 5.12. Our work to support our commercial centres, has included supporting the establishment of new business groups in Kenton, Rayners Lane, and Station Road, and supporting existing groups in Belmont Circle, Stanmore, and Pinner, as well as on-going support to HA1 BID in Harrow Town Centre. We delivered a “pop up” shop project providing opportunities for new businesses, as well as investing in the public realm along Station Roads, and Harrow Town Centre, and developing new projects for Wealdstone District Centre and Rayners Lane. The evidence shows a dramatic reduction in the number of empty shop units in Harrow’s commercial centres, from 98 empty units, (6.11%) in 2014, to 65 units (4%) in June 2017. Parallel to this has been an increase of 22 in the number of shop units across Harrow. We expect to see this growth continue with new residential led developments in Harrow Town Centre creating commercial units on the ground floor.

³ The New Homes Bonus is grant funding provided annually by central government matching the extra council tax raised by new-build homes, conversions and long-term empty homes brought back into use. Payments are also made for providing affordable homes.

- 5.13. Our procurement process requires council buyers to secure quotes from local companies for any bids under £100,000. We have made progress to develop the supply chain in the context of local spend. Total spend with local suppliers in 2015/16 was £27,808,448, and in 2016/17 that rose to £32,814,321.
- 5.14. The number of employee jobs in Harrow increased by 1,000 between 2015 and 2016. We have supported 533 unemployed residents into work, and have worked with Procurement, Housing, Public Health, Revenue and Benefits, Troubled Families, Early intervention, the Community and Voluntary Sector to develop learning, skills and employment support for young people, benefit claimants, residents with mental health issues, and parents. We won the Employment award at Place West for our joined up approach to supporting people into work, and this approach was recently recognised by OFSTED. We have also met the administration's ambition to support 500 young people into jobs and apprenticeships. The council's own regeneration housing programmes all include Health Impact Assessments.
- 5.15. Over 100 businesses have reported improved performance (increased turnover or creating new jobs) as a result of council support. We have also been recognised by London Councils and the Federation of Small Businesses as the Best All Round Borough for small businesses. In the last financial year the council spent nearly £30m with Harrow companies. We have also supported the creation of new workspace through the planning process and securing external funds. This has included the creation of incubation and move on space at Stanmore Place, and at the former ColArt site, new units, and the conversion of the old Winsor and Newton building into affordable artists' studios and office space for creative sector businesses. The regeneration programme offers the platform to continue and increase these outputs.
- 5.16. External funding has been used to address skill shortages and low pay in the economy, working directly with local businesses and residents. To date nearly 200 residents have benefited from the skills training we have commissioned
- 5.17. A Community Benefit Model has been developed to determine the social and economic benefits that will be generated by each of our regeneration developments. This demonstrates the impact on health, employment, business and the environment on a site by site basis. It monetises the impact to demonstrate a holistic cost benefit analysis to our regeneration programme. Across the Council-led sites, regeneration will have an indirect monetary benefit locally in the region of £83m⁴.

Other community benefits

⁴ This figure is based on the sum of all benefits monetised i.e. creation of new jobs, apprenticeships, health benefits, new business rate and Council tax, reduction in homelessness, reductions in benefits etc.

5.18. The Regeneration programme, because of the number of projects ongoing and their implications has undergone extensive community engagement. The redevelopment of Wealdstone in particular has engendered a sense of community pride and excitement about the future potential of the area. Businesses and residents are responding positively to opportunities to shape their communities, investing significant time and effort to engage meaningfully with the projects. The projects have created a collective sense of purpose for the community, engendering a greater sense of social cohesion.

6. Programme Risks

6.1. See programme risk register at appendix 4

7. Next Steps

- 7.1. There is currently a focus on securing planning consent for the major Council regeneration sites, with a number of planning submissions planned for December 2017 and early 2018. This is a vital step in the de-risking of these sites, ahead of redevelopment. The securing of planning permission also locks in the additional value delivered by the masterplans, by establishing the principle of development for the proposed uses and approving the significant increases in density that are proposed in some cases.
- 7.2. The detailed next steps for each project are included in the project reviews in section 2. Schemes currently in planning include Grange Farm and the Depot redevelopment. Significant design development work has been undertaken on the Grange Farm Estate redevelopment and the intention is to resubmit updated plans to planning in the next quarter. Byron Quarter, the New Civic Centre and Waxwell Lane are programmed for submission before Christmas, to be reported to Planning Committee in spring 2018. Poets' Corner will be submitted in February 2018.
- 7.3. In preparation for these planning submissions, the current design review processes will be concluded, in order to ensure that each scheme is achieving viability and delivering on agreed financial performance targets.
- 7.4. Feasibility testing has recently been completed on the potential for a shared District Heating Network in Wealdstone and a business case for this project will be prepared, starting very early in 2018.
- 7.5. Two of the smaller build-to-rent schemes (Haslam House and Vaughan Road) are in procurement for a contractor to deliver. Both schemes will be ready for commencement in the first quarter of 2018.

- 7.6. Additional procurement processes will begin in early 2018. The Depot scheme is programmed to commence contractor procurement in spring 2018 and the new Civic Centre in summer 2018. Subject to planning approval, the Waxwell Road scheme will also be moving into procurement in Spring 2018.
- 7.7. In September, Cabinet authorised market engagement to progress joint venture proposals for Poets Corner (phase 2) and the Byron Quarter site. Further de-risking of these sites will progress over the coming months, alongside legal and property advice and soft market testing to develop the proposed joint venture arrangements in detail. The formal joint venture procurement process is programmed to commence in early 2018.
- 7.8. The September Cabinet also approved work to procure a development partner to deliver the Greenhill Way site. As for the potential joint ventures, work is in progress to further de-risk this site alongside procurement, legal and property advice to map out the detailed route to market.
- 7.9. Any Joint venture agreements will be returned to Cabinet for ratification before being entered into.
- 7.10. Looking forward to the next calendar year, the programme is based upon securing planning permission for Byron Quarter, the Wealdstone Project, Poets Corner, Waxwell Lane and the depot redevelopment in the next year. Each of these sites, along with Vaughan Road and Haslam House will have contracts awarding for construction works and works will have begun on site. Tenants will have moved into new affordable rented flats and 'build-to-rent' units on Gayton Road (Lexicon) and private sector schemes Harrow Square, Lyon Road and Harrow View West will have made significant strides towards occupation.

8. Recommendations

- 8.1. Note the update on progress of the regeneration programme (section 3).
- 8.2. Note the progress on the revised regeneration budget as set out in Section 4 and 11.
- 8.3. Note the Byron Quarter business case as set out in Appendix 2. As set out in September's Cabinet report agree that its outputs will feed into the partner procurement process and to note that the outline and detailed planning application will be submitted in January 2018. Any Joint venture agreements will be returned to Cabinet for ratification before being entered into.
- 8.4. Cabinet are asked to approve a budget of £409,000 to progress with the partner procurement process for the Byron Quarter Business case.

- 8.5. 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 procure and enter into agreements for the delivery of the works at Waxwell Lane car park, subject to a total construction contract value as set out in confidential appendix 3.
- 8.6. Delegate the authority to the Chief Executive, following consultation with the Portfolio Holders for Business, Planning & Regeneration Portfolio Holder and Finance and Commercialisation to negotiate terms and enter into agreements for (i) acquisition of the tenanted sites at Byron Quarter (described in Appendix 2) including incurring any expenditure to acquire leases; and (ii) for the grant of new leases to the leaseholders on the site.
- 8.7. To note that a Regeneration Programme Infrastructure Plan will be produced. This should identify all risks and mitigations in relation to the Regeneration Programme, including the effect the increase in population will have on NHS, education and transport services (including rail and TfL services) and refuse collection. It should also consider increased demand for enforcement and regulation. The report will also set out potential social and economic gains including increase in Council Tax receipts and business rates, increased employment and apprenticeships.
- 8.8. To note that a lobbying strategy to promote improved rail, bus and underground links to central London and out of London will be produced. This should include writing to the Mayor and TfL, Government Ministers/Department of Transport, Network Rail and rail operating companies calling for service improvements and improved facilities at Harrow and Wealdstone Station and Harrow-on-the-Hill station.

9. Risk Management Implications

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

9.1. 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.

9.2. Financial Risk

That the programme will be unaffordable.

Mitigations:

Undertaking of the Commercial and Financial Review and the subsequent reduction in the regeneration programme budget. Moving forward the programme budget will continue to be subject to robust review to ensure affordability within the budget envelope.

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.

9.3. 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.

9.4. 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.

9.5. 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.

9.6. 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.

10. Legal Implications

The Council has a range of powers to enter into the contractual arrangements arising from the procurements authorised by this report, including the general power of competence under Section 1 of the Localism Act 2011 to do anything that individuals can do subject to any specific restrictions contained in legislation.

The Council also has the power to dispose of acquire and dispose of land by agreement in accordance with Sections 120 and 123 of the Local Government Act 1972 subject to obtaining all appropriate consents and approvals and ensuring that any grants of leases for more than seven years are for a consideration that is the best that can reasonably be obtained (unless secretary of state consent is obtained).

All procurement activity of works and services must be carried out in compliance with the Public Contracts Regulations 2015 and Council Contract Procedure Rules.

11. Financial Implications

11.1. This report incorporates the findings of the Commercial and Finance Review and presents an update on the revised regeneration programme budget which will be submitted, as part of the final Capital Programme, to full Council for approval in February 2018. In January 2017, Council agreed an expenditure budget of £350m for the Regeneration Programme from inception up to 2022/23. This is reduced to £241m after capital receipt. Following the Commercial and Financial Review, the revised programme budget currently stands at £293m (gross) and

reduced to £220m after the application of capital receipts as summarised in the table below:

Scheme	Jan-17	Dec-17
BYRON QUARTER BTR JV DELIVERS	81,203,634	41,486,731
BYRON QUARTER JV Set -up costs	-	409,236
BYRON QUARTER MASTER PLANNING	2,147,896	2,147,896
GAYTON ROAD	15,300,000	13,519,067
GREENHILL WAY	11,178,418	186,002
HASLAM HOUSE	3,141,407	3,268,360
NEW CIVIC	72,243,308	60,550,983
POETS' PHASE 1	132,165,123	136,471,230
POETS 2	-	5,125,000
ROXETH LIBRARY	13,815,158	7,991,440
VAUGHAN ROAD	10,182,671	9,875,990
WAXWELL LANE	7,718,395	8,880,158
Total Regeneration Expenditure	349,096,011	289,912,093
Other Regeneration Programme Expenditure		2,340,101
Total Regeneration Expenditure	349,096,011	292,252,194
Less : Capital Receipts	108,244,771	72,660,050
Total Net Regeneration Expenditure	240,851,240	219,592,144

11.2. The review recommended re-phasing of the programme, primarily by elongating the construction of Poets' Corner Phase 1 and splitting it into 3 sections. This will have 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. The headline changes to the current programme include:

- Reduction in scheme costs (£39.7m) for Byron Build to Rent and Masterplanning as a result of reduction in unit numbers from 200 to 134 and more detailed design scheme costs,
- Greenhill Way, reduction in scheme costs by £11m (98%) following results of feasibility study which suggested a move away from direct delivery to proceed to procure a developer for this site, through a partnership agreement and generation of a possible capital receipt
- New Civic reduction in scheme costs by £12m (17%) due to removal of the residential tower and the review of parking provision which has been net off by the addition of IT infrastructure related costs of £3m.

- £6m reduction in scheme costs for Roxeth Library and Vaughan Road,
- An increase in scheme costs by £10m on Poet's Corner, due to scheme expansion.
- Capital receipts have decreased from £108m to £73m as the risks associated with these have been revised.
- Expected income from rented properties will come in later due to the elongation of the construction programme to reduce risk.

11.3. This report includes the business case for Byron's Quarter – Phase 1. The indicative revised programme budget includes a capital cost of £44m for this phase. This is broken down into:

- Build to rent provision for 134 units (£41.5m)
- Master Planning for the entire Byron's Quarter site (£2.1m – approved by Cabinet in September 2017)
- Partner Procurement process (£0.4m).

11.4. This indicative position continues to be reviewed for inclusion in the Capital Programme which will be agreed by Council in February 2018.

12. Equalities implications / Public Sector Equality Duty

12.1. 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.

12.2. The first of the EqIAs relating to the individual sites has been completed, for Haslam House, in accordance with Council procedures. The EqIA for Vaughan Road will be completed prior to entering into the award of the construction contract.

13. 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.

13.1. 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.

13.2. 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.

14. Statutory Officer Clearance

Name: Dawn Calvert Chief Financial Officer

Date: 27 November 2017

Name: Matthew Adams on behalf of the
Monitoring Officer

Date: 27 November 2017

Ward Councillors notified: NO, as it impacts on all
Wards

EqIA carried out: x

EqIA cleared by: See Section 12 above

15. Contact Details and Background Papers

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

Background Papers: None

**Call-In Waived by the
Chair of Overview and
Scrutiny Committee** NOT APPLICABLE
[Call-in applies]