

HARROW COUNCIL

INFORMATION MEMORANDUM



BUILDING A BETTER
HARROW



Introduction

Harrow Council is seeking a Strategic Development Partner (the Partner) to deliver its regeneration ambitions across the Borough.

This substantial opportunity spans three sites in the Harrow & Wealdstone area and includes the potential to deliver over 1,400 residential units and a new civic centre.

The Harrow Strategic Development Partnership (HSDP) has the potential to develop additional opportunities beyond the specified 'Core Sites' as identified within this document.

This memorandum comprises a guide for interested parties, providing an overview of the Council's vision and objectives, the commercial principles underpinning the HSDP and a summary of the proposed procurement process.



**Byron Quarter
(Phase 1)**

Poets Corner

Peel Road

Indicative boundary

Foreword

It's time for us to get building.

It gives me great pleasure to bring forward three of Harrow's most desirable, exciting and important development sites. Our search for a partner to work on them is the culmination of years of work – and years of consultation and discussion on the doorsteps of our residents.

Put simply - the people of Wealdstone want and need more good quality, affordable homes and the prosperity that good quality development can bring to a rejuvenated town. We've put in the hard yards here at the council – we have Cabinet approval and a clear strategy.

All we need now is the right partner with the experience, expertise and commitment to see these projects through – and to share our aspirations for what we believe Wealdstone can become.

I look forward to working with you

Keith Ferry

Harrow Council Deputy Leader



In Harrow Council, you will find a partner that is ambitious, 100% focused on delivery and completely committed to the best outcomes for local people.

These are serious and significant projects in terms of what they can do for the people and the opportunities available in this undervalued and underappreciated, but important, part of London. I know there is keen interest in working with Harrow and delivering regeneration and development for Wealdstone. In my career I have overseen some extraordinary projects, which have had a direct impact on people's lives. They have only been delivered successfully by building long-term relationships.

I look forward to forging new relationships and a new partnership for the future here. We are now ready to do that, with the right organisation – and I am pleased and proud to be preparing to deliver this ambitious vision for Wealdstone.

Paul Walker

Harrow Council Corporate Director

The Opportunity

The Council is seeking a Partner to deliver the innovative regeneration of the Core Sites comprising Poets Corner, Peel Road and Byron Quarter (Phase 1), all held freehold by the Council.

The Core Sites are situated in close proximity to Harrow & Wealdstone Underground and Mainline Station (London Overground, London Northwestern Railway, Southern and Bakerloo Line), and also benefit from an extensive local bus network and are situated close to both the M1 and M40. The Core Sites are considered prime for redevelopment and it is anticipated that their strategic locations within the Borough will have significant wider regeneration benefits across Wealdstone Town Centre.

The Council hope this development will encourage further high quality development by others in the immediate location and wider Harrow area.

The Council is seeking a Partner who will enter into a 50:50 partnership with them. Beyond the Core Sites and subject to viability thresholds being met, there will be potential to draw additional opportunities into the HSDP. A pivotal aim of the partnership will be the re-provision of the civic centre which will enable the redevelopment of Poets Corner for alternative uses. The preferred partner will hold the financial capabilities, technical resource and experience to support the Council and proactively facilitate the delivery of this project.

Harrow New Civic

A core objective of the HSDP is the delivery of a new Civic Centre (Harrow New Civic). It is the Council's preference that this is delivered on Peel Road, but the Council accepts the need to adopt a flexible approach to ensure that the most effective delivery strategy is adopted.

Poets Corner



Poets Corner is the Council's flagship regeneration project. Situated immediately to the south of Harrow and Wealdstone Station, the site currently comprises the existing civic centre and extends to c. 11.4 acres.

The Council has aspirations for a high quality, residential led development on this site.

The site is owned freehold by the council and is bounded by the Marlborough Hill, Railway Approach and Milton Road.

Peel Road



The site currently comprises Peel House Car Park and the existing ashram temple which is being re-provided on an adjacent site by the council. It is situated immediately to the north of the station and extends to approximately 1.4 acres.

The Council have a strong preference that Harrow New Civic is delivered upon this site. Alternative proposals for the site suggest the capacity for 100-150 residential units alongside commercial and community provision

should the new civic building be delivered on an alternative Core Site.

The site is owned freehold by the council and is bounded by Canning Road, George Gange Way and Gladstone Way.

Byron Quarter (Phase 1)



Byron Quarter currently comprises the Harrow Leisure Centre, Harrow School of Gymnastics, the Harrow Bowls Club and the former driving test track.

It is situated in the corner of Byron Recreation Ground in Wealdstone. The Byron Quarter Masterplan covers the regeneration of this area comprising new residential and leisure facilities and extends to 19.3 acres.

This procurement exercise considers Byron Quarter (Phase 1) only as outlined in green. This is situated in the south eastern corner of the Masterplan area, extending to 3.7 acres.

The sites holds the potential for extensive residential and community led regeneration and all proposals for Phase 1 must be reflective of the need to integrate into the future development of the wider Byron Quarter.

The wider scheme has the potential to be drawn down at a later stage through agreement between parties.

The site is owned freehold by the council and is bounded by Stuart Road, the Byron Recreation ground, the Belmont Trail and Christchurch Avenue.

The Council's Objectives

The Council has ambitious plans for growth and development as part of its Build a Better Harrow campaign which seeks to 'improve lives, provide jobs, enhance conditions for business and energise Harrow as a place'.

The major role of the Partner will be to work alongside the Council to deliver regeneration, new homes, social and economic benefits and a sense of place across the Core Sites.

The Council's explicit objectives are as follows:

- ▶ Use existing and new property assets to **optimise value for the Council**.
- ▶ To contribute to the **delivery of well designed, high quality places** that make a difference for communities, businesses, residents and families both now and in the long term.
- ▶ To deliver **wider regeneration across the Borough** via new and improved mixed tenure housing, civic and community facilities, new employment space and the enhanced use of property assets within the Borough.
- ▶ To accelerate the **pace of housing delivery** across the portfolio of sites.
- ▶ To secure **wider economic and social benefits** for local residents, including skills and training, health improvement and new employment opportunities.

Local Area

The Core Sites are extremely well located for public transport, situated close to Harrow and Wealdstone Underground and mainline station (London Overground, London Northwestern Railway, Southern and BakerlooLine), with fast trains into London Euston in a journey time of just 14 minutes. Harrow is also well located for road transport being in close proximity to the M1 and the A40 (M40).

Harrow is an extremely desirable investment location. Once an Iron

Age settlement and a medieval manor, Harrow owes most of its built environment to the Metroland expansion in the interwar period. The borough is characterised by its large number and quality of parks and open



spaces, its connectivity by rail and Tube to central London and the diversity of its people.

Harrow is a majority Asian ethnic borough, with more different faiths practised, and more different places of worship, than any other local authority area in the UK. Harrow is frequently named the safest London borough, the best London borough to raise and educate a child and the best London borough for small businesses.



Planning Context

Harrow Core Strategy

The Harrow Core Strategy (Adopted February 2012) is a key part of the Local Plan which sets out Harrow's strategic approach to managing growth and development through to 2026.

Specifically, the Harrow and Wealdstone (AAP) (Adopted July 2013) contains detailed standards and policy criteria which will be utilised when determining planning applications with the Harrow and Wealdstone Opportunity Area. The Area Action plan has been developed to ensure that the anticipated scale of change importantly meets the aspirations of both the local community and the Council.

The 'Heart of Harrow' has been identified to encompass the two town centres of Harrow and Wealdstone, the Station Road corridor linking the two centres and the industrial land and open space surrounding Wealdstone. This area has been identified by both the Council and the Mayor of London as a priority area for regeneration and an Opportunity Area.

The current London Plan (Adopted March 2016) identifies Harrow and Wealdstone as Opportunity Area 14.

Capacity exists to deliver substantial employment growth through an uplift in retail, office and hotel development within the town centres and the intensification of industrial and other business use within the Wealdstone Industrial Area. There is also scope to accommodate a substantial portion of the Borough's future housing need through the delivery of higher density residential and mixed use development on key strategic sites and renewal areas where development is matched by investment in infrastructure and achieves high standards of design and sustainability'.

The 2013 AAP includes specific guidance (including target housing outputs) for key development opportunity sites within the area, including the Core Sites. Since the AAP was adopted, amendments to the London Plan in 2015 increased the overall housing target for Harrow. The draft New London Plan (2017) proposes to increase the overall borough target even further. The London Plan

forms part of the borough's overall development plan against which planning applications are assessed, the other part being the Harrow Local Plan (including AAP). The Local Planning Authority will consider applications relating to the Core Sites having regard to the increased / more recent housing targets in the current and proposed London Plan, as well as

the policies in the adopted AAP and Local Plan generally.

There is an extant planning permission for Peel Road (P/573/17) for the development of a 9,362 sq m office and civic building and a building for a place of worship with ancillary residential use.

Commercial Principles

The Commercial Principles are that a partner is sought with:

- ▶ The necessary financial resources and proven ability to finance developments of similar scale and nature.
- ▶ The experience, resources, expertise, vision and aligned mission to bring forward this opportunity at pace.
- ▶ The skills to develop commercially viable and deliverable planning applications for the Core Sites.
- ▶ Ability to prepare an overarching business plan to guide the approach to delivery within the context of an agreed financial model.
- ▶ The skills, resources and track record needed to confidently deliver opportunities of this nature and be a successful strategic development partner to the Council.





**Byron Quarter
(Phase 1)**



Poets Corner



Peel Road



Indicative boundary

Required Services from the Strategic Development Partnership

It is envisaged that the Partner will undertake some or all of the following activities in order to achieve the project objectives:

- ▶ Provision of development management services as required to enable the delivery of development
- ▶ Land acquisition (where necessary) and land assembly
- ▶ The construction and master planning design process
- ▶ Development of the residential aspects of each site (including any ancillary commercial space if applicable) and on-going master planning of each site
- ▶ Provision of Harrow New Civic;
- ▶ On-going consultation and communication with stakeholders;
- ▶ Obtaining planning consents;
- ▶ Commissioning construction phases and entering into appropriate construction contracts;
- ▶ Entering into development management contracts and housing estate management and maintenance contracts in relation to the Site;
- ▶ Marketing and managing sales of those phases within each site which are deemed to be appropriate for sale by the Partnership and entering into any necessary sales agency contracts and consultancy contracts in accordance with an agreed procurement policy;
- ▶ Where agreed, making arrangements for the long term ownership of PRS or commercial units constructed on each site to allow rental income to be retained by the Partnership as a strategic investment;
- ▶ Entering into legacy arrangements for the long term management and maintenance of the sites;
- ▶ Identifying new opportunities for the Partnership and preparing feasibility reports and plans for any such opportunities; and
- ▶ Securing financial support including any applicable public sector funding (where applicable).



Procurement Process

The tender is being undertaken following the Public Contracts Regulations 2015. Interested parties must complete and submit a Standard Selection Questionnaire (SSQ) electronically via the Council's Tender Portal www.londontenders.org. Please note that parties will need to register as a supplier on the Portal in advance in order to submit a response. The entire SSQ submission will be in electronic format via the portal.

Enquiries regarding access to the Portal should be emailed to lisa.taylor@harrow.gov.uk. All other queries and clarifications should be submitted via the Portal messaging function. Clarification responses will be provided to all interested parties via

the Portal within 5 working days where possible.

Following the SSQ process, a short-list of up to a maximum of five will be informed in August 2019 and will be invited to proceed to Outline Solutions Stage (ISOS), also commencing in August 2019. Following this, a final short-list of parties will be determined and a third stage, detailed solutions will commence, after which final tenders will be submitted.

Please note this timetable is provided as a guide, and whilst the Council aims to adhere to it, it reserves the right to amend the timetable at any time.

Name	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April
Cabinet Approval for procurement process	■											
Selection Questionnaire to short-list bidders issued		■	■									
Short-listed bidders invited to submit outline solution				■	■	■						
Short-listed bidders invited to submit more detailed solutions							■	■				
Following dialogue - final submission issued by bidders									■	■		
Evaluation & Selection of Preferred Bidder										■		
Cabinet Approval for preferred Bidder												■

Key Event	Indicative Date
Stage 1 - SSQ	
OJEU Notice Submitted	June 2019
Return of SSQ	July 2019
Stage 2 - Outline Solutions	
Invitation to Submit Outline Solutions (ISOS)	August 2019
Submission of Outline Solutions	October 2019
Stage 3 - Detailed Solutions	
Invitation to Participate in Detailed Dialogue	November 2019 - January 2020
Closure of Dialogue	January 2020
Stage 4 - Final Tenders	
Invitation to Submit Final Tenders (ISFT)	January 2020
Submission of Final Tenders	February 2020
Stage 5 - Selection	
Notice of Intention to Award	Spring 2020

Further Information

The Council has established a dedicated website for the opportunity, which includes a link to publicly available documentation, as well as site and surrounding area photographs. This is available at www.harrowregeneration.co.uk

The following further information is also available on the Council Tender Portal www.londontenders.org

- ▶ OJEU Notice
- ▶ SSQ
- ▶ Clarifications raised and responses
- ▶ Draft Invitation to Participate in Dialogue document
- ▶ Site plans

A comprehensive technical pack of information will be made available to short-listed parties through the Portal following successful progress from the SSQ stage.

Viewing

There are no organised site viewings prior to the SSQ submissions. Formal site inspections will be by appointment only on specified dates and will be held after successful progress from the SSQ stage to the ISOS short-list.

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