

REPORT FOR: CABINET

Date of Meeting: 13 February 2020

Subject: Regeneration Programme Update - Building a Better Harrow

Key Decision: No

Responsible Officer: Paul Walker
Corporate Director, Community

Portfolio Holder: Cllr Keith Ferry, Deputy Leader and Portfolio Holder for Business, Planning & Regeneration

Cllr Adam Swersky, Portfolio Holder for Finance and Resources

Exempt: No

Decision subject to Call-in: Yes

Wards affected: All wards

Enclosures: None

Section 1 – Summary and Recommendations

Reason for the Report:

To provide an update report to Members on the progress of all Regeneration activity being designed and delivered across the borough.

Recommendations:

Cabinet is requested to note the ongoing progress of both the delivery of the Council led Regeneration activities and our public and private sector partners across the borough.

Reason: (For recommendations)

To provide an update report to Members on the progress of all Regeneration activity being designed and delivered across the borough.

Section 2 – Report

Introductory paragraph

2.1 The purpose of this report is to highlight progress to date of all Regeneration activity across the borough through a range of public and private partners.

2.2 The Council's Regeneration Strategy 2016-2026 has three core themes these are:

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.

Communities - 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.

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

2.3 The final page of the Strategy outlined the Actions, Performance Measures and Outcomes that would be delivered over eleven years.

2.4 The information below outlines the performance to date:

2.4.1 Delivery of the Heart of Harrow Action Plan

Performance Measure: New homes and new jobs created including: apprenticeships, local labour, private sector investment, new commercial space, new businesses located in Harrow and to progress against infrastructure delivery plan.

Outcome: £1.75bn development programme delivered, improved town centre facilities, renewed and expanded housing stock, healthier community, increased economic activity and resilient business base.

Performance to date:

New Homes

Key Housing data:

Measure	Quantity
Net Housing Completions since 2015	4,027
Homes within the opportunity area	1,914

Since 2015, there have been 4,027 net housing completions in Harrow; 1,914 (47.5%) of which are within the Opportunity Area.

Employment

The total number of jobs in Harrow has risen to a record 97,000 in 2017, the highest number since recording began in 2000 (NOMIS). Total jobs include employees, self-employed, government-supported trainees and HM Forces. The delivery of the Regeneration Strategy through Planning (Planning Policy / Development Management) and Economic Development has enabled private sector investment, and the creation of new jobs. However, the job creation has been offset in part by the introduction of Permitted Development (11,000 lost jobs subject to all schemes being completed within Harrow; 6,150 in the Opportunity Area).

The council's Procurement and Planning Policies and Economic Development employment projects have led to 1,675 residents employed through the council's supply chain, and 1,489 employed on development sites. In this period 1,101 young people have been supported into employment and 525 into apprenticeships.

Over £700k secured in the past five years from development projects to support employment and training initiatives. Private sector led regeneration in the opportunity area includes the College Rd, Gayton Rd, Lyon Rd, St John's Rd and Harrow View sites.

2.4.2 Improving Harrow's Strategic Accessibility

Performance Measure: Public transport service improvements to central London, improving Public Transport Accessibility Levels (PTAL) and increasing numbers of people using public transport (bus and rail/tube), increasing the number of stations and bus stops that are fully accessible.

Outcome: Enhanced offer to business, improved levels of inward investment and business retention levels increase.

Performance to date:

Wealdstone Transport Study

Wealdstone Transport Study was completed in 2017 which assessed the future impact of the Regeneration Programme on the transport network and recommended transport interventions including a bus priority scheme to facilitate improved reliability and expansion of bus services in the town. Increasing the bus mode share was highlighted as important to facilitate growth.

A bus priority scheme for the town centre has subsequently been under development and been subject to detailed modelling and ongoing liaison with Transport for London (TfL). The scheme involves major changes to the High Street, A409 corridor, bus routes, traffic signals infrastructure and the public realm. A comprehensive business case for the scheme was considered and accepted by TfL in November 2018 and funding has been released to undertake public consultation and detailed design in 2019/20. Public consultation is programmed for January / February 2020 and implementation of the scheme is proposed in 2020/21. The scheme is estimated to cost approximately £2.25 million to construct.

Of the 13 stations in Harrow, 2 have full step free access (Harrow & Wealdstone and Pinner) and 3 have partial step free access (Stanmore, Hatch End and Headstone Lane). TfL accessibility improvements in the form of new lifts are being implemented at Harrow on the Hill and are due to complete in 2020. Redevelopment of the car park at Stanmore station will provide an opportunity to make the station fully accessible. Work is underway at Sudbury Hill station to install lifts.

Plans have been drawn up to make Sudbury Hill Harrow step free subject to funding and South Harrow station is currently being considered for step free as part of potential development plans for the car park.

Following a significant level of TfL funding to increase the number of accessible bus stops, approximately 99% of the 430 bus stops in Harrow are now accessible. This means that there is a marked out 'bus stop clearway' so that buses can pull up in the correct position, the correct layout and kerb height to allow buses to deploy ramps for step free access, provision of seating and shelters, etc.

2.4.3 Investing In Improved Infrastructure

Performance Measure: Access to new or improved open spaces and sports/leisure facilities, access to improved libraries and other cultural facilities. Access to school places, production of local energy, local suppliers engaged and spend in the local supply chain. Reduce the percentage of residents living in fuel poverty and invest in Community Infrastructure Levy.

Outcome: High educational standards sustained, locally generated heat and power on major development sites. Healthier, more active community and

improved accessibility of green spaces. Following a survey of the 28 parks play areas a programme has been established to upgrade/renew key sites with accessible modern equipment. 6 have been launched this year, with a further 4 to be completed by the end of the financial year.

Business growth and retention. Increased economic activity.

Performance to date:

Table 1 below sets out the range of successful projects Harrow have delivered since 2015. These projects were focused on park and open space restoration to deliver multiple infrastructure benefits and also as many other amenity, physical and mental health, air quality, biodiversity, habitat, education, flood risk protection, water quality etc.

Project	Description	Year completed
Whitchurch Playing Fields	open space and 200m of river restored in Whitchurch Playing Fields improving local flood risk, water quality and biodiversity.	2014/15
Mayor of London Big Green Fund	Successful £175k bid to complete an open space, river and pond restoration at Stanmore Marsh to provide flood storage, habitat, education, amenity, health, trees, wildflower, footpaths, bridge, play area for the local community. This project also received another £230k from Thames Water from their Community Infrastructure Fund for Community Engagement.	2015/16
Newton Park	Successful business case approved from the Environment Agency for £368k to complete a river restoration, constructed wetlands and flood defence in Newton Park including new footpaths, bridges and entrance to provide flood storage, habitat, education, amenity, health, trees, wildflower for the local community.	2017/18
National Lottery and Heritage Fund	National Lottery and Heritage Fund award of £1.5m to undertake a heritage and parks restoration project that includes construction of sedimentation pond, wetlands, planting a new orchard, deculverting of the Yeading Brook, flood storage, desilting of the ancient scheduled monument moat, new paths, 5 new bridges, nature and heritage trail, new play equipment, new outdoor learning area, new overflow car park, refurbishment of existing car park, new entrances, signs and interpretation posts and appointment of a full time outdoor learning officer for 3yrs and 2 apprentices for 2yrs.	2018/19
MHCLG – Volunteer Groups	Volunteer groups in Harrow parks have been successful in gaining £93K from the	2019

	MHCLG to bring underused sections of four parks back into public use.	
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The council continues to build on this work to improve strategic infrastructure with the following projects currently underway:

Wealdstone Transport Study

The Wealdstone Transport study highlighted the need to improve transport infrastructure to facilitate an increase in the walking, cycling and public transport mode share in accordance with the “healthy streets” aspiration in the London Mayor’s Transport Strategy. Two main transport infrastructure projects are being taken forward from the study (i) a town centre improvement scheme for the High Street bus services in the town (see 2.4.2) and (ii) a livable neighborhood for Wealdstone.

The Liveable Neighbourhood Bid

The liveable neighbourhood bid proposes to introduce strategic north/south and east/west corridors through the town to facilitate greater walking and cycling and also create localised healthy streets within residential neighbourhoods surrounding the town centre to facilitate greater walking, cycling and public transport use. A comprehensive liveable neighborhood bid was submitted to TfL in November 2019 and the outcome of bid submissions across London is expected to be announced by TfL by March 2020.

The liveable neighbourhood bid proposes to unlock the potential of Wealdstone’s strengths (public transport) and address its weaknesses (vehicular traffic dominance) through a combination of physical interventions and behaviour change initiatives to increase the level of walking, cycling and public transport use. A range of strategic interventions on key travel gateways into the town will be introduced at key areas of severance as well as a range of localised area initiatives surrounding the town centre. Increasing active travel in the town will also have public health benefits.

Access to green spaces will be facilitated by improving crossing points, including a new bridge, over the railway line which creates a barrier to active travel (walking / cycling) in order to open up access to Headstone Manor, Byron Park and Kenton Recreation grounds.

Heat Network

The opportunity to provide a local heat network serving the main Council regeneration sites has been progressed to draft business case stage, which will be refined once the Strategic Development Partner is procured.

Clinical Commissioning Group

Work continues with the Clinical Commissioning Group (CCG) to assist them in planning for the health infrastructure required to support new development in the Opportunity Area, including facilitating a new Health Centre on the Harrow View East site.

Education

Harrow schools continue to be rated either Outstanding or Good. The Not in Education Employment or Training (NEET) figure is 0.45% in March 2019.

This is the percentage of young people aged 16-18 who were not meeting Harrow's 'duty to participate'. This is the third lowest rate in England out of the 152 Local Authority areas. Economic Activity levels have increased from 76.7% in 2014 to 78% in June 2019 (NOMIS - Official Labour Market Statistics).

Town Centre

Two new council led public spaces will be delivered. One is in Harrow Town Centre, the private sector led Harrow Square and the Council led (GLA/Section 106 funded) Lyon Square (now known as Greenhill Place) which will be completed by Quarter 2 2020/21. The second is the new Wealdstone Square which will be in place by Q4 2019/2020. Over £7m of Community Infrastructure Levy committed for investment in strategic infrastructure and a further £3.5m proposed as part of 2020/2021 Budget process. £1.3m for Neighbourhood CIL has also been allocated to local projects identified by ward members using CIL receipts from development within their wards.

In 2018/19 £79,024,189 was spent in the local supply chain, this is 27% of a total spend of £292,146,002. Up to Q3 2019-2020, total procurement spend is £235,019,009 of which, £59,838,396 has been spent locally; this equates to 25.5% of total.

2.4.4 Maximising local economic benefits

Performance Measure: Jobs created including: apprenticeships, local labour and local suppliers engaged and spend in the local supply chain. Private sector investment, new commercial space, new business located in Harrow 15% spend with local suppliers and 500 young people into jobs and apprenticeships.

Outcome: Business start-ups increased, business growth/retention and increased economic activity. Skills profile further enhanced, economic benefits throughout the supply chain, improved business facilities and supporting infrastructure. Business growth, business resilience, jobs created enhanced skills and productivity.

Performance to date:

Indices of Deprivation

Harrow is now less deprived in relation to the rest of England than it was in 2015 for Income and Employment.

The 2019 English Indices of Deprivation (November 2019) showed that Harrow has an improved ranking for Income Deprivation up from 132/326 in 2015 and 90/326 in 2010. No Local Super Output Areas (LSOAs) are in the most deprived 10% and four are in the least 10% nationally.

Harrow's ranking for Employment Deprivation has improved since 2015 relative to other local authorities in England and other London boroughs. Three LSOAs are in the most deprived 20% in England compared with four in 2015. Harrow's rank in England in 2019 was 227/317, compared to 2015

when it was 217/326. In London Harrow the ranking at the latest Index of Multiple Deprivation is 2019 28/33, compared to 26/33 in 2015.

Economic Activity

Economic activity levels have increased from 76.7% in 2014 to 78% in the year ending June 2019 (ONS Annual Population Survey). The number of Active Enterprises increased by 36.4% between 2014 and 2019, to 15,215 (ONS). Business survival rates at 1 year and 2 years were respectively 92% and 75% in 2014 (London 91% and 74%). The latest data (2017) only shows survival rates at 12 months which for Harrow was 86% and London 87% and for two years (2016) Harrow was 69.4%, whilst London was 68.5% (ONS Business Demography 2018)

As a result of Harrow council initiatives;

- 1,675 residents have been employed through the supply chain
- 122 have moved into Apprenticeships (through council contracts).
- 1,489 jobs have been created on local development sites as well as 89 Apprenticeships (these are non-council local developments).
- The Xcite team and Learn Harrow have collectively supported 2,051 into employment. This includes 1,101 young people entering employment and Apprenticeships. The total number of Apprenticeships is 525.
- Improved business facilities include the creation of Stanmore Place (Innovation Centre), Whitefriars Studios, and Pinner Hub

Section 3 – Achievements to date

3.1 The Council has built on its early successes by accelerating the pace of housing delivery; exploiting the Council's property assets; working with partners to improve Harrow's infrastructure; continuing to maximize the local economic activity for communities and businesses and focussing on the Heart of Harrow as an area of opportunity.

3.2 The Council's achievements to date are set out below:

- The Council has supported 4,604 businesses and has secured funding for pop up shop projects, business to business mentoring and a new workspace.
- The percentage of spend with local suppliers has increased to 27% of total spend in 2018-19; it is also 27% for the first quarter of 2019-2020.
- The procurement policies and procedures have been reviewed to ensure a greater emphasis on securing jobs and apprenticeships for Harrow residents and support to Harrow's Community and Voluntary sector.
- £2.2m of external funding was been secured from the GLA and TfL and to deliver High Street improvements on Station Road and create new affordable workspace at the former Colart site.
- £150k has been secured from HMCLG for Wealdstone.

- £1.3m of GLA funding has been secured to deliver a new public square in Wealdstone, and a new public place and additional work space at Lyon Rd (Greenhill Place). Construction work underway on Wealdstone Square and design being developed for the latter.
- £1,860m secured for Harrow Arts Centre (HAC) (£760k GLA funding and £1.1m Borough Community Infrastructure Levy;) project to ensure the site is planned better, to support improvements to the public realm, to bring empty buildings back into use, provide new units to replace the old units; to expand and improve provision for lessons & workshops and to provide workspace for artists & creative businesses. The project had originally anticipated delivering modular units, but due to the heritage nature of the site have decided to progress with traditional build. As a result of this, additional costs are anticipated which is estimated to be £1.776m. This has been included in the 2020/21 Capital Programme.
- The total funding allocated for HAC is therefore £3.686m (£1.91m + £1.776m) now.
- In the period June 2018 to June 2019 Harrows major, district and local centre vacancy rates have risen from 3.05% to 4.28% of empty shops across Harrow's district centres and Metropolitan Town Centre. This increase largely relates to changes in Burnt Oak and Edgware. It should be noted that the vacancy rates in the Heart of Harrow Opportunity Area have dropped over a 5 year period by 1.09% in Harrow Town Centre and by 4.91% in Wealdstone. The resilience of these centers is notable, given a national background of increased vacancy rates due to an increase in internet shopping.
- Private sector investment in the Heart of Harrow is at unprecedented levels with schemes completed or near to completion on College Rd, Gayton Rd, Lyon Rd, St John's Rd and Harrow View sites.
- Harrow Housing completions target has been met. Between 2014/15 and 2018/19 there have been 4,027 housing completions. There was a record 1,209 completions in 2018/19.
- Harrow scored 175% in the first Housing Delivery Test, a national measure of housing delivery over the preceding three years (2015/16-2017/18), relative to housing targets in adopted development plans (i.e. London Plan / Harrow Local Plan). This compares favourably to the London average of 94%.

Since the last report to Cabinet:

- The Skills Escalator programme has already met its target for annual registrations, and successfully engaged with the care, security, hospitality, and logistics sectors
- The Business Skills Accelerator has exceeded its target to support businesses to improve their performance

- A record number of Harrow residents achieved a Skills for Life qualification in English and Maths with Adult Community Learning (Learn Harrow), with a 31% increase in achievements on last year
- Harrow Arts Centre and the Theatre Centre were successful in their application to John Lyons Charity for a grant to pilot a young company for local young people aged 16-25 to develop artistic practice, interpersonal competencies, and transferrable employability skills

3.3 Working in Partnership:

Working with developers and partners the council has an extensive programme of regeneration opportunities across the borough which includes:

Canons, Rayner's Lane and Stanmore station car parks

TfL have selected Catalyst Housing Ltd as the preferred development partner, to provide provisionally 400 affordable housing on the site. The pre-application process commenced in Spring 2019 and it is expected that planning applications for the three sites will be submitted during the first quarter of 2020.

Harrow-on-the-Hill station

TfL are considering options for the site including the potential for bring forward a masterplan for the wider development.

Former Cumberland Hotel / Victoria Hall sites

Origin Housing is currently on site with Hill Development as their main contractor. The scheme will deliver a mixed use development including 204 residential units, 569 sqm for replacement Victoria Hall community facilities (Use Class D2) and a 79 sqm retail unit along St Johns Road (Use Classes A1-A4, B1, C3, D1 and D2). Following some soft market assessments for use, the commercial space is now envisioned to be marketed commercially on the completion of the development.

Origin Housing

The Northolt Road 116 residential unit scheme on the site of the former Eaton House and Townsend House completed in April 2019. In December 2019 builders moved onto Origin's Wealdstone site in Palmerston Road. Planning permission was approved in November 2019 for 187 units (40% affordable), in a mixed use scheme in buildings between 1-17 storeys in height.

Hyde/Barratt

The 318 unit Harrow Square scheme at 51 College Road completed in March 2019. Whilst the commercial units are currently awaiting occupation, the new library is scheduled to open in Spring 2020.

Harrow View East

Hyde Housing and Barratt Homes are progressing well on site with their redevelopment of the former Kodak site, with full approval given for 810 units on sites B1, C1 and D7. A further planning application (P/3944/19) was submitted in September 2019 for Plots D1, D2, D4 to D6 for 1,298 residential dwellings (including a 60 unit Extra Care Facility) in a mixed use scheme with

buildings up to 18 storeys in height. This application is scheduled to go to Planning Committee in January 2020.

L&Q have planning permission for 650 units on sites A1 to A5 and have technically commenced on site (in order to keep this permission alive), although it is not yet clear when these units will be delivered.

Harrow View West

Persimmons are constructing 314 units on the Harrow View West site - 137 units were complete by the end of March 2019.

Harrow School

The Council have adopted a Supplementary Planning Document, in collaboration with Harrow School, to plan the future of the estate. The school is Harrow's most well-known institution and the continued success of the school will continue to attract investment into the Borough. The school has developed plans for a new science and sports block. Planning Committee resolved to grant planning permission, but the Mayor of London 'called-in' the application and directed that it should be refused in February 2018. Harrow School appealed the decision in August 2018. The appeal was considered at Public Inquiry in April/May 2019 and subsequently allowed on 31 October 2019, with costs awarded against the GLA.

Palmerston Road

A mixed use scheme with 222 co-living units was granted full planning permission in January 2019. Currently known as 'The Collective' work commenced on site in June 2019.

3.4 The Council's Regeneration Programme

The Regeneration Programme Strategic Objectives is to make the best use of Council assets by building new homes, making the best commercial value of the assets, stimulating the local economy and giving the local community a sense of place.

Wealdstone Regeneration Plan

The Council has commenced the development of a Wealdstone Regeneration Plan. The plan outlines the Councils ambition to regenerate Wealdstone and surrounding opportunity areas.

The Plan currently looks at the following areas:

- Complete or underway projects
- Future areas of opportunity within Wealdstone

The plan will transform into a Regeneration strategy and will form part of the Regeneration Masterplan for Wealdstone which will be brought back to Cabinet for approval.

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. Works are due for completion this financial year.

Depot redevelopment

The Planning committee resolved to grant planning permission for the revised scheme in January 2019 and was subsequently approved by the GLA. The ongoing scheme is progressing to current programme, with workshop handover due in April 2020. New offices are due to be completed by October 2020, with completion of the car park and new rental workshops by December 2020.

Gayton Road

The Gayton Road scheme was developed in partnership with Fairview New Homes (FNH). The development totals 355 homes of which 230 are owned by FNH, to be sold on the open market. In accordance with the terms of the land transaction agreed with FNH, the remaining 125 units are owned by Harrow Council on a long leasehold basis. The land transaction provided the option to purchase two blocks, Sharpe House and Fielding House, comprising 72 homes. The Council took up this option and purchased the 72 homes through its capital programme. The 72 Gayton Road affordable rented homes have now been transferred from the Councils General Fund as temporary accommodation to the HRA as permanent secure council housing. In addition to the affordable units the land transaction provided for FNH to build out a further block of 53 private units and associated 36 car parking spaces for the Council in lieu of the Council taking a receipt for its land. The private block owned by the Council also includes approximately 5,000 sq. ft. of community / commercial space located on the ground floor. The final handover of the Commercial Units is now due at the end of March 2020. Fairview are currently occupying the Commercial units and have a lease in place until August 2020. In November, Cabinet approved proposals to transfer the units to its wholly owned investment vehicle Concillium LLP for the purpose of letting the units in the Private Rental Sector (PRS). This transfer has occurred and Concillium LLP are now operating these 53 private units. All 53 units are let and the estimated net return to the Council is £640k per annum by 2022/23 which is reflected in the Medium Tern Financial Strategy. All 53 units are let and the estimated net return to the Council is £640k per annum by 2022/23 which is reflected in the Medium Tern Financial Strategy.

Haslam House

Following approval to Direct Award this scheme to a contractor a procurement process was undertaken and Indecon are appointed to bring forward this scheme of 9 new homes for private sale. The planning conditions have been discharged and site enabling works are progressing. The project is expected to complete in April 2021.

Waxwell Lane Car Park

The scheme plans the construction of 20 houses (2 of which are affordable and 2 shared ownership) at Waxwell Lane, AMCM have been appointed as the contractor to deliver the project. AMCM have begun site clearance and are in the process of discharging the planning conditions to enable piling

works to commence toward the end of January 2020. The project's anticipated completion date is September 2021.

Plot S

Plot S, Poets Corner is a standalone plot outside of the Strategic Development Partnership exercise: it's currently occupied by Civic 9 and a staff car park. A business case has been approved by Housing Regeneration Programme Board and Capital Forum, we are now commencing procurement of a design team to develop proposals for 34 new homes and a small ground floor commercial unit on Station Road. The next stage is to transfer the land at NIL cost (based on advice and a valuation from Avison Young, commercial advisors on the Strategic Development Partnership procurement) between General fund and HRA following correct governance procedure. The scheme will be funded through the Homes for Harrow: Council House Building programme. The commercial unit will remain within the General fund.

Vaughan Rd

Vaughan Rd is an operational car park which is currently underutilised. The site is located on a one way road and there are considerable site constraints which hinder development proposals these include a dual carriageway, adjacency to train line and level changes across site. The Council approved disposal of this site on 12 September 2019 and the sale of the land will be completed by the end of January 2020.

Harrow Strategic Development Partner (HSDP)

A separate report will be delivered detailing progress on the HSDP (Poets Corner, Harrow New Civic and Byron Quarter Phase 1).

Greenhill Way

Greenhill Way is an operational town centre car park that currently underutilised by the local community. The site backs onto the Debenhams store. The Regeneration Programme review found that the proposals for Greenhill Way are in the earliest stage of design development looking at potential uses for the site such as: retail, student, residential or hotel. The Regeneration Review has suggested that the Council reviews the potential project options and explores the proposals outlining pros and cons for future development making best use of the site. The Council considered that Greenhill Way is a good centrally located site would gain the interest of a Joint Venture Partner. It was also recommended for the Council to engage with all town centre retailers to understand their long term plans for their sites.

Greenhill Place

Funding has been secured from the GLA and through Redrow s106 to create a new public square at the site of the surface car park on St John's Road. The new square will include 5 kiosks and an Arts Showcase. Planning permission has been granted and the team are working through discharging the conditions. The project is at RIBA Stage 5 - construction drawings have been produced and works are due to commence in early 2020.

Harrow Arts Centre

The Business Plan for Harrow Arts Centre will make HAC financially sustainable and increase participation in the arts. The commencement of the

implementation of the plan has already increased the seating capacity of the theatre and delivered a programme of events that has attracted larger audiences. The current phase of the business plan is to increase HAC's income generating assets. The Business Plan identified that, 1) there is a shortage of creative workspace and 2) HAC has more demand for classrooms to hire than it has available space.

A Masterplan was commissioned for the site identified how the first phase could bring redundant buildings back into use as artists studios, rooms for hire and classrooms. The Masterplan also identified a second phase on the site for a new build which will provide additional multi-purpose rooms and additional artists studios for hire. The multi-use rooms and classrooms will be used for dance, music, drama, fitness, art, yoga and fitness.

Therefore a capital investment programme has been initiated, that will see delivery of the two phases of the Masterplan. The programme will be funded through the GLA, Community Infrastructure Levy and the council.

Phase 1 seeks to bring 3 redundant buildings back into use (the studio theatre, boiler house and workshops). Planning has been secured and works commenced on 13th January 2020. Completion is due for the end of July 2020.

Phase 2 seeks to deliver a new build of circa 500m² in addition to public realm and a wayfinding strategy. An architect team has been appointed and the project is currently and is at RIBA Stage 2 (concept design). The new build is due for completion in winter 2021.

Libraries

A new Town Centre Library to replace the existing Gayton Library will open in spring 2020 at the heart of the town centre as part of the residential and commercial development at 51 College Road. The shell and core of the library has been provided by the developer (Hyde Housing and Barratt Homes) instead of a cash CIL payment due to the Council under the terms of the Section 106 (S106) Agreement. The library will incorporate improved ICT facilities and study areas, an exhibition space, meeting rooms, and a separate pavilion space for flexible community use. There will also be a library garden area for relaxation. Following the completion of shell and core the fit out of the new flagship library is well under way. This is part of a programme of re-provision and refurbishment of Harrow's libraries. Stanmore and Kenton Libraries were refurbished in 2016 and 2018 respectively.

Another programme currently being developed for the Libraries is the Kenton Library window replacement programme. This programme has been delayed slightly due to a pre-planning application consultation with the Council's Conservation Officer, who advised that due to Kenton Library being Grade 2 Listed we need to refurbish the windows and not replace them. Therefore, an architect has been commissioned, who will be developing a specification for the window refurbishment works. This will then be circulated to the Council's Minor Works Framework for tender responses to complete the works. It is intended that a contractor will be appointed by the end of March 2020.

3.5 The Council's Housing Programme

Cabinet approved the new Homes for Harrow council house building programme in February 2019 for 659 homes in total, of which 639 are within the Mayors Council House Building for Londoners programme with £32m of grant. 23 family homes have been completed - 16 for rent, 5 for shared ownership and 2 for outright sale. The 72 Gayton Road affordable rented homes have now been transferred in the HRA as council housing. A further 131 homes (including the 89 homes forming Grange Farm Phase 1) are on site. Grant of just over £2m has been claimed from the GLA for the homes that are on site. Other schemes are being progressed through design development and consultation in preparation for submission of planning applications. All of the homes for sale have either completed or exchanged and sales receipts have exceeded initial sales estimates.

The Grange Farm regeneration project is progressing well. This scheme was the first in London scheme to have Housing Infrastructure Funding (HIF) of £10m approved. The first tranche of £3.6m has been claimed. The contractor, Higgins, now has possession of the site and has completed the site hoardings and set up, undertaken a variety of site surveys and progressing the discharge of pre-commencement planning conditions to enable demolition to start in Spring 2020.

3.6 The Council's Education Programme

Schools Programme

The third phase for the school expansion programme is completed. The next stage is to monitor the impact of the Councils regeneration Programme and other large private developments 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 (Poet's Corner). The focus moving forward will be on meeting the demand on secondary school places by working with our high schools to provide additional places and increasing Special Educational Needs and Disability (SEND) places within Harrow.

3.7 The Councils Transport Programme

Wealdstone Town Centre / Bus Priority Improvement Scheme

A scheme to transform the High Street in Wealdstone between H&W station and Locket Road to improve bus services, walking / cycling and the public realm. Harrow Council undertook a transport study in 2017 which recommended taking forward this scheme. A detailed proposal and business case has been in development over the last 2 years and validated by VISSIM transport modelling. This business case was accepted by TFL in November 2019 and £300k released for design and consultation. The implementation of the scheme is being jointly funded by TFL and Harrow and is estimated to cost £2.25m to implement, £1.35m from TFL and a Harrow match fund of £900k. The match fund is within the 2020/21 capital programme subject to Cabinet approval. The scheme is being led by and delivered by the Traffic & Highways Team. A public consultation is scheduled for January / February 2020. Implementation is planned for 2020/21

Section 4 – Strategic Direction

4.1 The Regeneration Programme is overseen by the Council's Building a Better Harrow Board, established in January 2018 to provide, at Corporate Strategic Board level, an overarching strategic view of regeneration in its broadest sense across the Council, to have a clear understanding of the links between investment, performance and outcomes and to review and agree all regeneration projects before formal approval by Cabinet.

4.2 The terms of reference for the Board include: to take stock of wider interactions of regeneration programmes within the Council's Ambition Plan, patterns of need in the community and service delivery across the range of Council functions for example: impact on homelessness, care provision, education, health. As well as broader economic impacts such as business rates, employment and health of the town centre.

4.3 The Board monitors the performance and budget of all regeneration projects across the Council and provides CSB members with the opportunity to understand the wider remit of the current regeneration programme and interrelationships between different elements of the programme, including housing, extra care, the Harrow New Civic Centre, the Depot development and the Poets Corner and Byron Quarter developments.

4.4 The Council is commencing a refresh of its Regeneration Strategy 2016-2026. This updated Regeneration Programme Strategy will be brought back to Cabinet in a later update for approval.

4.5 Risk Management Implications

Risk included in Corporate Risk Register:

The risk of failure to deliver the council-led Regeneration Programme through the Harrow Strategic Development Partnership (HSDP) is included in the Corporate Risk Register and as at Q3 2019/20 was rated as medium likelihood with a critical impact.

As part of the Governance arrangements for the Regeneration Programme, risks are to be assessed at a project level and at individual project boards these will then be reported up to Building A Better Harrow Board on a monthly basis and through onto Cabinet on a quarterly basis in line with the corporate governance arrangements.

4.6 Procurement Implications

Any procurement arising from the updated Regeneration Strategy will be supported by the Council's Procurement Team and will comply with the Council's Contract Procedure Rules and Public Contract Regulations 2015.

4.7 Legal Implications

The Council has a range of powers to enter into the contractual arrangements arising from the regeneration programme, 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 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 disposals of a freehold interest or leasehold interest 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.

4.8 Financial Implications

In 2019/20 there are eight council projects proceeding which require capital investment:

1. Harrow New Civic Centre
2. Poets Corner
3. Haslam House
4. Waxwell Lane
5. Wealdstone Square
6. Depot
7. HAC
8. Libraries

The Existing Capital Programme and the one, to be approved by Council in February 2020, includes a total capital budget provision of £65.676m to support these schemes:

	2019/20	2020/21	2021/22	TOTAL
Regen capital programme	29.046	5.193		
Depot Redevelopment	17.307	5.650	0.000	
Harrow Arts Centre	1.488	1.021	1.177	
Town Centre Library	2.544	0.000	0.000	
Wealdstone Bus Improvement Scheme	0	2.25	0	
	<u>50.385</u>	<u>14.114</u>	<u>1.177</u>	65.676

Town Centre Library includes in year virement, £400k.

When the Capital Programme is rolled forward, the budgets for Haslam House and Waxwell Lane will be realigned to reflect the latest information following the conclusion on the tender exercises.

The funding included for Harrow New Civic Centre and Poets Corner is included as a place holder and this funding will not be drawn down until the approval of a Business case. The first call against the placeholder funds is the commercial unit on Plot S.

The Council has previously created financial capacity to fund the revenue elements of the Regeneration Programme. The total capacity for the revenue elements of the Regeneration Programme was £5.1m of which £3.4m has been used and the balance remaining for 2019/20 was £1.7m.

As the HSDP procurement exercise progresses , this will inform the future costs and cash flow implications for the council including the capital borrowing requirement, capital financing costs, financial returns and the ongoing support required.

The Depot has an allocation of £650k built into the capital programme to fund the fit out of the vehicle workshop areas in the new Depot.

Cabinet on 12th September, 2019 approved the Vaughan Road car park for disposal and the sale of the land will be completed by the end of January 2020 This disposal will generate a capital receipt for the Council which can be used to support the budget.

The Council's housing programme approved as part of the budget report on 28th February 2019, totalling £171.163m has secured GLA grant £32.144m and HIF grant of £10m. The new build programme will require full utilisation of these external grants together with external borrowing of £77.2m within the required timescales to ensure the external funding is not lost. Borrowing estimates for Building Council Homes for Londoners (BCHfL) have been reduced from £83.6m originally approved in February 2019 through reconfiguration of the planned investment programme and increased resources expected from Right To Buy Ring-fenced Offer (RTBRFO). This is detailed in the Housing Revenue account Budget 2020-21 & Medium Term Financial Strategy 2021-22 to 2022-23 elsewhere on the agenda.

4.9 Council Priorities

The updating of the planning policy framework for the Borough will not only enable the Council to better control development but will assist in the delivery of the Harrow Ambition Plan:

- Building a Better Harrow by seeking to manage growth in a way that provides the housing, employment and infrastructure required by our residents, business and visitors in a sustainable manner, promoting good quality design and protecting our historic and natural heritage.
- Being more Business-like and Business Friendly by supporting our town centres, our local shopping centres and businesses by promoting new development opportunities within our town centres and securing new business and employment through enabling development.
- Protecting the Most Vulnerable and Supporting Families through supporting and protecting people who are most in need through securing affording housing, including supported accommodation and by

securing new and enhances social and physical infrastructure. Making a difference for families by preventing the loss of further open space; implementing the Harrow Green Grid; and ensuring new development incorporates designing out crime principles.

Please find below the link to Building a Better Harrow website and Regeneration Strategy document 2015-2016:

<http://www.buildingabetterharrow.co.uk/#/about/>

Section 5 - Statutory Officer Clearance

Name: Dawn Calvert	<input checked="" type="checkbox"/>	On behalf of Chief Financial Officer
Date: 20/01/2020		
Name: Matthew Dineen	<input checked="" type="checkbox"/>	On behalf of Monitoring Officer
Date: 15/01/2020		
Name: Nimesh Mehta	<input checked="" type="checkbox"/>	Head of Procurement
Date: 15/01/2020		
Name: Paul Walker	<input checked="" type="checkbox"/>	Corporate Director
Date: 04/02/2020		

Ward Councillors notified:	NO, as it impacts on all Wards
EqIA carried out:	YES
EqIA cleared by:	Dave Corby

Section 6 - Contact Details and Background Papers

Contact: Paul Walker, Corporate Director, Community

E: paul.walker@harrow.gov.uk

T: 020 8416 8658

Background Papers: None

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

NO