

# Harrow Strategic Development Partnership Business Plan 2021



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## ACRONYMS

<b>AY</b>	<b>Avison Young</b>	<b>HOTs</b>	<b>Heads of Terms</b>
<b>BCIS</b>	Building Cost Information Service	HSDP	Harrow Strategic Development Partnership
<b>BTR</b>	Build to Rent	JV	Joint Venture
<b>CDM</b>	Construction (Design & Management)	KPI	Key Performance Indicator
<b>CGIs</b>	Computer Generated Images	LAR	London Affordable Rent
<b>CIL</b>	Community Infrastructure Levy	LBH	London Borough of Harrow
<b>CIM</b>	Community Investment Manager	LPA	Local Planning Authority
<b>CIP</b>	Community Investment Plan	NIY	Net Internal Yield
<b>CPS</b>	Community Participation Strategy	OMV	Open Market Value
<b>DA</b>	Development Agreement	PCSA	Pre-Construction Services Agreement
<b>DM</b>	Development Manager	PIR	Project Impact Report
<b>DMR</b>	Discount Market Rent	PPA	Planning Performance Agreement
<b>EDM</b>	Electronic Direct Mailers	PRS	Private Rental Scheme
<b>EIA</b>	Environmental Impact Assessment	S&M Team	Sales & Marketing Team
<b>FVA</b>	Financial Viability Assessment	SDLT	Stamp Duty Land Tax
<b>GEA</b>	Gross External Area	SO	Shared Ownership
<b>GIA</b>	Gross Internal Area	SV	Social Value
<b>GLA</b>	Greater London Authority	SVP	Social Value Portal
<b>HNC</b>	Harrow New Civic Centre	VAR	Value at Risk

# 1 Introduction

The purpose of this document is to set out the business plan for the Harrow Strategic Development Partnership (HSDP). The Business Plan is a critical document and will guide the business of the HSDP in ensuring that the objectives of the HSDP are met. It will be the responsibility of the Board and the Development Manager to deliver to the Plan.

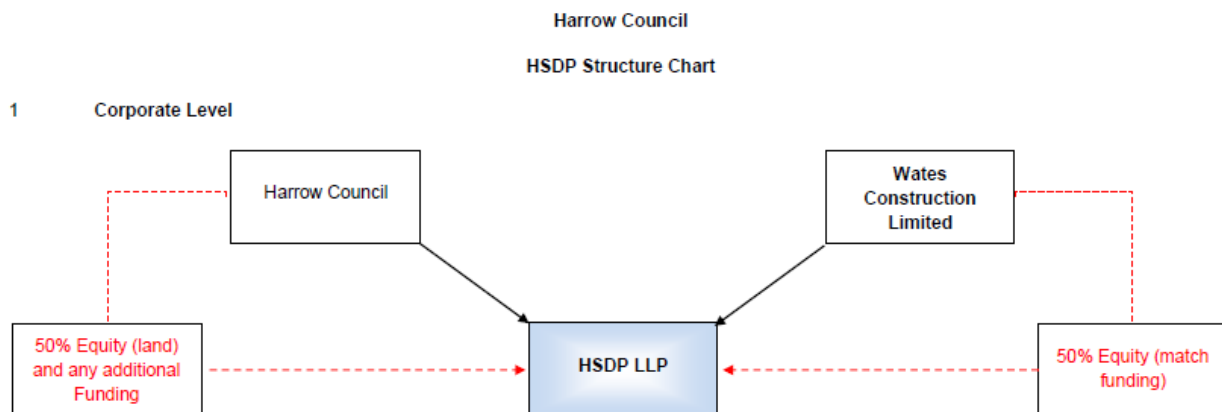
This Business Plan is dated \*\*\* and is the inaugural plan of the HSDP and is to be read in conjunction with v.52 of the viability model.

# 2 Executive Summary

A summary of the key outputs of the HSDP and its structural arrangements is provided below.

## 2.1 HSDP Structure

The HSDP is a 50/50 Partnership between the London Borough of Harrow and Wates Construction Ltd as shown below:



## 2.2 HSDP Objectives

During the procurement process, the Council set out the key objectives that it was seeking to achieve as part of the HSDP. Those objectives have now been enshrined into the Members Agreement between the HSDP partners. They are included below:

- 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 residents, including skills and training, health improvement and new employment opportunities;
- use existing and new property assets to optimise value for the Council; and
- to contribute to the delivery of well designed, high quality places that make a difference for communities, business, residents and families both now and in the long term.

### 2.3 Cost Neutrality Approach

The overarching principal of Cost Neutrality is that the Council's receipts from its partnership participation are used to fund the HNC, and that receipts are timed to ensure that the Council borrowing is paid back in such a sequence/cashflow to avoid any call on the Council's General Fund. Careful attention is required not only to control cost, but also to generate revenue from the development sites, coupled with the programming to meet payment milestones.

### 2.4 Core Sites Summary

A summary of the key deliverables, site by site is shown below. These deliverables are based upon the original bid submission and subsequent dialogue during the Preferred Bidder Stage with the Council including the planning department.

	Poet's (Overall)	Byron Quarter	Peel Road
Total number of units	c.1000	c.340	c.190
% Private	c.60%	c.50%	c.50%
% Affordable	c.40%	c.50%	c.40%

	Poet's Corner		
	Poet's Phase 1	Poet's Phase 2	Poet's Phase 3
Total number of units	c.410	c.350	c.280
% Private	54%	62%	72%
% Affordable	46%	38%	28%

The following key dates are associated with the programme:

	Poet's Phase 1	Poet's Phase 2	Poet's Phase 3	Byron Quarter	Peel Resi	Peel HNC
Planning submission date	Spring '23	-	-	Spring '22	Autumn '22	Autumn '22
Start on site	Winter '23	Summer '27	Winter '28	Spring '23	Summer '23	Summer '23
Construction PC	Spring '28	Winter '30	Autumn '31	Spring '26	Spring '26	Autumn '25

### 3 HSDP Objectives

#### 3.1 HSDP Objectives

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- to accelerate the pace of housing delivery across the portfolio of Sites;
- to secure wider economic and social benefits for residents, including skills and training, health improvement and new employment opportunities;
- use existing and new property assets to optimise value for the Council; and
- to contribute to the delivery of well designed, high quality places that make a difference for communities, business, residents and families both now and in the long term.

#### 3.2 Delivering on the objectives

The following outlines the approach to meeting the HSDP objectives:

Core Site	Outputs / Deliverables	Supporting the HSDP's objectives
Byron Quarter Delivered at the same time as Peel Road	High quality Public realm including access road <ul style="list-style-type: none"> <li>• Harrow New Civic</li> <li>• Residential housing including affordable</li> </ul>	<ul style="list-style-type: none"> <li>• Pace of housing delivery, 528 homes (337 units at Byron and 191 units at Peel)</li> <li>• Wider regeneration as two sites delivered simultaneously – therefore accelerator</li> <li>• Creates well designed neighbourhood</li> <li>• Delivers well designed, high quality HNC</li> <li>• Supports cost-neutrality on HNC</li> <li>• Likely faster pace for planning approval, enabling kick start of regeneration at earliest opportunity</li> <li>• Civic square enables community space, supporting social value and enhanced place</li> <li>• Byron Quarter has highest sales values of the sites, supporting Optimising Value to the Council and supporting cost neutrality.</li> <li>• Peel Road is a strong marker of place making being at the corner of Station Road and Palmerston Road.</li> <li>• Delivering Peel Road and Byron Quarter as they are in close proximity enable synergies in management and logistics effectiveness</li> </ul>
Poet's Corner 1	<ul style="list-style-type: none"> <li>• Two large residential blocks along High Street</li> <li>• New Town Square fronting the High Street</li> <li>• Energy centre (to</li> </ul>	<ul style="list-style-type: none"> <li>• Delivers incubator space along Station Road, creating economic value to local people</li> <li>• Enhances the High Street look and feel</li> <li>• Optimises value to Council as it limits enabling costs on Poet's Corner in first phase</li> <li>• Poet's Garden creates space for local</li> </ul>

	<p>enable “plug-in” for later stages)</p> <ul style="list-style-type: none"> <li>• Demolition of existing Civic</li> </ul>	<p>community events, supporting social value</p> <ul style="list-style-type: none"> <li>• Sets a high-quality environment to support driving sales growth across a master plan site</li> <li>• Housing is capable of supporting demolition costs of existing Civic</li> </ul>
Poet's Corner 2	<ul style="list-style-type: none"> <li>• New residential housing in central part of the site</li> <li>• New central Poet's Gardens</li> </ul>	<ul style="list-style-type: none"> <li>• Delivers space for social commitments at Poet's Corner and biodiversity</li> <li>• Mix of housing tenures provided in range of blocks supports pace of delivery of housing</li> <li>• Positive returns for the Council to deliver cost neutrality</li> <li>• Poet's Corner provides positive setting for phased sales approach/added value</li> </ul>
Poet's Corner 3	<ul style="list-style-type: none"> <li>• Residential development in western part of the site, including neighbouring parcels to the west.</li> <li>• Completing the development.</li> <li>• School site identified and reserved for development by others.</li> </ul>	<ul style="list-style-type: none"> <li>• Provides mix of housing types</li> <li>• Provides for a school plot to drive wider economic and social benefits</li> <li>• Supports repairing edge; “rear gardens to rear gardens” approach with houses fronting Milton Road</li> <li>• Demonstrates wider regeneration through completion of the Core Sites</li> </ul>

### 3.3 Climate Change and Sustainability

The HSDP's approach will be to:

- Consider the embodied and life cycle carbon impacts and investigate ways to reduce embodied impacts from both materials and the construction process.
- Reduce operational energy demand, maximise energy efficiency, use on-site renewable energy systems.
- Addressing Construction Related Impacts (Both Product and Process)

In terms of embodied carbon, a Whole Life Carbon Assessment will be undertaken in accordance with the GLA's policy and guidance and the design will aim to reduce embodied carbon as far as reasonably possible. This will include:

- avoiding basements wherever possible to reduce the embodied carbon impacts associated with forming basement walls and substructure;
- optimising the structural grid to reduce resources required in construction;
- using lightweight façade options, wherever possible;
- selecting materials and products with high recycled content (e.g. blockwork, metals, hardtops etc.);
- using materials with inherent finishes to reduce materials use; and
- using cement substitutes such as GGBS that significantly reduce the embodied impacts of concrete.

Circular economy principles will also be incorporated into the design and a Circular Economy Statement will be prepared in accordance with the GLA's latest policy and guidance.

During the construction process, environmental impacts will be monitored including recording and reporting energy use, water consumption and transport data (where measured) resulting from all on-site construction processes throughout the build programme in line with the BREEAM credit Man 03 'Responsible construction practices'.

### **Addressing Operational Energy Requirements**

- Reducing the building energy demand as far as possible by applying passive design principles
- Meeting the energy demand as efficiently as possible.
- Generating as much energy on site as possible.
- Using off-site renewable energy sources.
- Offsetting any residual carbon emissions.

### **Adopt Passive Measures to Reduce the Buildings Energy Demand**

The buildings will be designed with a compact built form to reduce heat loss, the façades will respond to the orientation, with the south-facing façades having limited glazing to protect against solar gain and the north-facing façades to have more glazing. The façade will be optimised to reduce heat loss whilst providing daylight. The homes will be dual aspect, wherever possible, and the potential for natural ventilation will be explored along with mechanical ventilation with heat recovery, if required.

### **Maximising the Use of Renewable Energy**

We are proposing an all-electric solution to take advantage of the decarbonisation of the electricity grid. The high proportion of low-carbon energy generation in the UK (e.g. wind turbines) has roughly halved the carbon emissions associated with electricity use over the last ten years and is set to continue reducing.

Therefore, an energy-efficient servicing strategy is proposed that uses electric heat pumps to provide heating (and cooling, if necessary, in high heat-gain areas such as server rooms, etc.) along with high-efficiency fans, pumps, and lighting.

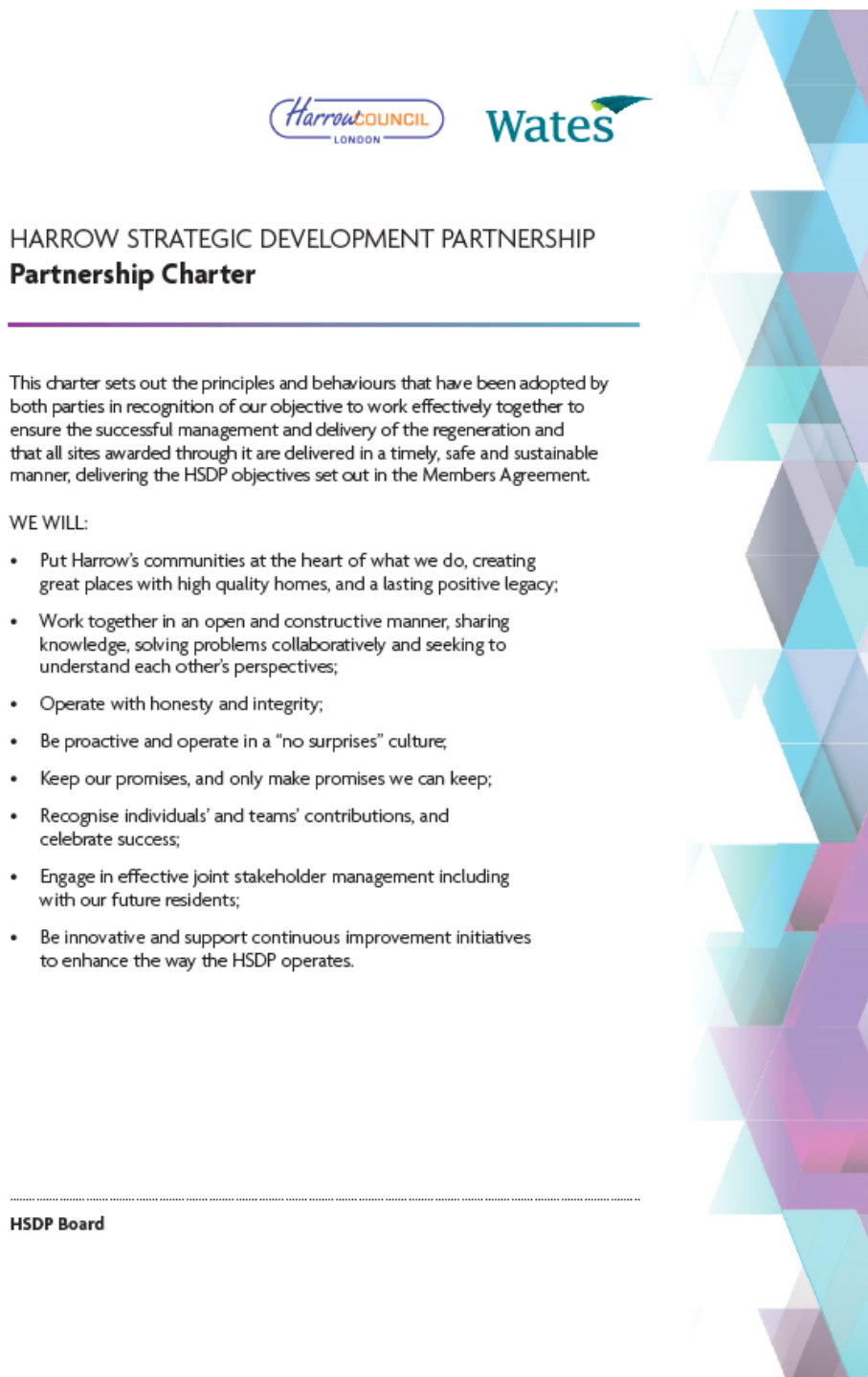
The roofs are designed to accommodate as much south-facing photovoltaic panels as possible, in combination with living roofs in some areas.



### 3.4 Partnership Charter

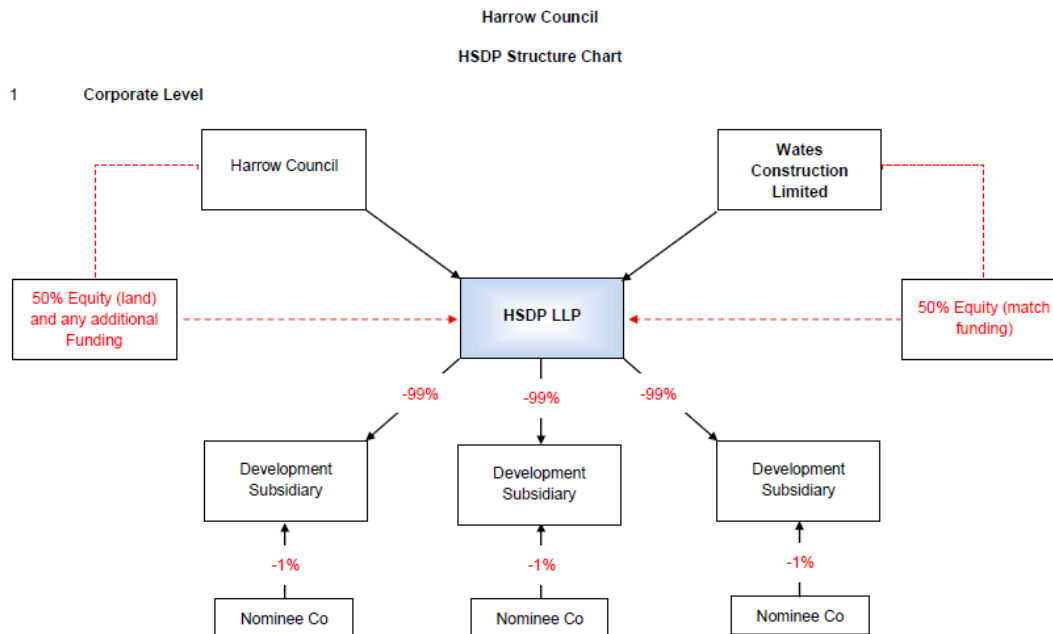
Although there is a clear approach to resolving conflict in a timely manner, the HSDP fundamentally believe in a culture of no surprises. The HSDP also believe in sharing and agreeing the principles to which the HSDP Board have signed-up, through a Partnering Charter. The HSDP Partnership Charter has been developed collaboratively to ensure that it is specific to the Partnership. The Charter sets out behaviours important to the effective operation of the HSDP Board and wider team. This reinforces the setting of the right culture from the outset.

The Partnership Charted adopted by the HSDP Board is set out below:



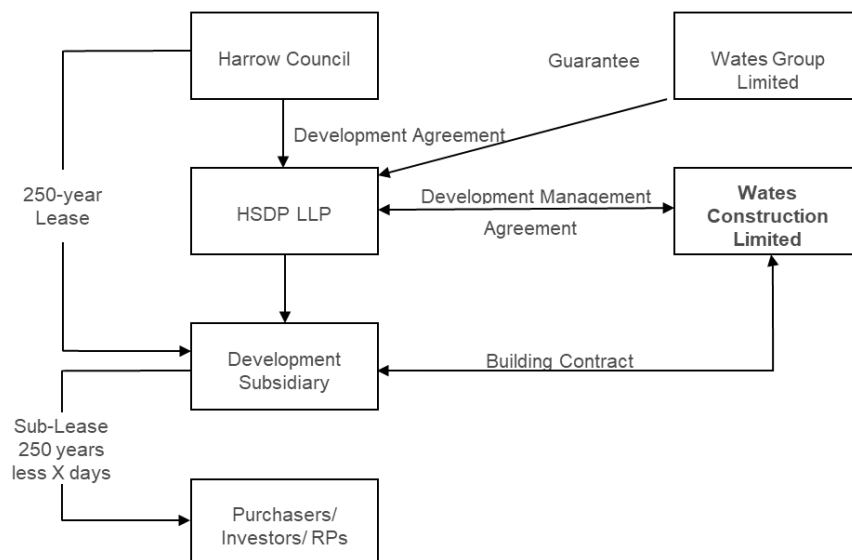
## 4 Partnership Structure, Resourcing and Management Activities

### 4.1 Partnership Structure (LLP)



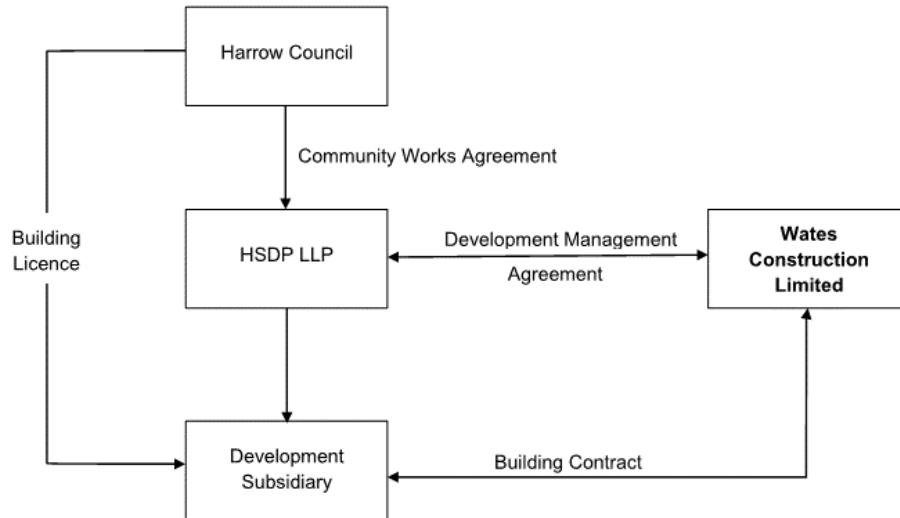
**Notes:** HSDP comprises Harrow Council and Wates Construction Limited as joint members. Each Phase will have a separate development subsidiary LLP. Each DevSub will be owned 99% by HSDP LLP and 1% by a Nominee Company

**Development Level**  
(HSDP development excluding CWA Works)



**Notes:** The Development Agreement sets out the HSDP's obligations to build out once the Conditions Precedent have been satisfied. There will be a separate Community Works Agreement for a Phase that contains community works, e.g. the HNC. The Development Management Agreement will be entered into by the HSDP but the DevSub will also take the benefit of the services once it has been granted a lease for the Phase

**Development Level**  
(Community Works)



**Notes:** The CWA is intended to be entered into once the relevant condition has been satisfied under the Development Agreement insofar as it relates to Peel.  
It is not intended that the HSDP or DevSub will get a leasehold interest. A building licence will be granted and the Council will retain the land interest.

## 4.2 Resourcing the HSDP

The HSDP has appointed Wates Construction Limited as development manager. The role and objectives are scoped out in the Development Management Agreement which includes a comprehensive list of services from appointment of consultants, design processes, cost, securing consents, reporting, budget management, sales and lettings, and corporate services. The HSDP will rely on external professional services for design delivery, and separately Wates Construction Limited will be appointed as a building contractor for the construction works stage following the completion of a PCSA. All resourcing within the HSDP will follow the Procurement Policy within in the Members Agreement and with regard to the construction exclusivity KPI's.

## 4.3 HSDP Board

The HSDP Board is represents the interests of the HSDP. There are three Board Members from each organisation, the Board Members are:

Harrow Council	Wates Residential
Cllr Keith Ferry	Andrew Savege
Cllr Ajay Maru	Nick Williams
Martyn Chase	Gavin Lewis

The role of the HSDP Board will include:

- Providing leadership and strategy
- Ensuring suitable resources are in place to meet the HSDP objectives
- Reviewing and monitoring performance, and
- Ensuring that the HSDP obligations in the Members Agreement and Development Agreement are met

- Including decision making in regard to recommendations and approvals in accordance with the delegations' policy

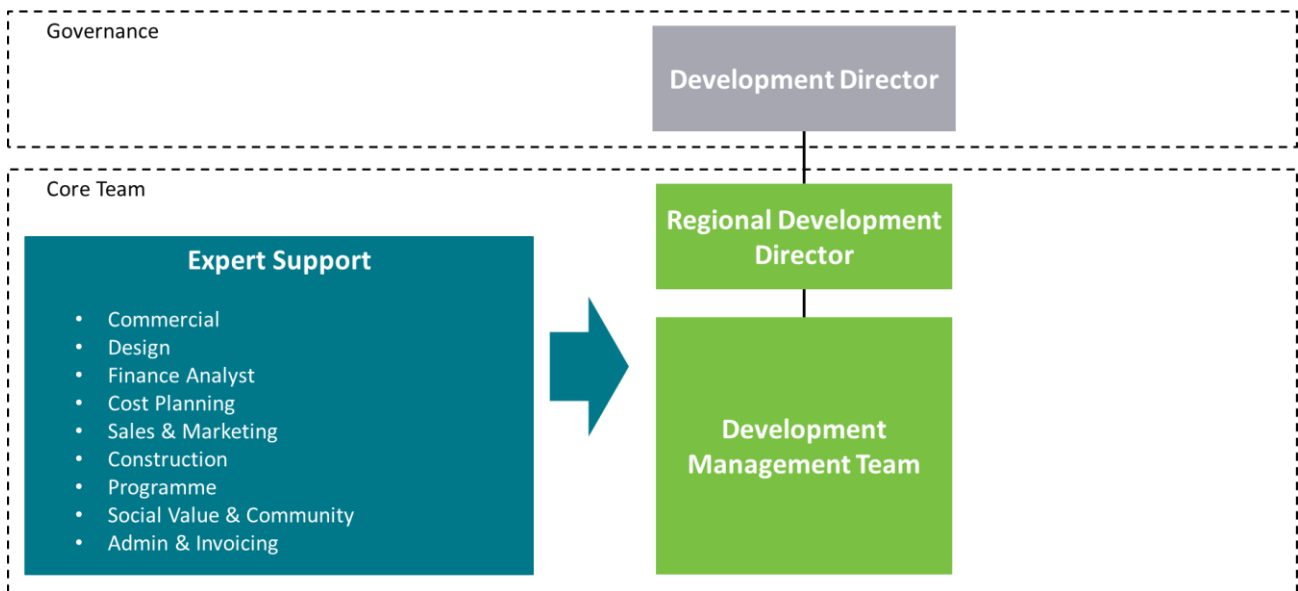
The **Chairperson** for the Board will chair each meeting, and ensure it is an effective working group. The chairperson will promote a culture of openness and debate, and will be responsible for effective communication with Members, and ensure the correct Governance process is in place for decision making.

A **HSDP JV Supervisor** will be appointed to advise the board on governance and procedure and will facilitate best practice and give independent checks and balances to the HSDP Board in accordance with their scope of services.

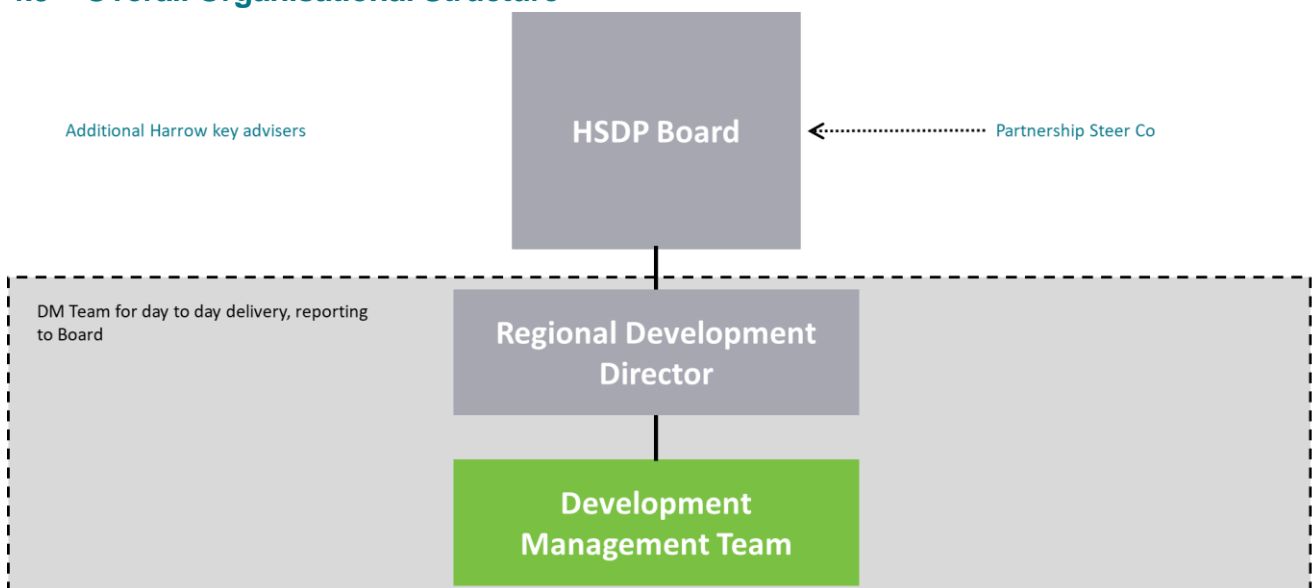
The **Development Director** will report into each HSDP board meeting, will set the agenda and produce the reports and minutes of each meeting working collaboratively with the chairperson and HSDP Supervisor.

#### 4.4 Development Management Team

The Development Management team will be provided by Wates as per the below:



#### 4.5 Overall Organisational Structure



#### 4.6 The Role of the Council Partner

The Council will have an ongoing role as part of the HSDP. This will be specifically achieved through:

- HSDP Board representation
- LBH Governance and reporting (internal)
- Active input of the LBH HSDP Lead
- Providing supporting officers for specialist disciplines, which will include Finance, Communications, PR, Economic Development, Social Value and Community Engagement.

The Council is the Client and lead for the redevelopment of the new Civic Centre. The roles in this regard will be multidisciplinary and the Council will therefore lead as Client representative for this element of the HSDP.

#### 4.7 HSDP JV Supervisor and Reporting to the HSDP Board

This is a key role that will provide oversight and scrutiny whilst monitoring the activities of the HSDP and the role of Wates as development manager. This supports management of conflicts of interest, for instance, in the scenario where Wates is seeking sign-off from the HSDP Board for a construction contract it would be more appropriate for the HSDP Monitor to make that recommendation. The cost of this role is paid for from the HSDP design/fees budget.

#### 4.8 Governance / Decision Making

The Delegation Policy within the Members Agreement identifies how certain decisions will be made by the HSDP and the HSDP Parties.

Each Member will be required to go through their own internal governance processes.

#### 4.9 Meetings and Reporting

All the following meetings occur monthly and should ideally occur in the sequence shown below.

For all meetings, packs / briefing notes will be issued in advance by the DM Team along with minutes subsequently.

Meetings	Attendees	Purpose
JV Team Meetings	<ul style="list-style-type: none"> <li>• Wates Harrow DM Team</li> <li>• Harrow Regen Team</li> </ul>	<ul style="list-style-type: none"> <li>• To ensure co-ordination between the partners and that issues at a day to day level progress smoothly</li> </ul>
Strategic Partnership Meetings	<ul style="list-style-type: none"> <li>• Harrow Chief Executive and Senior Leadership</li> <li>• WR MD and Senior Leadership</li> </ul>	<ul style="list-style-type: none"> <li>• To cover any key issues with the Chief Executive and his core team and ensure alignment prior to them being finalised at the Board meetings.</li> </ul>
HSDP Board Meeting	<ul style="list-style-type: none"> <li>• WR Board Members</li> <li>• Harrow Board Members</li> <li>• DM Representative</li> <li>• JV Supervisor</li> </ul>	<ul style="list-style-type: none"> <li>• To formalise key decision making for the JV and provide strategic direction as required.</li> <li>• To ensure that the business plan requirements are being met and delivered upon.</li> </ul>

As part of the HSDP Board Reporting, key metrics will be tracked for the HSDP.

#### 4.10 Board Report Format

A Board report will be issued ahead of each meeting which will report at overall HSDP level on the following:

- Key updates / issues
- Recommendations / approvals sought
- Safety Health and Environment
- Finance & Accounting
- Lookahead
- Programme
- Accommodation schedule
- Risks & Opportunities
- Social Value / PR / Comms

The report will contain a detailed Finance and Accounting section and also provide an update on the current status of the viability model compared to the Business Plan position.

There will additionally be detailed sections on each of the core sites.

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## 5 Development Strategy

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The Development Strategy outlines the early stages and indicative designs of the three core sites as established at bid stage. These will form the basis of the emerging proposals to be developed formally and progressed through the Public Consultation and planning process; ensuring engagement with the key stakeholders to inform the designs as they progress.

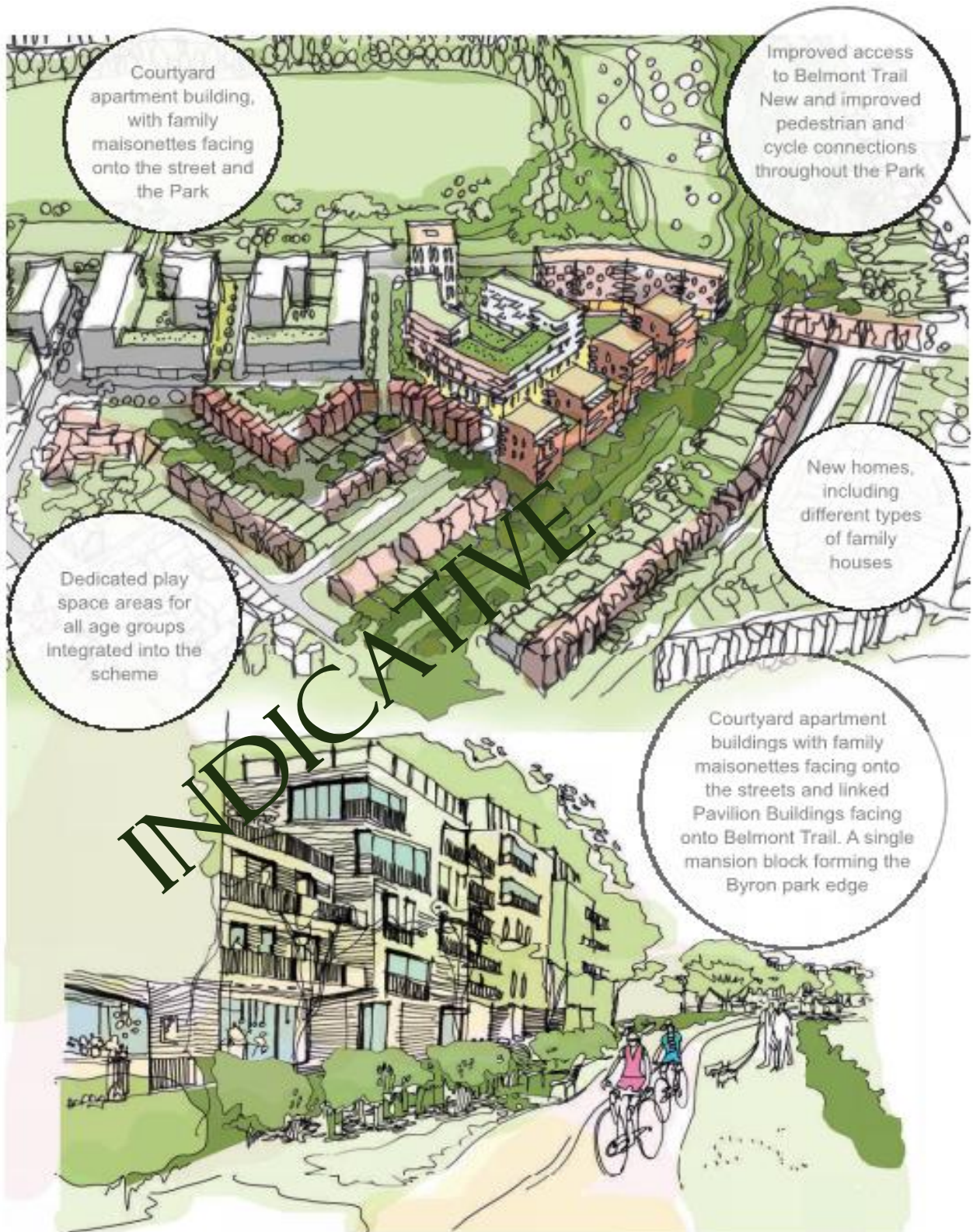
The wider community benefits include the provision of the new Harrow Civic Centre being funded by the wider master plan, a large proportion of Affordable Housing, significant public realm provision amongst other local improvements. This, all driven by a series of viable developments providing much needed enhancements to the local area.

### 5.1 Byron Quarter - Vision

Byron Quarter will create a vibrant neighbourhood with well-integrated sports and leisure facilities and improved public spaces for community events and recreational activities. The scheme will deliver a coherent new residential neighbourhood tying into the surrounding residential area and adjacent parkland.

Working between leisure and residential uses along the mature tree-lined, east-west boulevard, the design will create a defined park frontage of the new residential neighbourhood. This route forms part of the strategic green link and cycle connection from Headstone Manor to the Belmont Trail.

The scheme is organised around a north-south green link, which maximises views and links to the park and optimises orientation for high quality new homes. It allows the green of the park to be drawn into the inner street through carefully designed landscape and public realm.

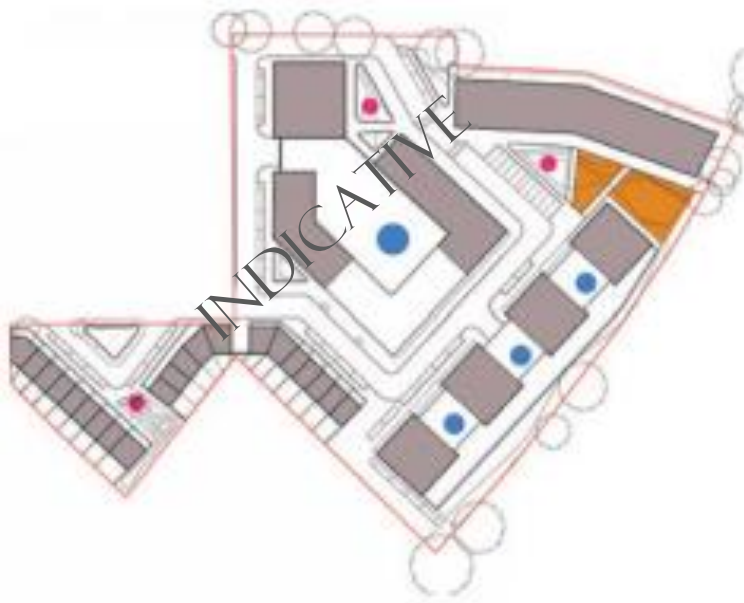




## 5.2 Byron Quarter - Existing & Proposed



Byron Quarter Existing Site



Byron Quarter Indicative Masterplan

### 5.3 Byron Quarter - Deliverables

It is proposed to deliver c.340 new homes on the site split across several apartment blocks and townhouses. Homes will be a mixture of affordable rented, shared ownership and open market sales.

Key Metrics:	
Number of homes	c.340
Community benefit	c.50% affordable housing (c.30% London Affordable Rent, c.20% Shared Ownership) plus public realm including a village green, integrated children's doorstep play, improved pedestrian and cycle route connections to the Belmont Trail.
End uses	100% residential
Delivery strategy	Build in one phase
Building heights	c.3 – c.10 storeys

Byron Quarter is a key accelerator for the wider development and is targeted as the first scheme of the HSDP to be submitted for planning and the delivery of new homes. This will deliver land value to the Council and support cost neutrality for the Harrow New Civic Centre (i.e. the Harrow New Civic Centre will be funded by the developments without additional payment by the Council).

#### Scheme Objectives:

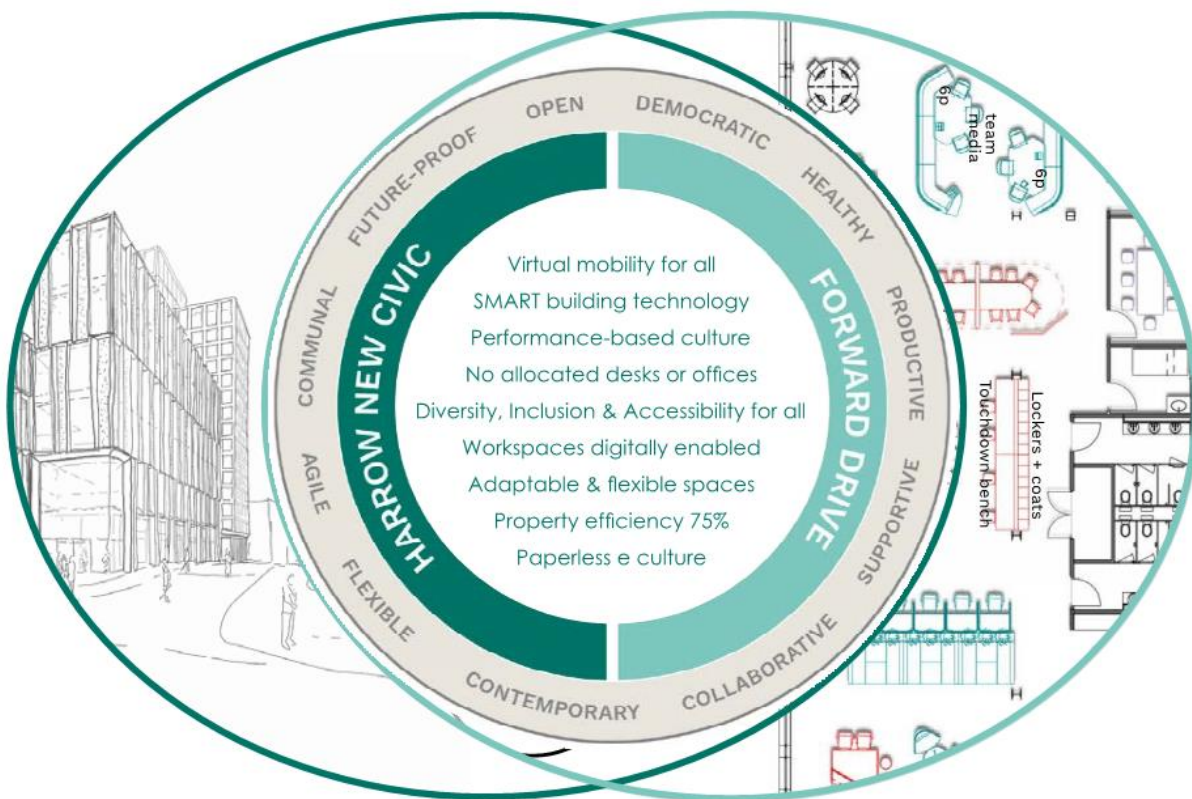
- To restore the relationship between Byron Park, Belmont trail and the local community through connected open spaces.
- An important opportunity to deliver affordable housing at pace as well as generate a land value to the Council to support cost neutrality.
- A new townscape facing the leisure centre.
- Retained car park, helping to create an address to the park and improve safety and security.
- Likely faster pace for planning approval, enabling kick start of regeneration at earliest opportunity
- Delivering Peel Road and Byron Quarter as they are in proximity enable synergies in management and logistics effectiveness

### 5.4 Byron Quarter - Vacant Possession and Legal Matters

The site is owned by Harrow Council and used for parking Council vehicles. The Council will be responsible for delivering the site with vacant possession and clear and marketable title in accordance with the Development Agreement's (DA) Title Condition.

## 5.5 Harrow New Civic Centre – the Vision

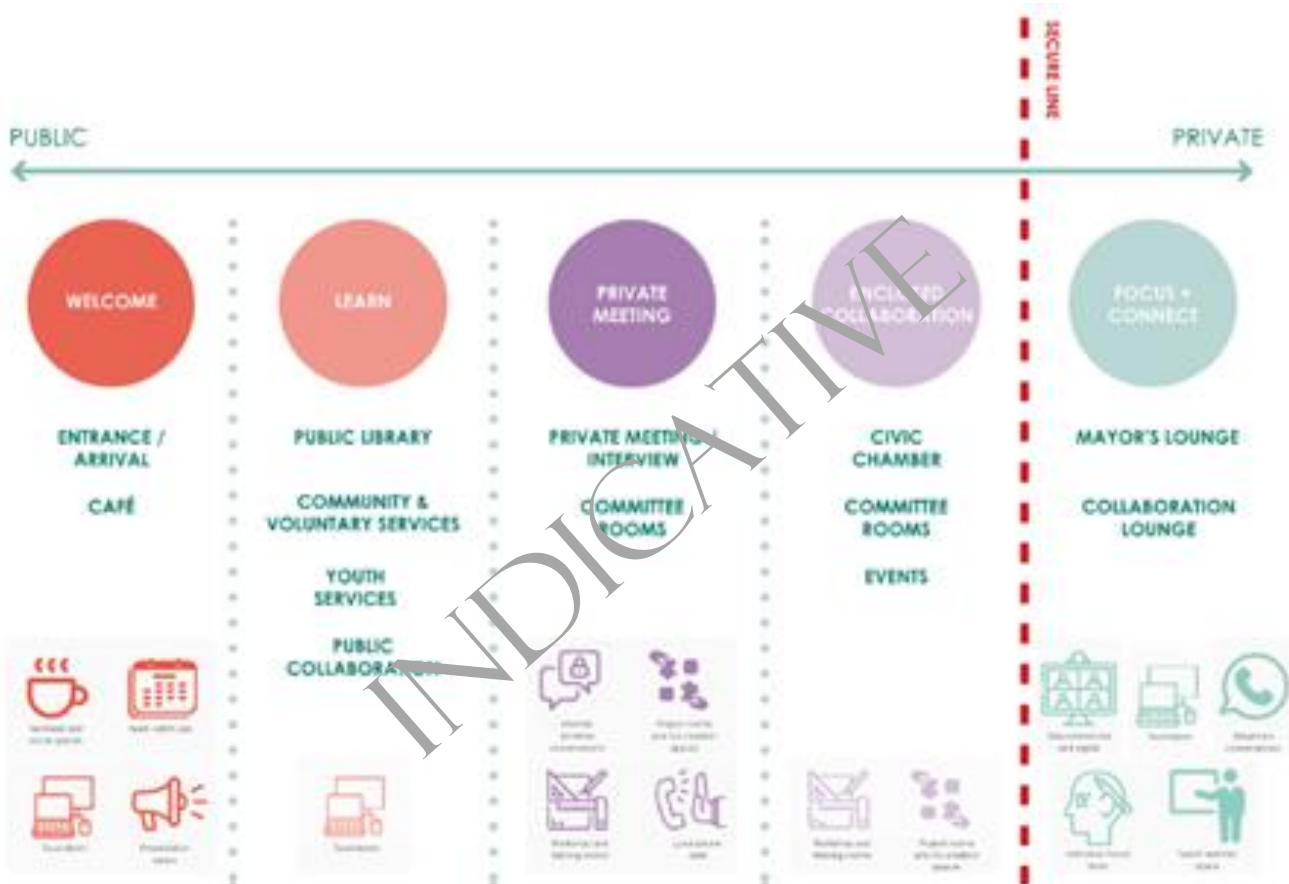
Harrow Council's wider accommodation strategy for its workforce is that the Harrow New Civic Centre (HNC) will provide public, community and member spaces. The Council's main office space where staff can hold meetings, collaborate and carry out relevant work will be at the Forward Drive Depot. This relationship between these two buildings is depicted in the image below.



### The Harrow New Civic will:

- Provide a prominent, inviting, public building for the public facing operations of the Council.
- Be an agile and flexible space
- Be open and permeable to the community
- Commence the regeneration of Wealdstone allowing the current Civic Centre site at Poet's Corner to be redeveloped for c.1,000 new homes for the residents of Harrow.
- Link the Peel Road site with the High Street and public realm improvements at Wealdstone Square.
- Support local businesses and regeneration of the High Street, connecting new buildings and spaces with improved public realm.
- Passive approach to the building design, mitigating climate change and embracing the 'Be Lean, Be Clean, Be Green and Be Seen' principles.

The images below depict the potential functions that will be accommodated within the HNC as well as the nature of those spaces and the types of activities which will take place within them. The HNC will contain five storeys of accommodation, with the intention that as you move up the floors in the building the functions, spaces and activities become more confidential and formal in nature. A secure line is proposed between the third and fourth floor to provide an appropriate degree of privacy and security for Officer and Member collaboration.



## 5.6 Peel Road Accommodation Blocks – the Vision

The vision for the proposed new homes at Peel Road is to create a distinctive, high quality mixed tenure residential community which will reinforce the role of Wealdstone High Street by increasing the local resident population and enhancing permeability between the new homes and the High Street.

The residential building which is currently envisaged to be a Private Rented Sector (PRS) block will act as a focal point and complements new homes which are currently under construction on the opposite side of Palmerston Way. The proposed PRS accommodation will include Discounted Market Rented accommodation and will take advantage of the town centre location and proximity to nearby Harrow & Wealdstone Station. Sited next to it will be an affordable housing block which will step down in height marking the transition to the new Civic Centre and will provide new affordable homes.

It is proposed that the brick façade of the residential buildings reference the strong brick historic vernacular of the 'Metroland' suburban housing. The building form is intended to be stepped in plan and in section, which assists in reducing the scale of the building when viewed in both local and wider townscape views. The verticality of the stacked apartments will be celebrated and enhanced by grouped window bays, introducing a different order to the façade which also relates to the grouped floors in the adjacent civic building.

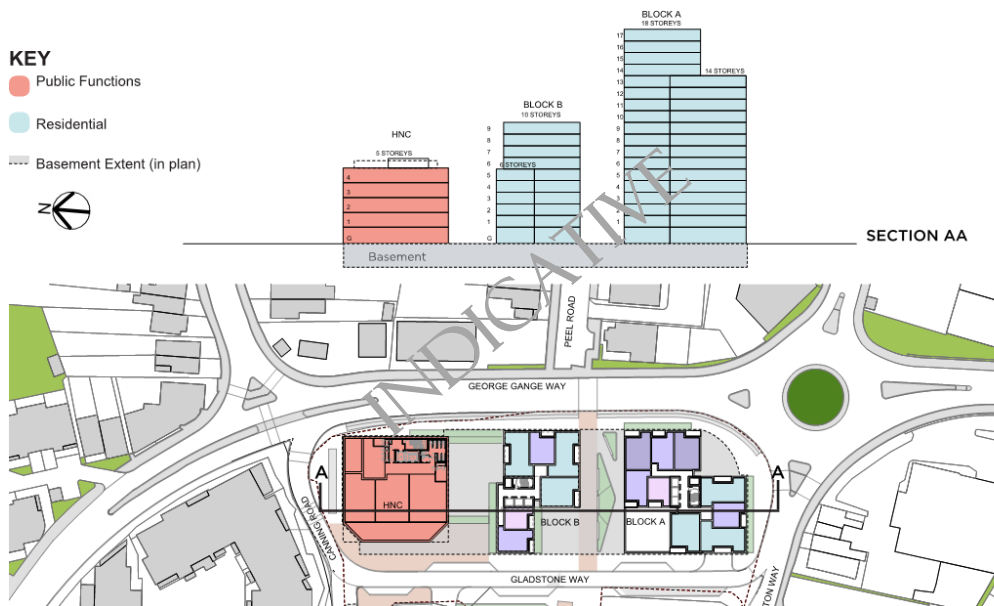
At ground floor the residential amenity spaces will work cohesively with the new Civic Centre and assist in creating a coherent architectural response within the shared public realm.

Once the scheme progresses, a full suite of site surveys will be undertaken including topographical surveys to fully understand the impact of the current site levels. There is a relatively steep incline from the south to the north of the site, which will be addressed accordingly during the design development of the scheme.

## 5.7 Peel Road - Existing & Proposed



Peel Road Existing Site



**Peel Road Indicative Masterplan**

### 5.8 Peel Road Deliverables

The Peel Road site is proposed to deliver the Harrow New Civic Centre (HNC), an affordable housing block and a further residential block which is currently envisioned to be a Private Rental Sector (PRS) block. It is intended to deliver all three blocks simultaneously across the Peel Road site. A basement will be constructed across the site providing car parking to the HNC. A detailed briefing process for the HNC will be undertaken prior to the commencement of design and this is shown on the development programme.

Key Metrics	
Number of homes	c.190
Community Benefit	c.40% affordable housing (c.25% affordable rent, c.15% Discount Market Rent) plus a new civic office building at nil cost to the Council, new public realm with connections to the High Street
End uses	Residential plus Harrow New Civic offices
Delivery strategy	Build in one phase
Building heights	Up to c.18 storeys

#### Scheme Objectives:

- This is an important site which creates visual awareness of change and opportunity to set the standard for development.
- The residential building occupies a prominent position in the Peel Road masterplan and the long-term professional management of this building will ensure a high quality and visual attractive development long into the future.
- Provides ground floor amenity uses and play space and gives value back to the local community through streetscape improvements.
- The development of three new buildings with active frontages will help repair the urban fabric of Wealdstone town centre – improving active travel connections between Peel Road and the High Street.
- Site is to be delivered in a single build phase which will enable immediate impact upon completion and the value of the development to be felt by the local community early in the programme.

The potential provision of PRS at Peel Road reduces the capital investment required by the Partners. The location benefits from both the close proximity to Harrow & Wealdstone station and the high street. It additionally reduces sales competition to Byron which will come forward to market concurrently with Peel.

In developing the designs for the Peel Road site, secure by design principles will be adopted with a focus on a high-quality public realm that helps with the connectivity to the high street and surrounding areas as well as supporting wider regeneration within Wealdstone.

### **5.9 Harrow New Civic Centre – Deliverables**

The HNC will be the Council's main public focus with civic space including a Mayor's Parlour and a suite of rooms to host Council, group and community activities. Collaborative spaces will also be provided for which allows member meetings and interaction between members, staff and the public to continue unchanged.

The HNC is to be designed from the outset as an agile building where all spaces within the building are well occupied and utilised throughout the day. Therefore, whilst some functions will require a fixed and dedicated space, it is envisaged that a variety of functions and activities will be capable of being performed within a series of technologically equipped, adaptable and flexible spaces.

It is intended that the building will provide facilities for:

- touchdown' style workspaces for approximately 100 Officers and Members.
- Mayor's Parlour
- adaptable and technologically equipped committee and meeting rooms for a variety of services;
- interview rooms;
- a new library;
- café;
- youth centre;

### **5.10 Peel Road - Vacant Possession and Legal Matters**

The site is owned by Harrow Council and currently used for a multi-storey carpark and temple. The Council will be responsible for delivering the site with vacant possession and clear and marketable title in accordance with the Development Agreement's (DA) Title Condition.

### 5.11 Poet's Corner – the Vision

The vision for Poets Corner is to create a vibrant, high quality, contemporary place in the centre of Wealdstone with a green heart at its centre. A new garden square, which preserves and incorporates existing mature trees, supporting the health and well-being of residents of the new development as well as the wider urban area will be created. The green heart of the community will be a key destination providing a mix of recreation and play integrated into the landscape. Connections to Harrow & Wealdstone station will be improved through a new Green Promenade which follows existing trees. The development will seek to maximise the number of homes facing onto the Green Promenade and the new Garden Square. Careful consideration will be given to edge conditions and how the new development relates to adjacent properties. There will be spaces allocated for retail and commercial use both facing onto the Garden Square and along Station Road, these will contribute towards the provision of consistent and active frontages.

Communal courtyards will be created within blocks incorporating children's play and passive amenity with links to the wider green spaces.

Space will be allocated within the masterplan for a new school with its own dedicated school entrance and setting.

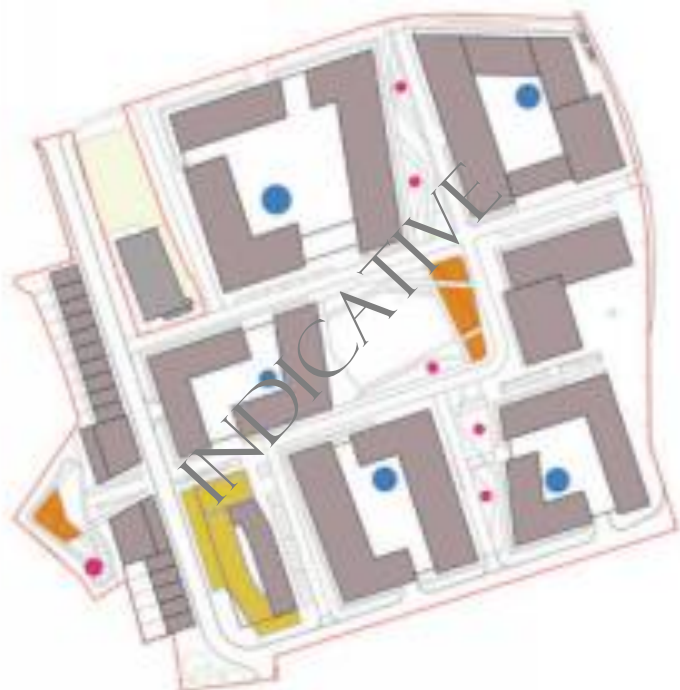




### 5.12 Poet's Corner - Existing and Proposed



Poet's Corner Existing Site



Poet's Corner Indicative Masterplan

### 5.13 Poets Corner - Deliverables

The Poet’s Corner site, currently occupied by the existing Civic Centre and several ancillary buildings and a car park, will deliver over 1,000 new homes as well as providing commercial and retail space all centred around a new Garden Square. The overall master plan will also include for a new school in the south west corner of the site which is currently intended will be delivered by others. Development will come forward in three phases and the delivery of Phase One will also include an Energy Centre which will serve the whole of the Poet’s Corner site and the new school.

Key Metrics:	
Number of homes	c.1,000
Community benefit	c.40% affordable housing (c.25% London Affordable Rent, 15% Shared Ownership) plus public realm including a village green, retained existing trees, integrated children’s play space, integration into the High Street.
End uses	Residential, Workspace, Retail / Commercial, school (by others)
Delivery strategy	Build in three phases
Building heights	c.4 –c.17 storeys

#### Scheme Objectives:

- Commencing development near the station provides added value, plus car park land available.
- Development on land with lowest enabling costs is important in order to develop affordable housing and create balanced and mixed community with each phase of Poet’s Corner.
- Housing is capable of supporting demolition costs of existing Civic Centre.
- Bringing forward the local park early in the development of Poet’s Corner creates local amenity for residents and drives place making value.
- The school has been placed at the western edge of the site to enable the school to support a wide net of dwellings as it is well located to the existing and new housing, but also to ensure that any potentially vacant land does not impact on the place value of the site and thereby erode opportunity for value creation on Poet’s Corner day one.

### 5.14 Poets Corner - Vacant Possession, and Legal Matters

The site is owned by Harrow Council and currently used for a Civic Centre; there is also a disused social club and nursery on the site. The Council will be responsible for delivering the site with vacant possession and clear and marketable title in accordance with the Development Agreement’s (DA) Title Condition.

### 5.15 Plot S

Plot S comprises c. 40 new homes as a mixture of houses and apartments; 100% of which will be Affordable Housing (affordable rent and shared ownership). Located adjacent to the Poet’s Corner site, the two schemes will be considered holistically design-wise for Plot S to tie in and appear as part of the overall Poet’s Corner master plan.

The development of Plot S has currently been procured through a PCSA for Harrow Council up to RIBA Stage 3.

It is anticipated that detailed design work (RIBA Stage 4-6) will be procured and the scheme delivered via the HSDP pursuant to the Community Works agreement, subject to Harrow Council approvals and governance.

### 5.16 Planning Strategy

All three schemes and indicative masterplans are subject to formal engagement with the Local Planning Authority. In bringing forward the schemes to planning, the following are key considerations:

- Delivery of affordable housing and quantum per scheme

- Car parking and parking ratio to be delivered on each scheme
- Building massing
- Relocation of Ashram Temple on the Peel Road site
- Planning Programme to secure delivery of new homes

These will be pro-actively managed with the Local Planning Authority and a detailed planning strategy put in place.

The planning strategy is based on the following key principles:

- Submission of detailed (full) planning applications on Peel House and Byron Quarter; and
- Submission of a hybrid application (an outline application with full details for the first phase of development) for Poet’s Corner.

This process will help to facilitate and expedite delivery the pace of housing delivery. It strikes the appropriate balance between securing the key principles that are vital to the master plan vision (including high quality design and creation of a sense of place), whilst providing a suitable level of flexibility to ensure resilience over time.

Each planning application will follow these key stages:

**Stage One – Pre-application**

Via a Planning Performance Agreement (PPA) establish a programme, planning deliverables and undertake and co-ordinate extensive engagement with all stakeholders to identify all relevant issues. Engagement will be undertaken with Members, including presenting to the Council’s Major Development Panel. There will be a minimum of two Design Review Panels per site

**Stage Two – Submission and Determination**

Continued engagement with Officers, stakeholders and the project team, focusing on specific technical issues arising through consultation, and on the draft planning conditions and obligations. Any risks to programme will be managed. Member briefings that may be needed will be supported.

**Stage Three – Post-determination**

Produce a planning conditions and obligations tracker for each site and submit discharge of pre-commencement condition applications for the Peel Road and Byron Quarter sites, and for the first phase of Poet’s Corner. Prepare reserved matter application(s) for any subsequent phases comprised within Poet’s Corner, as well as any necessary discharge of condition applications. Produce a detailed condition discharge programme aligned with the wider delivery strategy and enter a new PPA with the LPA to support resourcing of this.

It is anticipated that there may be matters to discuss that are of relevance to all three sites, for example the approach to affordable housing. We therefore propose to establish ‘Strategic Principles’ meetings that will be held on a monthly basis; these will have a clear strategic focus and facilitate cross-site discussions.

**5.17 Target Planning Submission**

	Poet’s 1 and Outline	Byron	Peel
Target Planning Submission	Spring ‘23	Spring ‘22	Autumn ‘22

**5.18 Design Principles**

In developing up the schemes, the following overarching design principles will be applied to all schemes:

- Tenure blind design will ensure that residents across all tenures in Harrow will benefit from well designed and energy efficient homes.
- The designs will seek to minimise the energy demand, such that the buildings are simple and efficient to run.

- Use of the latest data available to ensure plant and equipment is sized efficiently for the benefit of the end user and we will look to work with the stakeholders to identify the most appropriate billing system for the end users, eliminating the fuel poverty risk, and maximising the control that the operator has
- An element of parking and electric vehicle charging points will be provided
- Provision will be made for cycle parking in accordance with the New London Plan
- All sites will be air quality neutral and use solutions to prevent or minimize increased exposure to existing air pollution
- Opportunities to achieve air quality positive status will be explored

Initial advice has been provided as to the uplifts in design specification and potential associated cost uplifts that could be considered to allow the schemes to be delivered to Part L Building Regulations 2021, Future Homes Standard 2025 and potentially Net Zero Carbon. These include for instance enhancements to the performance of the building fabric e.g. floors and roofs along with mechanical and electrical solutions for instance in relation to head recovery. It should be noted that these are areas of emerging design and emerging technical solutions which will further evolve over the lifetime of the HSDP.

### 5.19 Approach to operational safety in design

In developing up the designs for each of the schemes, it is imperative that the safety of the developments both in construction delivery and subsequent operation is at the heart of the design process. This will be achieved by ensuring adherence to the below:

#### Secure by Design

- Architectural Liaison Officer consultation will occur at RIBA Stage 2.
- A Suitably Qualified Security Specialist (SQSS) will conduct an evidence-based Security Needs Assessment of the development as required for BREEAM Hea 06 credits.

#### Active Frontages

- Avoid locating bin stores and plant rooms to streets as it creates areas of blank façades
- Mixed-use developments provide a variety of Ground Floor uses resulting in pedestrian activity at different times throughout the day.

#### Natural Surveillance

- Locate front doors and habitable rooms to homes onto streets for natural surveillance.
- Locate the entrance to HNC, community facilities and residential cores on streets or building corners to generate activity.

#### Safer Streets

- Remove street clutter and improve visibility.
- Consider gated entrances to service areas to prevent recesses and places to hide.
- CCTV used to prevent anti-social behaviour.

### 5.20 Phasing Strategy

The phasing strategy is predicated firstly on maximising value in support of delivering cost neutrality and returns to the Council, but also to deliver the Council's objectives of supporting delivery of well-designed places and driving wider regeneration across the Borough.

Across the HSDP, the following key principles underpin the Phasing Strategy:

**Cost Neutrality** - Sequencing of the delivery of affordable housing, Harrow New Civic (HNC) and minimising the Council's borrowing requirements

**Place Making** - The pace of housing delivery across the portfolio of sites

**Development momentum** - Phasing which is catalytic or acts as an accelerator for the wider development

**Site Constraints** - Detailed phasing plans, demonstrating the proposed sequence of development and land use per phase

**Meanwhile Uses** - A strategy for the provision of interim and meanwhile uses, activating spaces through the construction period.

Core Site	Phases which are considered catalytic or as an accelerator for the wider development or maintain development momentum	How phasing contributes positively to enhancing place making and asset value through the sequence of developments
Byron Quarter	Byron Quarter is considered a key accelerator for the wider development.	<p>Offers the opportunity to repair the relationship between Byron Park, Belmont trail and the wider residents in nearby housing through connected open spaces.</p> <p>Important opportunity to deliver affordable housing at pace as well as generate a land value to the Council to support cost neutrality.</p> <p>Street scene will be created fronting on to the leisure centre retained car park, helping create an address to the park and improve safety and security.</p>
Peel Road	Peel Road site can be simultaneously developed for the HNC, affordable housing and PRS housing. Doing so improves development momentum as all three blocks are delivered together. Peel Road also supports acceleration of the programme as the open market housing is de-risked through development as PRS and DMR housing.	<p>Important landmark site at roundabout. Creates visual awareness of change and opportunity to set the standard for development in and around Wealdstone.</p> <p>Provides ground floor amenity uses and play space and gives value back to the local community through streetscape improvements. Design repairs the movement network through the orientation of buildings and creates a safe and pleasant environment.</p> <p>Site is to be delivered in a single build phase which will enable immediate impact upon completion and the value of the development to be felt by the local community early in the programme.</p>
Poet's Corner	The Poet's Corner site provides an opportunity to develop on the car park land fronting Station Road earlier than the wider development site.	<p>Commencing development near the station provides added value, plus car park land available.</p> <p>To develop affordable housing and create balanced and mixed community with each phase of Poet's Corner.</p> <p>Bringing forward the local park early in the development of Poet's Corner creates local amenity for residents and drives place making value.</p> <p>The school has been placed at the western edge of the site to enable the school to support a wide net of dwellings as it is well located to the existing and new housing,</p>

## 5.21 Affordable Housing

The HSDP will strive to deliver 50% affordable housing throughout the life of the HSDP subject to viability, having regard to the need to deliver the Harrow New Civic at nil cost to the Council. This approach is consistent with Policy H4 of the London Plan (2021) for development proposals on public sector land (where there is agreement from the Mayor to achieve this target across a portfolio of sites and subject to delivering a minimum of 35% affordable housing on individual sites). It is acknowledged that Policy H5 of the London Plan (2021) states that where there is not an agreement in place with the Mayor to deliver the 50% target across a portfolio of sites, then a planning application will have to follow the ‘viability tested route’. This process will assess the maximum level of affordable housing that a scheme can deliver. Where it is successfully demonstrated via the submission of a Viability Assessment that the maximum reasonable amount of affordable housing is being provided then the proposal will still be policy compliant against the London Plan.

The following measures will be put in place in relation to affordable housing delivery:

- Each site/stage as it is drawn down for delivery will need to be commercially viable, therefore it is important to balance affordable housing across the sites, noting exceptional costs for each stage with adjusted levels of affordable housing on stage by stage basis.
- It is anticipated that land will be drawn down into separate delivery corporate entities site-by-site.
- Each site will have an independent s.106 agreement. If there is any uplift in land value this could be used to either provide additional returns to the Council or be used for the delivery of additional affordable homes. It should be noted though that review mechanisms may be required by the GLA following the submission of a Financial Viability Assessment (FVA) as part of the planning submissions.
- Byron Quarter and Poet’s Corner sites will have an affordable tenure split of 60% London Affordable Rent (LAR) and 40% Shared Ownership (SO) as required by planning policy (based on habitable-room calculations). Peel Road which includes PRS will include c.20% of the proposed PRS homes as Discount Market Rent (DMR).
- Create a ladder of housing opportunity through differing types and levels of housing affordability.
- Collaborate and work openly with all stakeholders to find the right housing balance for each site.
- Deliver high quality and well-designed places that retain their value into the long term and ensure tenure blind and affordable management for both the housing and estates.

The levels of affordable housing on each site area based on the initial indicative schemes are currently split as follows:

	Private	PRS	LAR	SO / DMR
Total Poet’s Corner	630 - 650	0	245 - 265	135 – 145
Total Byron Quarter	160 -180	0	90 – 1110	60 – 80
Total Peel Road	0	105 – 125	35 – 55	20 -40

## 5.22 Estate Management

The approach to long term asset management is centred around 5 principles:

1. Resident focused
2. Value for Money
3. Locally grounded procurement
4. Place making centred
5. Limit Council exposure

The strategy for the long-term management of the developments will be discussed and reviewed with key stakeholders prior to submission to planning. This will ensure that the long-term operational management requirements of the developments can be integrated into their design. The construction contracts will include obligations for the provision of training to the Estate Management team during the build phase to ensure that a seamless handover can be achieved, and the developments can be successfully run and operated from day one.

The following will be key features of the Estate Management strategy:

**Designing for low cost in use** - public open spaces and new roads will be retained within the estate for management, removing any cost impact on the Council. The grouping of the core sites into one management strategy will enable a more efficient, affordable and locally focused management.

**Service charges** - Service charges are applied in a tenure blind way and the operational requirements of the developments (e.g. post, management spaces etc) will be considered in developing up the designs. The service charge strategy for each scheme will be developed in conjunction with the purchaser of the affordable housing product for that development

**Peel Road / HNC** – A site wide strategy will be in place for management of the Peel Road site. The PRS operator will be responsible for the PRS building only, with management of the common parts controlled by the Council as key stakeholder. The PRS operator will pay a share of the management costs for the common parts and any services, utilities and basement uses. A high degree of control will occur in the lease to the PRS operator to ensure the management of window cleaning, balcony use, etc. is co-ordinated in order to ensure that the Civic building, the PRS building and the affordable housing block are compatible in use.

## 6 Marketing

The HSDP's approach to sales and marketing centres around the following key themes:

- Product is driven by local demand
- Vision is locally grounded and attractive to existing residents
- Bespoke marketing to local residents first
- Work with agents to support the pipeline of buyers to each site
- Links with main lenders and mortgage agents to help potential buyers find the right mortgage
- Maximising the use of relevant enablers – i.e. Stamp duty holiday, help to buy etc.
- Phased releases to ensure maximum exposure to the local domestic market
- Undertake detailed qualifications of local buyers' registered enquiries to target them for the appropriate property ensuring they are ready to buy at sales launch
- Complementary non-residential uses to support cohesive and high-quality environment

### 6.1 Sales and Marketing collateral

A branding agency will be appointed early and will be responsible for creating the visual identity for the sites that will position the scheme. Marketing collateral will be updated regularly and will include main brochure, individual building brochures, internal and external CGIs and photography, hoarding design and route finders, model and Interactive Media Table, a development website with local area and development information, advertising, including print and digital, local and national.

A bespoke sales and marketing facility will be set up on Poet's Corner and Byron Quarter to establish value by properly representing the project from the first sale and to facilitate off plan sales and maximise sales rates throughout the life of a project. The marketing suite will be centre of the sales activity but also a location that will demonstrate the wider regeneration.

Joint Branding and Project level Branding to be agreed by the HSDP and to include developing a specific joint brand between the Council and Wates.

### 6.2 Sales approach specifically focusing on local residents

The starting point is to ensure that the design and development of each scheme has a local focus on product mix and that the design resonates with local people and place. The Development Brief for each site, guided by detailed research from the S&M team, will inform the design team. Furthermore, we will integrate our approach by ensuring local community engagement with the emerging schemes, assisted by our social value and community engagement strategies. We will run workshops, designed to help local buyer, alongside any public sector support, such as Help to Buy.

The three key stages of our sales approach:

**1. Soft Launch:** This involves teaser campaigns and is targeted at local buyers to ensure they get the best chance to register their interest in potentially purchasing a home. Exclusivity will be provided for local buyers to register first, who are our core target market, and will include:

- Hoarding will be erected as soon as possible to support raising local awareness.
- A website will be developed for local buyers to register their interest
- "Coming soon" listings will also be displayed on advertising portals
- Electronic Direct Mailers (EDM) will be used to target local buyers with soft marketing communication
- Preview Event, targeting those who had already contacted the sales team via the soft launch

**2. Launch Phase:** This phase is geared up to ensuring as much awareness and traction in the market as possible, to ensure a highly successful launch and secure a significant proportion of sales.

- Supported by the PR and media agency through a multi-channel marketing campaign with local buyer launch events first as a priority.



- Launch campaign update, with a countdown EDM campaign, A selection of units will be placed on the portals including the entry level plots in order to garner further interest and enquiries.
- Following the launch, portals will be updated with a full range of typologies and details.

**3. Campaign Phase:** Following the main launch, to generate ongoing activity:

- Analysis of purchaser profiles and updating of market research.
- Brand collaborations may be considered from some sectors which may include community and sponsorship, further strengthening the relationship with the local demographic.
- Milestone events and updating of existing purchasers to maintain interest and recommendations.

## 7 Social Value and Community Engagement

### 7.1 Social Value

The HSDP's vision for Social Value has been developed in line with the Council's social value policy, which is to support Harrow residents to become more financially resilient and independent and fulfil their aspirations around social mobility.

The 'template for delivery' will be a new, bespoke social value delivery model to meet the needs of Harrow; providing a range of activities and services that all Wealdstone residents and the wider Harrow community can access. Activities will be categorised within three overarching core themes which we have aligned with Harrow's Social Value Action Plan template:

- Employment and Training
- Supporting the Community
- Supporting Local Businesses

The Community Investment Manager (CIM) will lead on all the social value activities listed in this section. The HSDP will use the Social Value Portal (SVP) to measure the impact of its activities.

A Social Value Strategy will set out the proposed activities and will be updated regularly to reflect the activities of the HSDP and opportunities to promote social value and growth across the Borough, alongside good news reporting from the actions arising from the HSDP's programme.

The HSDP will create Social Value through a number of activities including:

- New Apprenticeships
- New jobs created for local residents
- Careers, advice & guidance (including site visits)
- Upskilling for the existing workforce
- Work Experiences opportunities
- Payment of London Living Wage
- Volunteering by Wates and Supply Chain staff
- Spending with local SMEs during construction process
- 'Wild Wealdstone' tree planting and other environmental initiatives



We will work with our supply chain to deliver our social value commitments. Our supply chain is key in our delivery, and we work with our subcontractors before the tender stage. Our Community Investment Manager will create a table of requirements and calculate the targets against each consultant / subcontract value. A monitoring tracker review will take place. The target outputs will be delivered by Wates, their supply chain and

in partnership with key stakeholders. Consultants and subcontractors will meet with key stakeholders / training providers, so all parties understand the requirements. All consultants and subcontractors will be required to submit monitoring forms demonstrating compliance with the social value programme, providing progress updates, sharing successes and highlighting any concerns with updates reported monthly to the HSDP Board.

## 7.2 Social Value Key Themes

The Social Value programme for the HSDP has been developed around the following key themes:

1. Employment and Training
2. Supporting the Community
3. Supporting Local Businesses
4. Other Social Value Commitments Exceeding Expectations
5. Additional Projects

## 7.3 Monitoring & Reporting

Wates Residential internal collection document is the Community Investment Plan (CIP). The CIP captures all the delivery data in one place. Quarterly reports & detailed Project Impact Report (PIR) will be prepared midway through the project. The Social Value Portal (SVP) will be used to calculate the impact / social value added from the activities undertaken.

The SVP is an online solution that allows organisations to measure and manage the contribution that they and supply chain makes to society, according to the principles laid out within the Public Services (Social Value) Act 2012. Their solution allows organisations to report both financial and non-financial data and rewards organisations for doing “more good” in the community. The SVP calculates the impact using the unit cost database 1.4 version, as its proxy bank.

## 7.4 Overall SV Targets

In establishing these targets a key focus area on delivery is on helping unemployed, under-employed and those furthest from the job market as well as actively engaging with schools and colleges to engage young people in the career opportunities available through the apprenticeship routes and entry level roles. All community benefit will be delivered within Harrow’s existing infrastructure of skills, employment, education, businesses and business support programmes. Our SV commitment for the project includes:

- Over 180 apprenticeships created with over 45 of those for unemployed / furthest from the job market
- Over 300 new jobs created with over 50 of those for unemployed / furthest from the job market
- Over 180 work experience opportunities
- Over 500 volunteering hours by Wates and Supply Chain staff
- Over 70 workshops to support Community Voluntary Organisations
- Over 10 business mentoring sessions and business skills sessions



At the end of each year the performance will be reviewed and the forecast for the following year amended as necessary to ensure a steady flow of opportunities and activities throughout the lifetime of the project, keeping local residents engaged and building on the opportunities available.

## 7.5 Social Value Funding Approach

The Social Value offer is driven through Wates and the Supply Chain offering ensuring that the programme is delivered without the requirement for additional funding by the Council or any financial impact upon the Council's returns or land value.

## 7.6 Community Engagement

A Community Participation Strategy (CPS) will be prepared by Wates in consultation with the council to ensure the delivery of effective communication from when the HSDP is formally created. The CPS will include:

- Communication techniques and mediums, including an approach for digital communications
- Professional team to support regular meeting dates and reporting
- Establishment of procedures for issues such as complaints
- Community investment plan/commitments
- Media strategy and monitoring
- Key Performance Indicators
- Programme and Budget

We will maintain the CPS and include a process for raising any issues which could impact negatively on stakeholders, partners or the project, and will report to the Board monthly.

## 7.7 Community Engagement Methodology

Harrow Council's Statement of Community Consultation sets out expected local practice for pre-application consultation, that requires developers to:

- Inform people about the scheme and identify what can be influenced by making representations
- Utilise a wide and innovative range of consultation methods
- Submit a Consultation Statement outlining the community consultation carried out and responses received
- Identify any changes as a result of responses received

The Council's Statement of Community Involvement lists a number of potential methods of communication and consultation, with their advantages and disadvantages. Combining and utilising a variety of methods will be key to ensuring that every person who wants to have an opportunity to engage. Recommended communications and consultation methods will be tailored to include (but not limited to):

- Letters, leaflets, newsletters and written communication
- Public exhibitions, open days, road shows and public meetings
- Design workshops
- A dedicated project website
- Article in Harrow People magazine
- Local press briefing
- Consultative documents requesting public comments
- Participatory forums.

## 7.8 Key Community & Stakeholder Groups

Key stakeholders will be identified for each site and specific engagement plans developed on a scheme by scheme basis. Examples of some of the key groups that will be engaged with include:

- Local residents
- Local residents' associations

- Wealdstone Traders Association
- Adjoining property owners
- Local educational establishments
- Local nurseries
- Local businesses
- LB Harrow (Officers and Members; Planning, Housing, Major Developments, Transport, Traffic, Young People and Education, Environment, etc.)
- Greater London Authority
- Transport for London
- Metropolitan Police
- Harrow and Stanmore Colleges
- University of Westminster (Harrow Campus)

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## 8 Equalities & Inclusion

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### 8.1 Community and Stakeholder Engagement - Ensuring fair representation

We will ensure that we engage with all stakeholders, including hard to reach groups i.e. people within society who are typically under-represented in the planning process, including groups who have protected characteristics under the Equalities Act. These groups may include ethnic minorities, people with disabilities, and young people.

Harrow is one of England's as well as London's most culturally and religiously diverse boroughs. Harrow's Vitality Profile (2013, based on 2011 census data) shows that 50 to 65% of residents within the wards of the proposed developments (Wealdstone, Marlborough and Belmont) are from ethnic minority groups (Asian, Black, Chinese and others). With over 155 different languages spoken and 16% of households not speaking any English, we will make every aspect of consultation as easy to understand as possible.

To achieve this, we will:

- Create image-based consultation material wherever possible and make material available in different languages upon request. Images and materials will reflect diversity of the borough
- Utilise a translator service for key engagement events if required

We will work collaboratively with Council Officers and Members, who already have relationships and knowledge of the local communities, to sense-check these to achieve the best level of participation and attendance.

**Young people:** We recommend holding a special young people's consultation event at a local primary school. As part of the consultation as part of our estate regeneration partnership with LB Havering, we used digital channels to engage them including the Minecraft computer game. Children used this to help describe what they most valued in their neighbourhood and how they would like to see it redeveloped. This also helped involve parents and families, a group that are traditionally underrepresented in consultations due to childcare commitments.

We would also want to work with local youth representative groups such as setting up a briefing event or presentation to Harrow Youth Parliament.

**Working families:** Working families often have difficulty accessing consultations because of time and childcare commitments. We will therefore ensure that consultation events are scheduled for evenings/ weekends as well as during the day. Our consultation events will be family-friendly, with activities for children, and secure and safe space for families. We would also seek to advertise the consultation through the Ardwick Sure Start Children's Centre.

**People with disabilities:** A key criterion for choosing consultation venues will be that they are accessible to those with physical disabilities. We will work with the local authority to identify any local forums and groups representing people with disabilities to ensure that we are considering their members' needs and that they can provide support in publicising events. Face to face meetings will also be organised for those unable to physically attend organised events.

**Ethnic minorities and those with limited English language skills:** We will ensure that stakeholders from a wide range of backgrounds have convenient access to a consultation event. Promotional poster packs will be distributed to any local community centres and places of worship, and we will liaise with the local authority to determine any languages into which the consultation adverts or documentation should be translated.

Inclusion of feedback from harder to reach groups

- Following each consultation event, we will create an interim consultation report which will be circulated within the project team and to lead Councillors. This will form the basis of a Design Team Meeting discussion
- At each stage in consultation and application we will issue 'you said, we did' information, via newsletters, notifications through the above listed channels and to the email addresses of registered interested parties, so the public understand the influence that they had

- The consultation statements submitted with each application will also include the details of how the designs responded to public and stakeholder feedback.

## 8.2 Inclusive design approach

### Accessibility

- The development will be designed to meet the requirements of the Building Regulations in particular Part K:2013 & Part M:2015 and where practical the standards as defined within BS 8300:2018.
- Create step-free buildings with lift access to all areas.
- Changing Places facility provided.
- Parking for motorised and accessible cycles.
- Ensure interior spaces are sized appropriately for those with mobility impairments.
- Accessible visitor parking provided on-street.
- Consideration will be given to building users with cognitive impairments and mobility impairments and interior finishes will be selected to avoid visual confusion.
- Ensure interior finishes and signage assists clear wayfinding and provides a stress-free experience to those visiting.

### Diversity

- Respect and celebrate the cultural, social and ethnic diversity of residents within the borough
- A Multi-faith room is proposed within the HNC for staff and the public
- The development will be equally accessible to all ages
- Consideration will be given to multi-generational housing

### Inclusion

- Ensure that no visitor to the HNC building or staff member feels vulnerable
- Provide non-gender specific wash-room facilities within the HNC and ensure that signage throughout the building supports this.

## 8.3 Equality Act Approach

The Public Sector Equality does not apply to The Harrow Strategic Development Partnership as it is not a public sector body within the meaning of the Equality Act 2010 and therefore is not strictly bound by the provisions in the duty. However, the HSDP are covered by anti-discrimination law and must ensure policies and plans do not discriminate against staff, contractors or members of the public as outlined in the Equality Act 2010. Additionally, as the Council is a member and 50% owner of the partnership, the HSDP will commit to following and adhering to the principles of the legislation particularly with regard to considering the impact of its activities on groups with protected characteristics.

The partnership is committed to advancing equality of opportunity for protected groups and seeking to foster good relations with those without protected characteristics.

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## 9 Health and Safety

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### 9.1 CDM Regulatory Framework

The CDM Regulations shall apply to all Construction Work carried out by or on behalf of the HSDP. Under the CDM regulations the Client is central to the management of health and safety on a construction site. A Client is defined in the CDM Regulations as “any person for whom a project is carried out”; it is expressly stated that there may be more than one Client on a project. For the purposes of the Development, the HSDP (given it is in itself a legal entity) is the Client for all projects it is involved in.

An HSDP CDM Adviser will be appointed to support the HSDP in meeting all of its obligations as a Client under the CDM regulations.

The HSDP will be responsible for ensuring that both a Principal Contractor and a Principal Designer are appointed for all works.

### 9.2 Safety Approach

It is proposed that the HSDP adopts the Wates primary objective of Zero Harm for all schemes. Successful achievement of this starts right from the beginning of the design process. Regular H&S design audits will be undertaken and opportunities for off-site manufacture maximised in the schemes.

### 9.3 Zero Harm – Wates Approach Explained

Wates Zero Harm Strategy aims to raise awareness of these policies and get everyone involved by creating a culture in which people promote and champion behaviours that keep everyone safe and to have a positive impact on the environment and the confidence to challenge when they are not.

### 9.4 Wates Path to Zero Harm Is:

- LEAD - Each leader inspires their people to make ZERO HARM happen
- SIMPLIFY - Ensure systems and processes help and do not hinder progress
- RE-THINK - We re-assess, challenge and re-engineer to eliminate risk
- INVOLVE - We engage everyone who works for us to embrace ZERO HARM
- LEARN - We seek out, share, adapt and embed best practice
- TRACK - We identify where and how we can improve to create new standards