

Harrow Strategic Development Partnership

Initial Phase Business Plan 2023

Poets Corner, Phase 1

v1.1 (Harrow Cabinet Amendment), issued 12-Jan-2024



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Appendixes

12. Development Manager 12-Month Activity Summary (2024)

ACRONYMS

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

1 Introduction

- Clause 18 of the Harrow Strategic Development Partnership's (HSDP) Member's Agreement (MA) obligates the Partnership to adopt a Phase Business Plan (PBP) in respect of each Core Site. The purpose of this document is to provide an Initial PBP for Poets Corner in accordance with the MA.
- The PBP is a critical document that provides greater detail on the Business Plan objectives insofar as they relate to Poets Corner (particularly Phase 1), and address the challenges experienced by the project, the Partnership, and the wider-industry since the HSDP was formed in late-2021, namely:
 - Incorporating regulatory changes, specifically in relation to fire-safety and sustainability;
 - Adjusting for movements in cost, largely relating to regulatory changes not originally anticipated and abnormal inflation from 2022; and
 - Rising interest rates, impacting the cost of debt, Build to Rent (BtR) yields, and mortgage lending.
- In addition, the Partnership also had to navigate through a local leadership change during this time.
- The proposals included within this document present a response to the aforementioned challenges, without any grant funding or subsidy in what is presently a very difficult market, and as such should be considered a 'worst-case' scenario. It is expected these proposals will improve both in terms of viability and AH offer.
- To protect the investment position on Poets Corner, which is considered to be high-risk owing to the current 15% Affordable Housing (AH) offer, additional approval gateways have been proposed at **Mar-23 (Planning Gateway 1)** and **Jun-23 (Planning Gateway 2)** to provide stop/go points to monitor and review progress in relation to reducing the planning risk regarding the level of affordable housing and financial returns to the HSDP – refer to Section 4.7 (Planning Risk and Mitigation) and Table 21 (Forecast Pre-Construction Costs) for further detail. **The DM has set a nominal target of at least 20% AH overall and as evenly distributed through each phase as possible, subject to viability (i.e. what is 'reasonable' in planning terms and acceptable to the Partners).**
- To give this the greatest chance of success the Development Manager (DM) will continue to work to identify opportunities for grant-funding, value-engineering (VE), driving value through construction supply-chains, and alternate funding-structures for example. Any significant variations to this document, which may occur within the following 12-month period, will be brought back to the Member's for approval.
- The intention is that the PBP should be read in conjunction with the overarching Business Plan for the HSDP.
- To ensure the scheme is deliverable the Development Manager (DM) on behalf of the HSDP has:
 - Undertaken extensive redesign and replanning of Poets Corner to ensure the development can efficiently and effectively comply with new regulations, particularly in relation to fire-safety;
 - Introduced additional height and density in higher-value areas of the site to help drive viability, while being sensitive to surrounding, lower-rise housing close to the south of the site;
 - Replanned the anticipated phasing to enable some of the demolition cost to be delayed to later phases and to avoid major service diversions in the northeast corner, thereby minimising capital exposure for the Partnership, particularly in the early phases;

- Explored alternate routes to market, including BtR, where projected yields are favourable when set against the cost of borrowing to fund more traditional residential Open Market Sale (OMS) product, despite the typical BtR discount; and
- Considered the tenure layout and timing to foster effective placemaking early in the scheme.
- The fundamental purpose of this document therefore is to set out how the HSDP will:
 - Design a deliverable, high quality and viable scheme aligning with the financial model (v108) proposed to be adopted alongside this document;
 - Deliver approximately 1,100 tenure blind new homes within a mixed-use scheme, including AH alongside new open spaces and improved connections to public transport;
 - Provide a framework for operating in an open and transparent manner, including effective risk management; and
 - Provide a plan for the effective delivery of the social value commitments.
- To this end, the PBP sets out the HSDP's placemaking objectives to regenerate the previous Harrow Civic Centre site for high quality new homes, flexible commercial tenancies (e.g. shops, health facility, restaurants etc), and open spaces. It examines the relevant markets, along with the physical, legal, and planning constraints of Poets Corner, describes the project requirements, financial, and social value targets required to achieve the Business Plan, then sets-out a number of procedural requirements for periodic reporting to ensure the PBP is kept on-track.
- **Note that presently the proposals feature all private units as BtR (due to viability). However, this will be kept under review, and conditions allowing, later phases may revert to OMS. This is considered both in terms of the planning application and BtR deal structure/s.**
- It is recommended this document, along with v117 of the Financial Model (noting that only the position for Poets Corner (Phase 1) is proposed to be adopted and that the remaining phases of Poets Corner are for illustrative purposes only to demonstrate deliverability, the principles of which are proposed to be adopted via the overarching HSDP Business Plan), is adopted as the **Initial Phase Business Plan for Poets Corner, Phase 1, including of expenditure for the next 12-months subject to passing Planning Gateways 1 and 2 (see Sections 4.7 and 8.4 for further detail)** in accordance with Clause 18 of the HSDP's MA for the following reasons:
 - Kickstarts the regeneration of this important strategic site, delivering c1,100 new homes (incl AH), along with c14,000 sqft of commercial space;
 - Limits risk with forward-funded BtR and reduced upfront enabling costs (due to more efficient phasing) – which also assists the London Borough of Harrow (LBH) by removing an existing liability;
 - Opportunities for betterment through design development and grant funding; and
 - Safeguards the investment to date.

- Please note the following:
 - Poets Corner Phase 1 will fund a planning application for the entire site which will ultimately place obligations on Phases 2 and 3, the principles of which are sought to be approved via the overarching HSDP Business Plan.
 - Any significant challenges identified during Q1/Q2 2026 will be reported to the HSDP Board irrespective of timing (i.e. the DM will not wait until the Gateway date if it is not prudent to do so).
- This is a live document that will be reviewed periodically.
- Opportunities for betterment of the PBP will be captured in future revisions.

2 Project Location, Objectives and Vision

2.1 Project Location

- The 4.36 ha site is currently occupied by the existing Harrow Civic Centre, several ancillary buildings and a car park.
- It can be located using postcode HA1 2XY. Figure 1 shows the location of the site.
- The site is surrounded by Station Road to the west, Marlborough Hill to the north and Milton Road wraps around the south and east.
- The site benefits from good public transport links being 3 minutes walking distance from Harrow & Wealdstone Station (Bakerloo Line, Overground, National Rail) and on multiple bus routes.
- Adjoining and nearby uses are described in Table 1 and numbered on Figure 1.



Figure 1 | Site Location (not to scale)

Table 1 | Adjoining and Nearby Uses

| Boundary | Description |
|----------|---|
| North | <ol style="list-style-type: none"> 1. Marlborough Hill – terraced housing to the NW 2. Churchill Place housing estate to the N 3. Daltry House apartments to the NE 4. Samanvaya Cultural Centre and Nisai Group – Quality Assured Innovative Education with associated car park 5. Harrow & Wealdstone Station Car Park |
| South | <ol style="list-style-type: none"> 6. Milton Road – Citizens Advice Bureau and Relate and associated car park (currently in design stages for the HSDP Milton Road scheme) |
| East | <ol style="list-style-type: none"> 7. A409 Station Road – Sarsen House apartment block, Club KTM restaurant & bar and commercial building to the NE 8. NHS therapy rooms and Stop & Shop convenience store with resi apartments above to the E 9. Harrow Central Mosque & Masood Islamic Centre to the SE |
| West | <ol style="list-style-type: none"> 10. Milton Road – Milton Road apartment block to the NW and 11. Rear gardens for semi-detached properties W to SW |

2.2 Project Vision and Objectives

- Create a pedestrian focused mixed-use community organised around a number of public and private open spaces, namely: Poets Garden; High Street Square; and the Courtyards.
- Poets Garden: Preserve and incorporate existing mature trees, to support the health and well-being of residents of the new development as well as the wider urban area; Integrate play into the heart of the neighbourhood; Introduce non-residential elements at ground, for example a café, health facility or retail; Provide opportunity for temporary/pop-up uses.
- High Street Square: Reinforce the existing square with new non-residential uses at ground, creating consistent and active frontages, framing the improved square; Introduce high quality buildings to optimise the site whilst being sensitive to surroundings; Provide opportunity for temporary/pop-up uses.
- Courtyards: More intimate open spaces enclosed by the central blocks; May be for public or private use.
- Retain and enhance the pedestrian link from Station Road to Harrow & Wealdstone Station via High Street Square.
- Provide a variety of housing choice, including homes for ownership and rent in both private and affordable tenures.
- Deliver homes in the right location, allowing the strategic placement of density and height to enable the proposals to be viable and deliverable within the Opportunity Area while protecting the prevailing suburban character of the wider Borough.



- Explore various routes to market to enable faster delivery and occupation of the development.
- Create a lasting legacy through well considered building and estate management (see Appendix 9 for Draft Estate Management Strategy – not proposed to be adopted with this document).



Figure 2 | Emerging Design

4 Planning

- The Local Planning Authority (LPA) is LBH, and the Regional Authority is the Great London Authority (GLA). Note the GLA has strategic planning powers, and the Mayor of London can direct refusal of planning applications, or act as the local planning authority.
- A hybrid planning application is targeted for submission in Sep-24, proposing Outline application for the whole site with detailed planning for Phase 1. Please note that Phase 1 will fund this planning application but it will place obligations on Phases 2 and 3, the principles of which are set-out in the overarching HSDP Business Plan.
- It is considered a hybrid application is most advantageous as it will allow early delivery of Phase 1 while retaining flexibility for the later phases, which is beneficial given the overall programme duration and the potential reversion back to OMS units.
- CBRE have advised that with respect to maintaining flexibility for Phases 2 and 3 to be delivered as BtR or OMS units, in line with the Draft Affordable Housing & Viability London Plan Guidance (due to be finalised later in 2023), the GLA will likely require both BtR and OMS scenarios to be tested to demonstrate which is the most viable option i.e. the GLA may base the viable level of affordable housing on the OMS scenario, even if the intention is to deliver the homes for BtR (although this is unlikely).
- In liaison with Montagu Evans, it is anticipated that the viability review mechanisms would be triggered at the following points:
 - Early-Stage Review – triggered if the scheme is not implemented within 2 years.
 - Mid Stage Reviews – triggered at the submission of each Reserved Matters Application.
 - Late-Stage Review – triggered towards the end of the development programme, once a significant % of the homes have sold / let.
- The legal agreement can be drafted so the viability review mechanism calculations reflect either a BtR or OMS scenario.
- The red-line boundary for planning is shown in Figure 3 (see s3.1).
- The scheme was initially subject of 6 pre-application meetings with the LPA, 1 pre-application meeting with the Design Review Plan (DPR), and 1 pre-application meetings with the GLA. Broadly the focus of these meetings was as follows:
 - Land-use principle
 - Height and massing
 - Transport (incl car parking)
 - Open spaces and public realm (incl play space requirements and routes through the site)
 - Affordable housing (c40% previously proposed)
- Broadly speaking, the principle of redevelopment was acceptable, with the main challenges being:

- Height and massing – some comments that height and massing be reviewed with a view to reducing it.
- Transport – while the almost car-free/pedestrian focused approach was welcomed by the GLA, LBH raised concerns with it.
- Open space and public realm – concerns raised with a perceived lack of open space and under-provision of play-space (versus policy requirement).
- There were also a number of items which were flagged as requiring further information to assess, for example, embodied carbon calculations and daylight/sunlight. The GLA also mentioned a viability focused pre-application meeting would be helpful.
- The scheme has since been revised to address both regulatory and viability challenges. While the masterplan principles have been retained there have been changes to tenure splits and layout, building layout (largely to accommodate new fire-safety requirements), phasing boundaries, and height. Some of these are contrary to previous requests by the LPA, DRP and GLA but are required to ensure the deliverability of the scheme.
- Prior to planning submission, the scheme is expected to be subject of another 5 formal pre-application meetings with the LPA (6 to date) to address the aforementioned changes.
- Table 3 sets-out the pre-application meetings that have taken place to date.
- The planning application is targeted to be submitted to LBH Planning in Sep-24. It is expected the scheme will secure Resolution to Grant (RtG) in Mar-25 and full planning permission in Oct-25. These dates can be cross-referenced to the Programme in Appendix 1 (Programme).

4.1 Existing Use

- The Poets Corner site comprises c220,000 sqft of various civic buildings and offices (along with surface car-parking) the majority of which now falls under Class E ‘Commercial, Business and Service’. The majority of buildings on the site are either vacant or are proposed to be vacated imminently (see Table 5 in s4.5).

4.2 Planning History

- CBRE (Planning Consultant) have investigated the planning history of Poets Corner (summarised in Table 4).
- They have advised that on the basis of the applications in Table 4, and the online documentation that they had been able to review, there is no available information that would indicate any hindrance/ benefit to the future development of the Site.
- However, it was recommended the planning history table was verified given the issues with the LBH Planning Portal. For example, there are some records that were picked up (that are not included in the summary table) which include residential development that have multiple site addresses (including reference

to the civic centre, but also the same application has an address nowhere close to the site), but as there is no documentation online the site boundaries could not be confirmed.

Table 4 | Planning History

| LPA Ref | Address | Description | Status |
|-----------------|--|--|---|
| P/0749/20 | Civic 1, HA1 2XY | Prior approval for installation of 12 x antenna apertures 4 x 600mm dishes and 8 x equipment cabinets on new steelworks at rooftop level; ancillary works | Granted (20/04/2020) |
| P/0956/18 | Civic 5, HA1 2XY | Temporary change of use of ground floor office (class b1) to place of worship (class d1) | Granted (04/05/2018) |
| P/3924/17 | Civic 3-6, HA1 2XY | Change Of Use Of Office Buildings Civic 3 – 6 (Use Class B1) To School (Use Class D1) To Provide Temporary Home For Pinner Wood Primary School; Installation Of Two Temporary Single Storey Kitchen Blocks On Southern Elevation (Retrospective) | Granted (27/10/2017) |
| P/4670/16 | Poets Corner, Civic Centre, Station Road, Harrow | EIA Screening Request for the 'Redevelopment of the Civic Centre site to residential led, mixed use development consisting of up to 880 residential units, 3900sqm of commercial space and 2,500sqm of community space' | Decision (09/11/2016) confirms proposals not EIA Development. |
| P/3602/14 | Civic 3 and 4, HA1 2XY | Notification Of A 1 Year State Funded School (Part 4 Class C) Harrow Council Civic Centre Buildings 3 4 5 & 6 For Use As A State-Funded School For Marlborough Primary School From 08 Sept 2014 | NOTIF (10/11/2014) |
| P/3936/14 | Civic 5, HA1 2XY | Provision Of One Temporary Mobile Building For Use As Classroom (Retrospective) | Granted (23/12/2014) |
| P/0486/09 | Civic 1, HA1 2XY | Details pursuant to conditions 2 (materials) and 3 (protection of wealdstone brook) attached to planning permission p/3525/07/dfu dated 19/12/07 for single storey extensions | Granted (15/06/2009) |
| P/1120/09 | Civic 1, HA1 2XY | Single storey extensions to middle school building; 2.4M high metal mesh fencing with 2.1M high entrance gate on south elevation; external alterations | Granted (13/07/2009) |
| P/1362/08 UN | Civic 1, HA1 2XY | Partial replacement of perimeter fencing and gates; installation of anti-climb roller barriers on part of perimeter wall | Granted (03/06/2008) |
| P/1634/08 FU | Civic 1, HA1 2XY | Two single storey infill extensions to eastern flank wall to provide two new group rooms | Granted (27/06/2008) |
| P/1151/05/CFU | Civic 1, HA1 2XY | Infill Of Existing Ground Floor Area To Form Additional 360 Sq. Metres Of Office Space At Front Of Civic 1 Building | Granted (05/07/2005) |
| P/1155/05/CFU | Civic 1, HA1 2XY | Infill of existing ground floor area to form additional 247 sq. Metres of office space at front of civic 1 building. | (Approved 05/07/2005) |
| P/3056/04/DLA | Civic 1, HA1 2XY | Installation Of Raised Solar Panels On Roof | Granted (02/03/2005) |
| EAST/271/01/LA3 | Civic 2, HA1 2XY | Air Conditioning Unit on Front Elevation | Granted (10/05/2001) |

4.3 Site Specific Planning Policy

- The site is designated within the Harrow and Wealdstone Area Action Plan (AAP) as Site 9: ‘Civic Centre’. The site is allocated for comprehensive redevelopment – delivering a new mixed use residential led development with a targeted output of 250 homes and 120 jobs.
- Allocation Objectives:
 - The delivery of a high-quality design, with the repetition of urban and built form and a simple material palette for new buildings.
 - Providing a public realm ‘highlight’ which can reconfigure spaces and frontage to engage with Station Road
 - The provision of a mix of housing densities from flatted to family housing.
 - Establishing clear lines of sight between the new public square and Harrow and Wealdstone station for pedestrian and cyclists.
 - Extension of High Street retail frontage into the site around a new square at junctions of Milton Road and Station Road, providing for the relocation and a more appropriate setting for the existing War Memorial. (Note: LBH have confirm the War Memorial is to be relocated elsewhere in the borough).
 - Realign site roads to optimise site development plots.
 - Facility to retain or relocate Civic Offices and associated Democratic Space and library.
- The site is also subject to the following designations:
 - Harrow and Wealdstone Opportunity Area
 - Harrow and Wealdstone Core Strategy Sub Area
 - Station Road – Area Action Plan Sub Area
 - Heart of Harrow – Intensification Area
 - Protected Views Setting Corridor: Proposed Country Park at Wood Farm
 - Protected views setting corridor: Proposed Country Park at Wood Farm, Roxborough Road Footbridge, View of St Mary’s Spire
 - RAF Northolt Safeguarding Zone (blue)
 - Critical Drainage Area
 - Areas of the site are within Flood Zone 3a and 3b for surface water flooding
 - Areas of the site are designated as open space
- Although the proposals are delivering significantly more development than the AAP initially anticipated, the document was adopted approximately 10-years ago and is largely considered out-of-date. Pre-application meetings with LBH to date indicate the principle of the scale of development is broadly acceptable.

4.4 Environmental Impact Assessment

- LBH have confirmed an EIA will be required (as is common for developments of this scale), as such, a Screening Opinion is not considered necessary. A Scoping Application is forecast to be submitted in Apr-24

to agree the overall scope of the EIA, which will be prepared alongside the planning application for submission in Sep-24.

4.5 Community Infrastructure Levy

- The site will be subject of both Local and Mayoral CIL. The site is currently occupied by a series of civic buildings and offices which can be offset against the HSDPs liability, assuming certain conditions are met. Table 5 below sets-out these areas and Figure 5 shows the location of each building. Please note these areas are indicative only, having been measured from LBH asset plans.
- Early engagement with Harrow Planning has indicated that as long as the site is partly occupied, or has recently been partly occupied (i.e. 6-months occupation within the previous 36-months), then CIL credits can be claimed for all civic buildings.
- Civic 5 and 6 are currently occupied. Nonetheless, the HSDP and LBH will have to monitor the status of these buildings as demolition or changes in occupation can impact the eligibility of CIL credits.
- A detailed CIL calculation is set-out in Section 8.2.7.

Table 5 | Existing Building Areas Eligible for CIL Credits (Source: Existing Civic Buildings GIA by Sheppard Robson, dated 6-Oct-22)

| Building | Gross Internal Area (sqft) | Eligible for CIL Credits (Y/N) | Applicable Phase | Comments |
|------------------------|----------------------------|--------------------------------|------------------|------------------------------|
| Civic 1 (Civic Centre) | 163,530 | Y | 1 | Vacated on 1-Apr-23 |
| Civic 3 and 4 | 9,911 | Y | 2 | Vacant |
| Civic 5 and 6 | 22,301 | Y | 2 | Partially occupied by Wates. |
| Civic 7 | 18,442 | Y | 2 | Vacant |
| Civic 8 | 1,388 | Y | 1 | Vacant |
| Social Club | 6,442 | Y | 3 | Vacant |
| TOTAL | 222,013 | | | |



Figure 5 | Existing Building Locations

4.6 Planning Conditions

- Poets Corner is not sufficiently advanced to be able to identify the likelihood of any Onerous Conditions.
- The HSDP will continue to engage with LBH throughout the planning process to ensure that the Planning Permission secured is acceptable to both the HSDP and LBH having regard to potentially Onerous Conditions as set out in the Development Agreement (see Definitions of HSDP's Onerous Conditions and Council's Onerous Conditions).
- The HSDP will seek to agree the wording of other planning conditions to ensure the timely and effective implementation of the relevant planning permission, including pre-commencement conditions (if any).

5 Physical and Environmental Constraints

- The HSDP have undertaken the following surveys:
 - Topographic / Boundary (including existing building externals)
 - Existing Buildings (asset records from LBH)
 - Underground Utilities
 - Trees
 - Ecology
 - Parking
 - Noise
- There is an existing Ground Investigation (GI) that was undertaken by Stantec (formally Peter Brett Associates). This GI has been reviewed by Stantec (Civil/Structural Engineer) and is deemed to be appropriate for the design requirements. It is the intention that Stantec will update this document to make suitable for the Poets Corner development and planning application, allowing the HSDP to take reliance on the information.
- Appendix 3 shows a comprehensive constraints plan by the Consultant Civil Engineer (Stantec).
- There are four main constraints to note:
 - Ground Penetrating Radar (GPR) underground services survey (Dec-21) identified three services that traverse diagonally through the site from the northeast to the southeast corner: medium-pressure gas-main; a surface-water sewer; and a foul-water sewer. These services have been avoided so do not need to be diverted (refer to the Constraints Plan in Appendix 3).
 - Topographical survey (Dec-21) identifies the undulating levels across the site which are c5m higher in the northwest corner to the southeast corner of the site. The design accounts for these, stepping buildings/slabs where required.
 - Arboricultural survey (Dec-21) identified two groups of mature London Plain trees on the site which are intended to be retained. The design accounts for this by avoiding most of the constraint. Some trees will need to be removed.
 - Noise survey (Jan-22) identified the A409 to the east is the dominant noise source impacting the site. Careful consideration will be required for the blocks along this boundary of the site in terms of acoustic and overheating design mitigation.
- None of the physical or environmental constraints are considered to fetter or be prohibitive to the redevelopment of the site.

6 Proposed Development

6.1 Summary

- The proposed development consists of approximately 1,100 new homes and c14,000 sqft of commercial with associated access and landscaping. It features 15% AH (subject to viability).
- It is currently proposed to be brought-forward in three phases, ranging from approximately 250-500 units. Phase 1 has 532 units which is all BtR, including 6% or 30 of which are for Discount Market Rent – note these units are assumed to be pepper-potted and have not yet been allocated on-plan.
- The scheme features a series of open spaces, including a central green space (Poets Garden), a high street square, multiple block courtyards, as well as a series of indoor amenity spaces for residents equating to approximately 2sqm per unit which Knight Frank (BtR Advisor) has advised is 'investment grade'.
- The development is laid-out in a 'campus style' with minimal road and parking, allowing a focus on pedestrians.
- Building heights vary from 3 to 15-storeys, with height distributed having regard to the existing context and more sensitive receptors. Phase 1 has a maximum height of 12-storeys.
- The tenure layout and phasing are based on driving early site-activation and placemaking, while retaining higher-value areas to later phases to help drive the viability of the scheme. For example, Phase 1 will deliver the High Street Square and features all BtR units which are expected to be occupied significantly faster than traditional OMS helping to contribute to site activation, the overall sense of place, and the attractiveness of the commercial units. Phase 2 will see the completion Poets Garden helping to solidify the sense of place. While the higher value units are in Phase 3 which is expected to benefit from the most significant regeneration premium, helping drive viability.
- **Note that while the current proposals feature all private units as BtR (due to viability), this will be kept under-view, and conditions allowing, later phases may revert to OMS.**
- Please note the scheme was subject of amendment following the Harrow Council leadership change in May-22. The following elements were considered:
 - Review heights
 - Remove primary school
 - Review site for relocation for New Town Hall (as opposed to Peel Road) – subsequently ruled-out
 - Creation of better-quality housing, through good design and placemaking
- In addition, the scheme needed to respond to the other challenges mentioned in Section 1, namely:
 - Addressing regulatory changes, specifically in relation to fire-safety and sustainability – hence all buildings now feature 2-staircases.
 - Adjusting for movements in cost, largely relating to regulatory changes not originally anticipated and abnormal inflation from 2022 – hence the buildings have been rationalised and refined and the

masterplan has been reconfigured to avoid having to divert the services that cut the NE corner and leaving Milton Road in-situ.

- Rising interest rates, impacting the cost of debt and mortgage lending – hence the proposals feature forward-funded development by way of BtR.
- Overall, all efforts have been made to accommodate the Harrow Leadership’s aspirations while balancing viability and planning to ensure its deliverability.
- More recently the scheme has had to accommodate additional regulatory requirements, the most impactful being the introduction of additional stairs/means of escape for fire-safety in all apartment buildings for BtR and other buildings >18m.

To date, the Stage 1 design has benefited from the input of the following consultants:

- Fire (OFR)
- RoL/ Daylight/ Sunlight (Avison Young)
- Structural/ Civil (Stantec)
- MEP (AECOM)
- Energy/ Sustainability (AECOM)
- Highways (Stantec)
- Planning (CBRE)
- Therefore, from a design perspective, the Stage 1 proposals are considered robust. A full copy of the proposals are included at Appendix 4 (Masterplan Study).

6.2 Area Schedule, Schedule of Accommodation Summary and Unit Mix

- The BtR mix has been developed in consultation with Knight Frank (BtR Advisor) and consider phasing of the sales (see s10.1 for further detail).
- Knight Frank have advised the mix would also presently work for OMS, albeit this will need to be reassessed closer to the date of bringing them to market, should this be desirable.
- Please note these are likely to change with the introduction of additional AH following the mitigation steps set-out in Section 4.7.
- Please note there are some minor differences between the Architect’s schedules in Appendix 5 and those in this section and in valuations, this is due to rounding and discrepancies will be reduced or eliminated as design progresses. Such differences are not material to viability.
- In reference to the net:gross ratios set-out in Table 7, note the following main influences of this metric:
 - Fire-safety requirements, in-particular the addition of additional stairs (or GIA).
 - Stepping within blocks to create articulation (i.e. removing apartments at upper-floors), resulting in less efficient upper-floors.

- Ground floor efficiency, as it is typically required to accommodate plant, bin and bike stores, reducing the space for apartments. The DM has moved most of the cycle stores into the landscape to improve this, but this needs to be balanced with achieving other planning requirements related to BNG and play space for example.
- Increased height has the benefit of producing more NIA by which to blend the ground floor over, typically creating a more efficient building overall.
- Increasing the units per floor typically increases the overall efficiency of the building as areas such as lifts and stairs can be spread over more NIA. However, this needs to be balanced with fire-safety (e.g. escape distances) and planning requirements (which typically references 8 units per core, per floor).
- Efficiently sized units (i.e. close to the Nationally Described Space Standard (NDSS)) can negatively impact the NIA:GIA ratio, however, assuming the common areas are efficient, efficiently sized units will still improve viability as the goal is stripping-out redundant internal space.
- The DM will continue to work with the design team to increase the efficiency as it has a significant bearing on viability.
- Please refer to Figure 8 in s6.4 for block references.

Table 7 | Area Schedules

Phase 1

| Block | Tenure | Type | Storeys | Total GIA Sqft | Total NIA Sqft | Units | Av Unit Size Sqft | Net:Gross |
|-----------------|----------------|------------|---------|----------------|----------------|------------|-------------------|-----------|
| Block A1 | Private Rented | Apartments | 10 | 81,054 | 54,531 | 80 | 682 | 67% |
| Block A2 | Private Rented | Apartments | 8 | 66,888 | 46,520 | 73 | 637 | 70% |
| Block A3 | Private Rented | Apartments | 12 | 79,060 | 54,400 | 79 | 689 | 69% |
| Block A4 | Private Rented | Apartments | 6 | 49,320 | 31,362 | 50 | 627 | 64% |
| Block B1 | Private Rented | Apartments | 12 | 79,048 | 55,400 | 81 | 684 | 70% |
| Block B2 | Private Rented | Apartments | 6 | 51,065 | 34,659 | 55 | 630 | 68% |
| Block B3 | Private Rented | Apartments | 8 | 64,603 | 42,935 | 63 | 682 | 66% |
| Block B4 | Private Rented | Apartments | 6 | 41,397 | 26,968 | 43 | 627 | 65% |
| Block C1 | Private Rented | Houses | 1 | 8,776 | 8,776 | 8 | 1,097 | 100% |
| Block A2 (Cafe) | Commercial | Cat A | 1 | 1,435 | 1,435 | 0 | 0 | 100% |
| TOTAL | | | | 522,646 | 356,986 | 532 | 671 | |

Phase 2

| Block | Tenure | Type | Storeys | Total GIA Sqft | Total NIA Sqft | Units | Av Unit Size Sqft | Net:Gross |
|--|-------------------|------------|---------|----------------|----------------|------------|-------------------|-----------|
| Block D1 | Affordable Rented | Apartments | 8 | 63,001 | 45,509 | 71 | 641 | 72% |
| Block D2 | Affordable Rented | Apartments | 12 | 79,103 | 53,097 | 77 | 690 | 67% |
| Block D3 | Private Rented | Apartments | 8 | 55,040 | 37,263 | 59 | 632 | 68% |
| Block D4 | Private Rented | Apartments | 12 | 94,641 | 66,152 | 97 | 682 | 70% |
| Block D1 (Nursery) | Commercial | Cat A | 1 | 4,946 | 4,946 | 0 | 0 | 100% |
| Block D4 (Flexible - e.g. Health Facility, Restaurant etc) | Commercial | Cat A | 1 | 1,150 | 1,150 | 0 | 0 | 100% |
| TOTAL | | | | 297,881 | 208,117 | 304 | 685 | |

Phase 3

| Block | Tenure | Type | Storeys | Total GIA Sqft | Total NIA Sqft | Units | Av Unit Size Sqft | Net:Gross |
|--|----------------|------------|---------|----------------|----------------|------------|-------------------|-----------|
| Block E1 | Private Rented | Apartments | 10 | 72,706 | 46,749 | 69 | 678 | 64% |
| Block E2 | Private Rented | Apartments | 15 | 88,537 | 60,739 | 98 | 620 | 69% |
| Block F1 | Intermediate | Apartments | 10 | 79,486 | 52,482 | 77 | 682 | 66% |
| Block E2 (Convenience Store) | Commercial | Cat A | 1 | 5,068 | 5,068 | 0 | 0 | 100% |
| Block F1 (Flexible - e.g. Health Facility, Café etc) | Commercial | Cat A | 1 | 1,435 | 1,435 | 0 | 0 | 100% |
| TOTAL | | | | 247,232 | 166,473 | 244 | 682 | |

Table 8 | Schedule of Accommodation Summaries

| Unit Type | % | No | Av NIA sqft | Total NIA sqft |
|-------------------------------|-------------|------------|-------------|----------------|
| Phase 1 | | | | |
| Private Rented | | | | |
| 1B1P | 8% | 42 | 430 | 18,040 |
| 1B2P | 38% | 190 | 577 | 109,574 |
| 2B3P | 11% | 56 | 679 | 38,048 |
| 2B4P | 37% | 185 | 767 | 141,870 |
| 3B5P | 6% | 29 | 986 | 28,584 |
| Sub-Total | 100% | 502 | 670 | 336,117 |
| Discount Market Rented | | | | |
| 1B1P | 13% | 4 | 430 | 1,718 |
| 1B2P | 37% | 11 | 577 | 6,344 |
| 2B3P | 13% | 4 | 679 | 2,718 |
| 2B4P | 33% | 10 | 767 | 7,669 |
| 3B5P | 3% | 1 | 986 | 986 |
| Sub-Total | 100% | 30 | 648 | 19,434 |

| | | | | |
|-------------------------------|-------------|------------|------------|----------------|
| Phase 2 | | | | |
| Private Rented | | | | |
| 1B1P | 7% | 18 | 427 | 7,686 |
| 1B2P | 39% | 100 | 573 | 57,272 |
| 2B3P | 12% | 30 | 680 | 20,395 |
| 2B4P | 37% | 95 | 767 | 72,908 |
| 3B5P | 5% | 12 | 938 | 11,256 |
| Sub-Total | 100% | 255 | 665 | 169,517 |
| Discount Market Rented | | | | |
| 1B1P | 6% | 3 | 427 | 1,281 |
| 1B2P | 41% | 20 | 573 | 11,454 |
| 2B3P | 12% | 6 | 680 | 4,079 |
| 2B4P | 37% | 18 | 767 | 13,814 |
| 3B5P | 4% | 2 | 938 | 1,876 |
| Sub-Total | 100% | 49 | 663 | 32,504 |

| Phase 3 | | | | | |
|-------------------------------|-------------|------------|------------|----------------|--|
| Private Rented | | | | | |
| 1B1P | 12% | 19 | 424 | 8,049 | |
| 1B2P | 27% | 45 | 580 | 26,102 | |
| 2B3P | 26% | 42 | 682 | 28,663 | |
| 2B4P | 35% | 58 | 772 | 44,750 | |
| 3B5P | 0% | - | - | - | |
| Sub-Total | 100% | 164 | 656 | 107,564 | |
| Discount Market Rented | | | | | |
| 1B1P | 13% | 10 | 424 | 4,236 | |
| 1B2P | 28% | 22 | 580 | 12,761 | |
| 2B3P | 25% | 20 | 682 | 13,649 | |
| 2B4P | 35% | 28 | 772 | 21,603 | |
| 3B5P | 0% | - | - | - | |
| Sub-Total | 100% | 80 | 653 | 52,250 | |

| All Phases | | | | | |
|-------------------------------|-------------|------------|------------|----------------|--|
| Private Rented | | | | | |
| 1B1P | 9% | 79 | 428 | 33,775 | |
| 1B2P | 36% | 335 | 576 | 192,948 | |
| 2B3P | 14% | 128 | 681 | 87,106 | |
| 2B4P | 37% | 338 | 768 | 259,528 | |
| 3B5P | 4% | 41 | 972 | 39,840 | |
| Sub-Total | 100% | 921 | 666 | 613,197 | |
| Discount Market Rented | | | | | |
| 1B1P | 11% | 17 | 426 | 7,236 | |
| 1B2P | 33% | 53 | 577 | 30,559 | |
| 2B3P | 19% | 30 | 682 | 20,446 | |
| 2B4P | 35% | 56 | 769 | 43,086 | |
| 3B5P | 2% | 3 | 954 | 2,862 | |
| Sub-Total | 100% | 159 | 655 | 104,188 | |

Table 9 | Tenure Mix (by Hab Room)

Overall

| Split | Hab Rooms | Overall Split | Affordable Split |
|-------------------|--------------|---------------|------------------|
| Private | - | 0% | |
| Private Rented | 2,413 | 85% | |
| Intermediate | 425 | 15% | 100% |
| Affordable Rented | - | 0% | 0% |
| TOTAL | 2,838 | | |

Phase 1

| Split | Hab Rooms | Overall Split | Affordable Split |
|-------------------|--------------|---------------|------------------|
| Private | - | 0% | |
| Private Rented | 1,326 | 94% | |
| Intermediate | 91 | 6% | 100% |
| Affordable Rented | - | 0% | 0% |
| TOTAL | 1,417 | | |

Phase 2

| Split | Hab Rooms | Overall Split | Affordable Split |
|-------------------|------------|---------------|------------------|
| Private | - | 0% | |
| Private Rented | 659 | 84% | |
| Intermediate | 126 | 16% | 100% |
| Affordable Rented | - | 0% | 0% |
| TOTAL | 785 | | |

Phase 3

| Split | Hab Rooms | Overall Split | Affordable Split |
|-------------------|------------|---------------|------------------|
| Private | - | 0% | |
| Private Rented | 428 | 67% | |
| Intermediate | 208 | 33% | 100% |
| Affordable Rented | - | 0% | 0% |
| TOTAL | 636 | | |

Table 10 | Comparison of Initial Business Plan (Aug-21) to Current

Phase 1

| Accomodation | Approved Financial Model (v52) | Current | Variance |
|--------------------------------------|--------------------------------|---------|-----------|
| Private (No) | 224 | 0 | (224) |
| Private (Av Size NIA sqft) | 700 | 0 | (700) |
| Private (Total NIA sqft) | 156,722 | 0 | (156,722) |
| Private Rented (No) | 0 | 502 | 502 |
| Private Rented (Av Size NIA sqft) | 0 | 670 | 670 |
| Private Rented (Total NIA sqft) | 0 | 336,117 | 336,117 |
| Affordable Rented (No) | 90 | 0 | (90) |
| Affordable Rented (Av Size NIA sqft) | 700 | 0 | (700) |
| Affordable Rented (Total NIA sqft) | 62,969 | 0 | (62,969) |
| Intermediate (No) | 100 | 30 | (70) |
| Intermediate (Av Size NIA sqft) | 700 | 648 | (52) |
| Intermediate (Total NIA sqft) | 69,965 | 19,434 | (50,531) |
| TOTAL UNITS | 414 | 532 | 118 |
| Commercial (Total NIA sqft) | 10,549 | 1,435 | (9,114) |
| Community (Total NIA sqft) | 0 | 0 | 0 |
| GIA (sqft) | 381,127 | 522,646 | 141,519 |
| Floorplate Efficiency (excl Podium) | 76.00% | 68.03% | -7.97% |

Phase 2

| Accomodation | Approved Financial Model (v52) | Current | Variance |
|--------------------------------------|--------------------------------|---------|-----------|
| Private (No) | 215 | 0 | (215) |
| Private (Av Size NIA sqft) | 700 | 0 | (700) |
| Private (Total NIA sqft) | 150,426 | 0 | (150,426) |
| Private Rented (No) | 0 | 255 | 255 |
| Private Rented (Av Size NIA sqft) | 0 | 665 | 665 |
| Private Rented (Total NIA sqft) | 0 | 169,517 | 169,517 |
| Affordable Rented (No) | 88 | 0 | (88) |
| Affordable Rented (Av Size NIA sqft) | 700 | 0 | (700) |
| Affordable Rented (Total NIA sqft) | 61,570 | 0 | (61,570) |
| Intermediate (No) | 46 | 49 | 3 |
| Intermediate (Av Size NIA sqft) | 700 | 663 | (36) |
| Intermediate (Total NIA sqft) | 32,184 | 32,504 | 320 |
| TOTAL UNITS | 349 | 304 | (45) |
| Commercial (Total NIA sqft) | 9,978 | 6,096 | (3,882) |
| Community (Total NIA sqft) | 0 | 0 | 0 |
| GIA (sqft) | 321,288 | 297,881 | (23,407) |
| Floorplate Efficiency (Resi NIA:GIA) | 76.00% | 67.82% | -8.18% |

Phase 3

| Accommodation | Approved Financial Model (v52) | Current | Variance |
|--------------------------------------|--------------------------------|------------|-------------|
| Private (No) | 204 | 0 | (204) |
| Private (Av Size NIA sqft) | 739 | 0 | (739) |
| Private (Total NIA sqft) | 150,721 | 0 | (150,721) |
| Private Rented (No) | 0 | 164 | 164 |
| Private Rented (Av Size NIA sqft) | 0 | 656 | 656 |
| Private Rented (Total NIA sqft) | 0 | 107,564 | 107,564 |
| Affordable Rented (No) | 80 | 0 | (80) |
| Affordable Rented (Av Size NIA sqft) | 736 | 0 | (736) |
| Affordable Rented (Total NIA sqft) | 58,878 | 0 | (58,878) |
| Intermediate (No) | 0 | 80 | 80 |
| Intermediate (Av Size NIA sqft) | 0 | 653 | 653 |
| Intermediate (Total NIA sqft) | 0 | 52,250 | 52,250 |
| TOTAL UNITS | 284 | 244 | (40) |
| Commercial (Total NIA sqft) | 0 | 6,503 | 6,503 |
| Community (Total NIA sqft) | 0 | 0 | 0 |
| GIA (sqft) | 275,789 | 247,232 | (28,557) |
| Floorplate Efficiency (Resi NIA:GIA) | 76.00% | 64.64% | -11.36% |

6.3 Massing

- Figure 7 shows the massing for Poets Corner. Principally the massing is highest (max 15-storeys, Block E2) in the northeast corner, furthest away from the more sensitive, traditional low-rise housing to the south. Blocks A and B, closer to the low-rise housing, are 6-storeys and Blocks A and B (on the southern boundary) is 3-storey terrace housing to provide a transition to the higher-density flat blocks.



Figure 7 | Poets Corner Massing

6.4 Tenure Distribution and Layout

- The tenure layout has been developed to take advantage of multiple routes to market to assist the viability/deliverability of the scheme. Nonetheless, the development strives to remain inclusive by placing AH units onto key open spaces (e.g. Poets Garden and the High Street Square) and incorporating non-residential uses at ground to increase activation. See Figure 8.



Figure 8 | Tenure Layout

6.5 Phasing

- The proposals are intended to be brought-forward in three phases. Table 9 summarises the overall tenure split in each phase by hab-room.
- In order to limit capital exposure of the HSDP in Phase 1, the demolition of the civic buildings have been staggered.
- To enable the 'unlocking' of the site, Phase 1 features a lower % of AH along with the majority of Poets Garden and the High Street Square. Not only will this accelerate the delivery but will enable faster occupation of the development, creating activity and contributing to placemaking the attractiveness of the commercial units.
- Phase 2 will see the completion of Poets Garden, along with a nursery and restaurant/takeaway, helping to build place and value for that phase and Phase 3. However, the HSDP will keep the commercial tenancies under-review and review alternate uses, such as a health facility.
- Phase 3 will deliver the Convenience Store. These will benefit from the existing Phase 1 and 2 residents, ensuring the units are as marketable and successful as possible.
- Refer to Figure 8 which includes phasing.

6.6 Planning Requirements

- While the design is at an early stage, the scheme has been designed as far as possible to meet all current planning and building regulation requirements (including emerging fire-safety requirements in BS9991). In addition, the cost estimate (see s8.2.4) makes allowances for current regulations and known future regulations, including 'Future Homes'. See the Masterplan Study (Appendix 4) for further detail.

6.7 Sustainability Requirements

- The proposed design and associated cost plan anticipates all known sustainability requirements, including Future Homes, at the time of writing this document. As the scheme progresses the DM will look to identify further opportunities for enhanced sustainability measures.

6.8 Detailed Specifications and Drawings

- A detailed specification will accompany the Employer's Requirements (forecast late-24).

12 Community and Stakeholder Engagement

- The Communications Consultant (Kanda) have prepared a Public Engagement Strategy, the main objectives are which are:
 - Engage, inform and seek feedback from local residents and other stakeholders on the proposals
 - Confirm main interest groups
 - To satisfy the relevant national and local planning policy requirements for public consultations of this scale and nature to ensure the submission of a robust planning application anticipated in Sep-24
 - The strategy features two physical consultation events anticipated to be Mar/Apr and May/Jun-24. The physical event will be supplemented by an online portal.
- A copy of the Strategy is contained at Appendix 10.

13 Social Value

- The HSDP and council officers have undertaken a full review of Social Value.
- The Social Value Manager (SVM) will lead on all the social value targets 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.
- Preconstruction Wates will deliver work experience and volunteering opportunities to the local residents of Harrow. These will be hosted with our supply chain for example with our architects and planner's opportunities will be well structured and meaningful for participants. Volunteering could take the shape of supporting the local organisations with community activities/ events. Or could be Wates staff or our supply chain doing careers talks / advice sessions on the industry.

13.1 Reporting

- Community Investment Plan (CIP) data will be extracted into a monthly economic, skills and community reports.
- Quarterly reports and detailed Project Impact Report (PIR) will be prepared midway through the project. Underperformance will be addressed at quarterly review meetings.
- The Social Value Portal (SVP) can be used to calculate the impact / social value added from the activities undertaken. However, the real impact will be measured by the number of jobs created, residents into work, apprenticeships created and completed and local spend with Harrow suppliers.
- 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.
- This will be incorporated into the Monthly Performance Report (see s16).
- Monitoring returns will include data against the 9 Protected Characteristics, to ensure underperformance is picked up and addressed.

13.2 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.

- A summary of the Social Value targets for Poets Corner is below:
 - 140no. Apprenticeships
 - 232no. New Jobs
 - 121no. Work experience Placements
 - 86no. Unemployed Supported
 - 56no. 121 Support CVO's
 - £16,800 of Wates Employee Volunteering
 - £7,000 of Donations
 - c£68m Local Supply Chain Spend
 - 1no. Pop Up Business School
 - 7no. Business Development Workshops
 - 7no. Seeing is Believing tours
 - 1no. Dinner with a difference
 - 7no. Business Mentoring
 - 1no. Buy Social
 - 1no. Incubator space
 - 33.3no. Trees planted (100 across all developments)
 - 230no. Upskilling FTE
 - 7no. Community Events

13.3 Meanwhile Uses

- Regeneration is a complex process, bringing lots of different people and skillsets together to revitalise places and meet the evolving needs of communities. The aim to transform underutilised, derelict spaces into vibrant, functional, and sustainable new neighbourhoods can take many years to come to fruition.
- Vacant and abandoned spaces can be magnets for crime and anti-social behaviour, contributing to a sense of insecurity in the community and surrounding neighbourhoods. By activating these spaces with meanwhile use initiatives, the presence of people brings life and safety to the community and makes it all the more attractive for future residents, businesses, and investors.
- Meanwhile use through temporary commercial premises and pop-ups can stimulate economic activity that has long term benefits for the place and the owners of businesses alike. By encouraging pop-up shops, cafes, markets, and cultural events, meanwhile use attracts visitors, boosts foot traffic, and supports local businesses. This injection of economic activity can breathe new life into neglected areas and attract potential investors and developers.
- Meanwhile use is a powerful tool to embed this change and help bring new spaces to life quicker. Through meanwhile use, the community start to benefit from the space straight away, while the HSDP continue work on long-term vision and delivery of spaces.

- Meanwhile uses at Poets Corner will provide an avenue for community engagement and participation in the regeneration process. By involving local people, business owners, community groups and stakeholders, meanwhile use projects reflect the specific needs and aspirations of the community. This collaboration fosters a sense of ownership and pride, ultimately leading to a more inclusive and sustainable regeneration process.
- Poets corner – given its location, proximity to the station and scale provides an exciting opportunity for Harrow to explore Meanwhile uses and to ensure residents of Harrow are active participants in the evolution and delivery of the site
- Given the sites prominent central location – Poets Corner already affords an ‘informal’ meanwhile use for residents of Harrow – with uses ranging from meeting spaces – the site being a draw for people as a focal opens space to enjoy (despite its current use), cycle riding both adults and children and utilising desire routes and connections across the site to the station and other destinations within the borough – this informal usage provides us with a starting point wayfinding and routes to inform the masterplan design – but also allows us to consider how we can build and enhance these experiences as the scheme evolves over its lifetime and build programme – circa 1-10-12 years.
- A comprehensive meanwhile strategy will be produced in conjunction with consultation with residents to create economic opportunities for Poets both in the short term and to enhance and compliment the existing high street.
- The clarity of vision about the ‘why’ is the most important consideration for any meanwhile project.
- Opportunities to consider for the Poets Meanwhile uses could include;
 - Testing ideas
 - Testing capacity
 - Proving local demand (for space)
 - Providing space or facilities required by local people
 - Increasing footfall to an area through activation and events
 - Providing local employment and training opportunities
 - Creating social value on many levels
 - Using empty space which is at a premium
 - Enlivening high streets
- The Poets Corner Meanwhile Use Strategy is intended to be a live document – enabling it to evolve and update over the duration of the project and will be supported and informed by economic growth report, and submitted with the Planning Application.

14 Consultant Team

- Procurement has been carried out in-line in accordance with the Procurement Policy as set-out in the MA. Any deviations have been reported to and agreed with the HSDP Board at the appropriate time (e.g. if three quotes could not be secured). Table 29 lists out the Consultant Team for Poets Corner.

Table 29 | Core Consultant Team

| Discipline | Company |
|----------------------------|--|
| Acoustic | Mach |
| Affordable Housing Advisor | Red Loft |
| Air Quality | Phlorum |
| Arboriculturist | Sharon Hosegood Associates |
| Architect | Sheppard Robson |
| Agency | Knight Frank (BtR) |
| CDM Client Advisor | Bailey Garner |
| CDM Principal Designer | Bailey Garner |
| Communications | Kanda |
| Ecologist | Greengage |
| EIA | CBRE |
| Employers Agent | Ikon |
| Energy Strategy | Fairheat (Stage 1), AECOM (Stage 2+) |
| Fire | OFR |
| Geotechnical | Stantec |
| Highways | Stantec |
| JV Supervisor | Arcadis |
| Landscape Architect | BDP |
| Legal (JV) | Winckworth Sherwood |
| Legal (Planning) | Ashurst |
| MEP and VT | AECOM |
| Survey | Laser Survey |
| Planning | CBRE |
| RoL/ Daylight/ Sunlight | Previously Avison Young (consultant no longer offers this service and will be re-procured) |
| Structural/ Civil | Stantec |
| Townscape | Iceni |
| Verified Views | Miller Hare |
| Viability | Montagu Evans |

16 Reporting

- The financial management and reporting are the responsibility of the Development Manager (DM).
- A process of monthly reconciliation and reporting has been developed and is currently reported in the monthly HSDP Board Meeting.
- While the frequency of the Board Meetings may change, the reporting will continue to be monthly and consist of a reconciliation of historic and forecast costs to the Financial Model, along with the following:
 - Key Updates
 - Recommendations/ Approvals Sought
 - Programme
 - Viability
 - Budget
 - Planning
 - Communications
 - Commercial
 - Safety Health and Environment
 - Risks and Opportunities
 - Social Value
- It may also be necessary to provide interim updates to the report, as and when directed, and provide supplemental reports to third parties.

17 Appendices

Appendix 12

Development Manager 12-Month Activity Summary (2024)