



Harrow Strategic Development Partnership

Initial Phase Business Plan 2023

Byron Quarter (Phase 1)

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





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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 Byron Quarter 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 Byron Quarter, and address the challenges experienced by the project, the Partnership, and the wider-industry since the HSDP was formed in late-2021, namely:
 - Addressing 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 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 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 will ultimately 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 Byron Quarter to introduce additional low-rise housing and lower-rise flats, which has the following benefits:
 - Avoids regulatory uncertainty, particularly in relation to fire-safety.
 - Facilitates a more cost-effective build, as most of the development can be 'traditional' construction.
 - Reduces the time to market, as housing sales can be completed in a shorter timeframe than flats, reducing peak-debt and borrowing duration, lowering overall finance costs, and improving viability.
 - Provides the ability to remove the delivery of Affordable Housing (AH) via the Community Works Agreement (CWA) route to relieve financial pressures on the London Borough of Harrow (LBH) due to improved viability (subject to final viability and Section 123 requirements – see s9)
 - Overall, greatly improves the certainty and speed of deliverability for the scheme.
 - Responds positively to the surrounding environment, including the nearby low-rise housing, and the adjoining Belmont Trail and Byron Park.
 - Does not fetter the ability of the remaining Byron Quarter Housing Allocation to be brought-forward for higher-density development in the future, should it be desired.
- 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 (v117) proposed to be adopted alongside this document;
- Deliver approximately 150 tenure blind new homes within a mixed-use scheme, including 27% AH alongside improved connections to nearby existing green spaces
- 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 an accessible, but underutilised car park site for high quality new homes and green spaces. It examines the residential market along with the physical, legal, and planning constraints of Byron Quarter, 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 and bettered.
- It is recommended this document, along with v117 of the Financial Model, is adopted as the **Initial Phase Business Plan for Byron Quarter including Section 8.4 for further detail**) in accordance with Clause 18 of the HSDP's MA for the following reasons:
 - Kickstarts the programme of regeneration for the HSDP portfolio;
 - Increases the diversity of sales products and routes to market for the HSDP;
 - Provides market facing returns during a difficult time which strengthens the deliverability of the proposals;
 - Opportunities for betterment through design development and grant funding; and
 - Safeguards the investment to date.
- This is a live document that will be reviewed periodically and updated on an annual basis.

2 Project Location, Objectives and Vision

2.1 Project Location

- The 1.70ha site is an existing LBH car park.
- It can be located using postcode HA3 5BJ. Figure 1 shows the location of the site.
- The nearest adopted highways are Christchurch Avenue and Coxe Place, although the site only abuts a small section of Coxe Place.
- The site benefits from good public transport links, being 10 mins walking distance from Harrow & Wealdstone Station (Bakerloo Line, Overground, National Rail).
- Adjoining and nearby uses are described in Table 1 and numbered on Figure 1.
- The land is the first phase of a wider Housing Allocation within LB Harrow ownership, that broadly includes the Car Park (No. 8) and the Leisure Centre (No.7).



Figure 1 | Site Location (not to scale)

Table 1 | Adjoining and Nearby Uses

Boundary	Description
North	1. Byron Recreation Ground 2. Harrow Skate Park (Locally Listed) 3. Wealdstone Cemetery 4. Harrow School of Gymnastics
South	5. Coxe Place
East	6. Belmont Trail
West	7. Harrow Leisure Centre 8. Harrow Leisure Centre Car Park 9. London's Community Kitchen/ Bridge Day Centre/ Cafe

2.2 Project Vision & Objectives

- A residential scheme comprised of both private and affordable units in a mix of housing and apartments.
- Create a strong identity and sense of place by restoring the relationship between Byron Park, Belmont Trail, and the local community through connected open spaces.
- Create a strong edge to the Harrow Leisure Centre Car Park and Byron Recreation Ground to help build a more positive environment and address community safety concerns, while successfully integrating and connecting with Byron Recreation Ground.
- Deliver at pace, enabling fast and positive regeneration with high-quality homes and as much Affordable Housing (AH) as can viably be delivered.
- Design to enable the wider Housing Allocation to come-forward with good flexibility.
- Working between leisure and residential uses along the mature tree-lined, east-west boulevard, the design will create a defined park frontage of the highly desirable new residential neighbourhood. This route forms part of the strategic green link and cycle connection from Headstone Manor to the Belmont Trail, which is a green link between Christchurch Avenue, running north to Vernon Drive in Stanmore.
- Pace of delivery is key as Byron Quarter will be the first of the HSDP schemes to come forward delivering new homes for the borough. Therefore, it is fundamental that the planning, phasing, and sales and construction logistics and delivery strategies are incorporated into the scheme from the outset.
- Create a lasting legacy through well considered building and estate management.
- Figure 2 shows how some of these principles were incorporated into the emerging masterplan, along with the current iteration confirming the retention of such principles.



Early Concept Masterplan



Current Masterplan

Figure 2 | Masterplan

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.
- It is proposed to make a full application in May-24. There is no benefit to an outline or hybrid application given the intention to deliver the development in a single-phase starting within 2-years.
- The red-line boundary for planning is shown in Figure 3 (see s3.1). There are works required outside the red-line to facilitate access. CBRE (Planning Consultant) has confirmed these can be done as Permitted Development and are therefore not required to be included in the planning application.
- Prior to planning submission, the scheme is expected to be subject of 3 formal pre-application meetings with the LPA (6 to date). Additionally, a number of informal pre-applications meetings have already taken place focusing on housing, ecology/trees, highways, and drainage.
- Table 3 sets-out the pre-application meetings that have taken place to date. Note these relate to the previous proposals for an apartment led scheme (refer to Appendix 5 for a copy of these proposals).
- The planning application is targeted to be submitted to LBH Planning in Apr-24. It is expected the scheme will secure Resolution to Grant (RtG) in Aug-24 and full planning permission in Oct-24. These dates can be cross-referenced to the Programme in Appendix 1.

Table 3 | Pre-Application Consultation History

Date	Consultee	Key Points and Outcomes
14-Oct-21	LBH Pre-Application Meeting 1	<ul style="list-style-type: none"> • LBH noted indicative massing was positive, showing regard for the surrounding context. HSDP to consider stepping to the east in consideration of the Belmont Trail. • Height facing the park not an issue (10-storey max height).
04-Nov-21	LBH Pre-Application Meeting 2	<ul style="list-style-type: none"> • Evolution of scheme to current design incorporating comments from Pre-App 1 delivered. • Rear gardens of townhouses along with landscaping near A1 to be refined.
25-Nov-21	LBH Pre-Application Meeting 3	<ul style="list-style-type: none"> • LBH pleased to see how the masterplan has advanced and welcomes changes to Block B and the podium area • LBH keen to understand further how pedestrians and bikes move through the site. • LBH to pick up with Harrow Regeneration team regarding highway adoption.
01-Dec-21	Major Developments Panel 1	<ul style="list-style-type: none"> • Positive response overall, noting that a single taller building is the best approach in terms of context. • The panel expressed concerns there were limited amounts of parking spaces for residents. • The panel asked to ensure that the scheme had adequate security measures in place to reduce anti- social behaviour that were prevalent in the area.
08-Dec-21	Design Review Panel 1	<ul style="list-style-type: none"> • The DRP panel commented the overall principles of the scheme were clear and concise. • The scheme should maximise active frontages on the ground floor. • Panel commends the landscape general concept, however, suggest ground floor dwellings should have direct entrances relationship to the landscaped areas. • Dual aspects units to be maximised throughout the scheme.

Date	Consultee	Key Points and Outcomes
16-Dec-21	LBH Pre-Application Meeting 4	<ul style="list-style-type: none"> • LBH confirm that 2 and 3 bed wheelchair homes are a priority housing need. • LBH raised concerns over the height transition at the southeastern corner to Coxe Place.
20-Jan-22	GLA Pre-Application Meeting 1	<ul style="list-style-type: none"> • LBH confirm the scheme has been positively received by the Borough. • GLA support the approach and integration with the park, along with massing and heights strategy.
18-Mar-22	LBH Pre-Application Meeting 5	<ul style="list-style-type: none"> • Block E1 running adjacent to Belmont Trail is now more pavilion-like which has optimised dual aspect and introduced more visual interest. • LBH welcome any additional units to ground floor, however defensible space needs to be well considered.
25-Apr-22	GLA Pre-Application Meeting 2	<ul style="list-style-type: none"> • The overall masterplan principles, are supported.
3-Nov-22	LBH Pre-Application Meeting 6	<ul style="list-style-type: none"> • CBRE highlighted the DRP & GLA has previously raised queries as to the potential for reducing height along eastern boundary. The revised proposal has responded to these queries and has reduced height along this boundary, which has enabled an increased number of townhouses. • The townhouses now have more active frontages with extra space to provide a green buffer between public/private space.

4.1 Existing Use

- The site is an LBH car park, which includes some areas for materials storage.
- Any vehicles and materials will be relocated prior to site start.

4.2 Planning History

- CBRE (Planning Consultant) have investigated the planning history of Byron Quarter (summarised in Table 4). They have confirmed that while the history indicates the LPA supports the principle of redevelopment, there is nothing that particularly assists or hinders the current proposals.

Table 4 | Planning History

LPA Ref	Address	Description	Status
P/2588/11	Harrow Leisure Centre, Christchurch Avenue, Harrow, HA3 5BD	Erection of part two part three storey (plus basement) building for use as a 60 bedroom care home (class c2) with associated parking landscaping and amenity space	Granted – 02/12/2011
P/3972/08	Harrow Leisure Centre, Christchurch Avenue, Harrow, HA3 5BD	Single storey building to provide residential care home (use class c2)	Granted – 03/02/2009
P/2675/08	Harrow Leisure Centre, Christchurch Avenue, Harrow, HA3 5BD	Single-storey building to provide residential home (use class c2)	Granted – 25/09/2008
P/0929/08CFU	Skateboard Park Adjacent to Leisure Centre Car Par, Christchurch Avenue, Harrow	Redevelopment to provide new leisure centre with associated car parking and landscaping (revised)	Granted – 05/06/2008
P/2270/07	Harrow Leisure Centre, Christchurch Avenue, Harrow, HA3 5BD	Part single part two storey neighbourhood resource centre with associated access and parking	Granted – 10/09/2007

LPA Ref	Address	Description	Status
P/2166/06	Harrow Leisure Centre, Christchurch Avenue, Harrow, HA3 5BD	Single storey front extension	Granted – 02/11/2006
P/376/06/DFU	Harrow Leisure Centre, Christchurch Avenue, Harrow, HA3 5BD	Change of use of part of first-floor from conference area to beauty room (class d2 to sui generis)	Granted – 02/05/2006
EAST/613/01/FUL	Harrow Leisure Centre, Christchurch Avenue, Harrow, HA3 5BD	Tennis hall & ancillary facilities as extension to leisure centre revised & additional car parking	Decision – 08/08/2001
EAST/810/99/LA3	Harrow Driving And Cycling Centre, Christchurch Avenue, Harrow, HA3 5BD	Single Storey Storage Building	Granted – 26/10/1999

4.3 Site Specific Planning Policy

- The statutory development plan is comprised of the Harrow Core Strategy (2012), Development, Management Policies Local Plan (2013), Adopted Policies Map (2013) and the London Plan (as amended, 2016). The Harrow and Wealdstone Area Action Plan (AAP) (2013) is also a key planning document for Byron Quarter.
- Note the AAP allocates Byron Quarter (all phases) for 180 homes. The development site only constitutes approximately 1/3 of the allocation. Therefore, it is considered the proposals provide the opportunity to optimise the Housing Allocation while remaining sensitive to the surrounding context – noting higher density proposals can be delivered in later phases should it be desired.
- Byron Quarter is subject of the following key overlays:
 - Critical Drainage Area
 - RAF Northolt Safeguarding Zones
 - Protected Views Setting Corridor: Proposed Country Park at Wood Farm
 - Core Strategy Sub Area Harrow and Wealdstone
 - An allocated site in the Harrow and Wealdstone AAP
 - Opportunity Area: Harrow and Wealdstone
 - The site contains some Designated Open Space
- None of the overlays or policies are expected to fetter the development potential of the site or negatively affect the masterplan.

4.4 Environmental Impact Assessment

- Preliminarily LBH have indicated that an EIA will not be required; a formal Screening Opinion is required to confirm this which is forecast to be submitted in Feb-24.

4.5 Community Infrastructure Levy

- The site is currently a car park with some ancillary. Sheppard Robson (Architect) have previously identified the internal areas to be 106.5 sqm / 1,146 sqft. It is not anticipated these structures will be eligible to be offset against the Community Infrastructure Levy (CIL) liability.

4.6 Planning Conditions

- Byron Quarter 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 DA (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
 - Underground Utilities
 - Trees
 - Ecology (incl Reptile Survey)
 - Traffic
 - Noise
 - CCTV Drainage Survey
- There is an existing Ground Investigation (GI) that was undertaken by GEA for LBH for the wider housing allocation in 2017. This GI has been reviewed by Stantec (Civil/Structural Engineer) and is deemed to be appropriate, subject to reducing the scope of the document to only refer to the Byron Quarter site. A quote and terms have been agreed with GEA and it will be amended to support the planning application.
- 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 (Oct-21) identified a gas main and a 1.05m diameter surface water sewer that traverses the south-west corner of the site. The design accounts for this by avoiding the constraint.
 - A subsequent CCTV survey (Jun-22) identified a 375mm diameter surface water sewer parallel to the northern boundary within 3m of the proposed terraced housing. The sewer is in a different position to the asset plans and was not picked-up by the GRP survey. Subject to Thames Wates agreement, it is expected the HSDP will have to replace a small section of this sewer while undertaking the groundworks, the cost of which is expected to be minimal.
 - The CCTV drainage survey (Jun-22) confirmed the ponds within the development site currently drain part of the Leisure Centre Car Park. An allowance has been made in the cost plan to accommodate this additional drainage.
 - The Reptile Survey identified the presence of Slow Worms in the area of scrubland at the south of the site, close to Coxe Place. Given the habitat will not be able to be retained they will have to be relocated. This principle has been agreed with LBH Planning, along with a nearby location along the Belmont Trail. Note the Slow Worms need to be relocated between March and October. Given the forecast site start is Jul-25 this will need to be done prior to going unconditional. This is accounted for in the budgets provided in Sections 8.4 and 9 (i.e. pre-unconditional budget for S106/CIL).
- 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 low-rise housing development consists of 149 new homes with associated access (via the Leisure Centre carpark) and landscaping. It features 27% AH (hab rooms – subject to viability), 78 apartments, 71 houses. Refer to the Area Schedule below for total areas with a block-by-block breakdown.
- The scheme was subject of amendment following the Harrow Council leadership change in May-22. The following elements were considered:
 - Review heights
 - Introduction of more family houses (as opposed to flats)
 - Increased proportion of family housing, particularly for the Affordable/Social Rent Housing
 - Creation of better-quality housing, through good design and placemaking
- For the previous scheme, this resulted in reapportioning the height away from more sensitive parts of the site and introducing some additional traditional family housing; concurrently the redesign also sought to address emerging viability challenges. The max. height was 11-storeys.
- 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 are below the threshold for 2-staircases.
 - Adjusting for movements in cost, largely relating to regulatory changes not originally anticipated and abnormal inflation from 2022 – hence much of the development is now housing which can be traditionally constructed which is more cost-effective.
 - Rising interest rates, impacting the cost of debt and mortgage lending – hence much of the development is now housing which can be sold in a shorter timeframe, reducing peak debt and the duration of borrowing.
- Overall, the current scheme responds more strongly to the current Leadership's aspirations as it is now predominantly traditional housing with a single flat-block of 6-storeys (max. height) while concurrently resolving the other challenges outlined.
- As a result of introducing additional houses, there are now additional 'front-doors' onto the public realm to assist in placemaking and passive surveillance.
- In addition, as the scheme progresses the DM will work with LBH and sales agents to identify potential opportunities for multi-generational housing and any other less conventional housing types that may specifically suit the local market.
- The current masterplan can be seen in Figure 2 (s2.6) and Figure 4 compares the current proposed massing to that previously proposed (May-22).
- The proposed changes were subject of a detailed feasibility which included input from CBRE (Planning Consultant) and was informed by a detailed constraints analysis.



Figure 4 | Current Proposed Massing (right) versus Dec-21 Proposed Massing (left)

6.2 Area Schedule, Schedule of Accommodation Summary and Unit Mix

- Tables 5 – 8 summarise the areas, schedule of accommodation and unit mix (by hab room).
- Please refer to Figure 7 and Section 7.1 which clarifies the block references in Table 5.
- The private mix and masterplan layout has been developed in consultation with Wates Residential's Head of Sales and reputable sales agents (see s10.1 for further detail).
- The AH mix and layouts have been developed in consultation with Red Loft (AH Advisor).

Table 5 | Area Schedule

Table 6 | Schedule of Accommodation Summary

Unit Type	%	No	Av NIA Sqft	Total NIA Sqft
PRIVATE				
1B2PF	19%	20	538	10,760
2B3PF	6%	6	667	4,002
2B4PF	17%	18	753	13,554
3B5PH (2 storey)	18%	19	1,001	19,019
3B5PH (3 storey)	40%	42	1,110	46,620
Sub-total	100%	105	895	93,955
INTERMEDIATE				
1B2PF	35%	12	549	6,588
2B3PF	15%	5	667	3,335
2B4PF	50%	17	753	12,801
Sub-total	100%	34	668	22,724
RENTED				
3B5PH	100%	10	1,110	11,100
Sub-total	100%	10	1,110	11,100
TOTAL		149	858	127,779

Note: The proposals feature 91 car parking spaces

Table 7 | Comparison of Initial Business Plan (Aug-21) to Current Phase 1 Scheme

Accommodation	Approved Viability Model (v52)	Current (Uninflated)	Variance
Private (No)	169	105	(64)
Private (Av Size NIA sqft)	728	895	167
Private (Total NIA sqft)	123,064	93,955	(29,109)
Private Rented (No)		0	0
Private Rented (Av Size NIA sqft)	0	0	0
Private Rented (Total NIA sqft)	0	0	0
Affordable Rented (No)	100	10	(90)
Affordable Rented (Av Size NIA sqft)	717	1,110	393
Affordable Rented (Total NIA sqft)	71,688	11,100	(60,588)
Intermediate (No)	68	34	(34)
Intermediate (Av Size NIA sqft)	710	668	(41)
Intermediate (Total NIA sqft)	48,265	22,724	(25,541)
TOTAL UNITS	337	149	(188)
Commercial (No)	0	0	0
Commercial (Total NIA sqft)	0	0	0
Community (No)	0	0	0
Community (Total NIA sqft)	0	0	0
GIA (sqft)	319,759	144,035	(175,724)
Floorplate Efficiency (excl Podium)	76.00%	88.71%	12.71%

Table 8 | Unit Mix (by Hab Room)

Split	Hab Rooms	Overall Split	Affordable Split
Private	379	73%	
Intermediate	90	17%	64%
Affordable Rented	50	10%	36%
TOTAL	519		

6.3 Massing

- Figure 5 shows the massing for Byron Quarter. Principally the massing is highest 6-storeys on the park-edge and falls away closer to the more sensitive, residential boundaries.
- As noted in s6.1 the massing has been altered. The previous massing had been subject of consultation with LBH Planning, amongst other key stakeholders who were generally supportive. Given the massing has been reduced in the more sensitive parts of the site, it is not considered to be a high risk for the future planning submission.



Figure 5 | Byron Quarter Massing (Phase 1 in red-outline)

6.4 Tenure Distribution and Layout

- The tenure layout has been developed to be inclusive, allowing all tenures equal opportunities for access to surrounding leisure spaces and car-parking. See Figure 6.



Figure 6 | Tenure Layout (Private in Green, Intermediate in Red, and Rented in Blue) (not to scale)



6.5 Phasing

- Section not used.

6.6 Planning Requirements

- The scheme has been designed to meet all current planning and building regulation requirements. See the Feasibility Study (Appendix 4).

6.7 Sustainability Requirements

- The proposed design and associated cost plan anticipates all known sustainability requirements at the time of writing this document noting Future Homes is not included as it is currently anticipated site start will be prior to it coming into effect. As the scheme progresses the DM will look to identify further opportunities for enhanced sustainability measures in-line with the objectives set-out in Section 2.2 of the HSDP Business Plan.

6.8 Detailed Specifications and Drawings

- A detailed specification will accompany the Employer's Requirements (forecast mid-24) for HSDP Board approval in accordance with Item 23 of the Delegations Policy.

12 Community and Stakeholder Engagement

- Communications Consultant 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 May-24
 - The strategy features two physical consultation events anticipated in Feb-24 and Apr-24 – noting the Mar-24 event is beyond design freeze, this will be reviewed following the Feb-24 event. The physical events will be supplemented by an online portal.
- A copy of the Strategy is contained at Appendix 11 (Stakeholder & Engagement Plan).

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 Byron Quarter is below:
 - 46no. Apprenticeships
 - 75no. New Jobs
 - 40no. Work experience Placements

- 27no. Unemployed Supported
- 12no. 121 Support CVO's
- £7,920 of Wates Employee Volunteering
- £3,000 of Donations
- c£18m Local Supply Chain Spend
- 1no. Pop Up Business School
- 3no. Business Development Workshops
- 3no. Seeing is Believing tours
- 1no. Dinner with a difference
- 3no. Business Mentoring
- 1no. Buy Social
- 33.3no. Trees planted (100 across all developments)
- 77no. Upskilling FTE
- 3no. Community Events

13.3 Meanwhile Uses

- The site is currently vacant and the construction programme and logistics for Byron Quarter are constrained. Therefore, no 'meanwhile use' is proposed for Byron Quarter.

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 28 lists out the Consultant Team for Byron Quarter.
- Please note the final architect for the scheme is to be confirmed via a procurement process, and will be procured by way of Written Quotation
- It is intended the remainder of the consultant team are retained for the housing scheme

Table 28 | Core Consultant Team

Discipline	Company
Acoustic	Mach
Affordable Housing Advisor	Red Loft
Air Quality	Phlorum
Arboriculturist	Sharon Hosegood Associates
Architect	TBC
CDM Client Advisor	Bailey Garner
CDM Principal Designer	Bailey Garner
Communications	Kanda
Ecologist	Greengage
EIA	CBRE
Employers Agent	lkon
Energy Strategy	Fairheat (Stage 1), AECOM (Stage 2+)
Fire	OFR
Geotechnical	GEA
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	Avison Young
Structural/ Civil	Stantec
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 13

Development Manager 12-Month Activity Summary (2024)