

# Harrow Strategic Development Partnership

## Overarching Business Plan 2023

v1 (Board Issue), issued 17-Nov-2023







<b>12 COMMUNITY AND STAKEHOLDER ENGAGEMENT</b>	<b>50</b>
12.1 Community Engagement_____	50
12.2 Community Engagement – Planning_____	50
12.3 Key Community & Stakeholder Groups_____	50



<b>13 SOCIAL VALUE</b>	<b>51</b>
13.1 Social Value Key Themes _____	52
13.2 Monitoring and Reporting _____	52
13.3 Overall SV Targets _____	52
13.4 Social Value Funding Approach _____	53
<b>14 EQUALITIES AND INCLUSION</b>	<b>54</b>
14.1 Community and Stakeholder Engagement - Ensuring Fair Representation _____	54
14.2 Inclusive Design Approach _____	55
14.3 Equality Act Approach _____	55

<b>17 APPENDICES</b>	<b>61</b>
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**Appendixes**

- 4. Equality Diversity Inclusion Policy
  
- 6. Health and Safety Policy

## ACRONYMS

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

## 4 Current Sites

- The current HSDP Portfolio comprises four sites: Byron Quarter (Phase 1); Peel Road; Poets Corner, and Milton Road (opposite Poets Corner). Figure 7 shows the location of each site.
- Note that Peel Road is currently on-hold until viability challenges are resolved between the Partners. For completeness it is included in this section.



**Figure 7 | Current Site Locations**

- A summary of the housing numbers by tenure, along with weightings is shown in Table 4 below. More detail on AH is included in Section 6.5. Please also note that Poets Corner will deliver c14,000 of commercial space which is intended to be disposed of via investment sale.
- Further detail on the individual proposals for Byron Quarter (Phase 1) and Poets Corner can be located within the respective PBPs.

**Table 4 | Housing Delivery by Site and Tenure (Current Sites)**

Item	Byron Quarter	Poet's Corner (All Phases)*	Poet's Corner (Phase 1)	Milton Road	TOTAL
Total Units No	149	1,080	532	36	1,265
Private Units No	105	921	502	-	1,026
Private Units %	70%	85%	94%	0%	81%
Private Hab Room No	379	2,413	1,326	-	2,792
Private Hab Room %	73%	85%	94%	0%	81%
AH Units No	44	159	30	36	239
AH Units No %	30%	15%	6%	100%	19%
AH Hab Room No	140	425	91	107	672
AH Hab Room %	27%	15%	6%	100%	19%

## 4.1 Byron Quarter (Phase 1)

### 4.1.1 Background, Site Description and Surrounds

- The 2.12 ha site is an existing LBH car park.
- It can be located using postcode HA3 5BJ.
- The figure below shows the location of the site and adjoining uses.
- The nearest highways are Christchurch Avenue and Coxe Place.
- The site benefits from good public transport links being 10 mins walking distance from Harrow & Wealdstone Station (Bakerloo Line, Overground, National Rail).
- The land is the first phase of a wider Housing Allocation that broadly includes the Car Park (No. 8) and the Leisure Centre (No.7).

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



**Figure 8 | Adjoining and Nearby Uses and Site Location (in green excl access to Christchurch Ave, not to scale)**

### 4.1.2 Vision and 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 (Phase 1) 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 (refer to the PBP, Appendix 10 (Draft Estate Management Outline Strategy) for further detail).

#### 4.1.3 Proposals and Delivery

- The proposed scheme consists of 149 new homes with associated access (via the Leisure Centre carpark) and landscaping. It features 27% AH (hab rooms – subject to viability), within 71 low-rise houses and a 6-storey 78-unit apartment block.
- Figure 5 shows the massing for Byron Quarter (Phase 1). Principally the massing is highest 6-storeys on the park-edge and falls away closer to the more sensitive, residential boundaries.
- The tenure layout has been developed to be inclusive, while providing the higher value private units the most prominent/premium views of Byron Park to assist with viability allowing the scheme to deliver the maximum amount of AH (subject to viability).
- The proposals have been informed by a comprehensive legal, planning, and physical constraints analysis and meet all current planning and building regulation requirements.
- For further detail, please refer to the Byron Quarter (Phase 1) PBP.



**Figure 9 | Byron Quarter (Phase 1) Proposed Massing (subject to planning) (Development boundary dashed red, Social Rent Housing shaded purple, Shared-Ownership housing shaded green)**

## 4.2 Peel Road

- Please note this site is currently on-hold due to viability issues. Steps to resolve the current challenges are set-out at Section 4.2.3.

### 4.2.1 Background, Site Description and Surrounds

- The address of the site is Peel Road, Harrow HA3 7FD
- The area of the site is 0.64 Ha.
- The site benefits from good public transport links being less than 5 mins walking distance from Harrow & Wealdstone Station (Bakerloo Line, Overground, National Rail).
- The site is less than a 1-minute walking distance from Wealdstone High Street.
- Adjoining and nearby uses are described and numbered on Figure 10.

Boundary	Description
North	1. Canning Road
South	2. Palmerston Way 3. Ashram Temple 4. Origin House
East	5. George Gange Way
West	6. Gladstone Way 7. The Wealdstone Centre 8. Wealdstone High Street 9. Harrow & Wealdstone Station (4 min walk)



**Figure 10 | Peel Road Existing Site**

### 4.2.2 Vision and Objectives

- A residential scheme comprised of both private and affordable apartment units within 3 separate blocks.
- Provide an important link from Wealdstone High Street via Peel Road to Byron Park including high street and public realm improvements at Wealdstone Square.

### 4.2.3 Proposals and Delivery

- The proposed housing development scheme will consist of 225 apartment units split between 3 blocks, Block A will have 120 units all for BtR, Block B will be for Shared Ownership offering 63 apartments and Block C will provide 42 units for Affordable Rent. Note the Civic Centre proposals have been removed and alternates have been considered – see Section 5.
- The proposals are currently considered unviable largely owing to the low sales values relative to build cost (incl the enabling costs which involve the demolition of a deck car-park and relocation of a sub-station). The Development Manager is currently reviewing opportunities to improve the project viability and will update in due course.



### 4.3 Poets Corner

#### 4.3.1 Background, Site Description and Surrounds

- 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 12 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 (Public Transport Accessibility Level (PTAL) rating 4/5).
- Adjoining and nearby uses are described in table below and numbered on the accompanying figure.

Boundary	Description
North	<ol style="list-style-type: none"> <li>1. Marlborough Hill terraced housing</li> <li>2. Churchill Place housing estate to the</li> <li>3. Daltry House apartments</li> <li>4. Samanvaya Cultural Centre</li> <li>5. Harrow &amp; Wealdstone Station Car Park</li> </ol>
South	<ol style="list-style-type: none"> <li>6. Milton Road scheme construction site</li> </ol>
East	<ol style="list-style-type: none"> <li>7. Station Road mixed-use</li> <li>8. Station Road mixed-use</li> <li>9. Mosque and Islamic Centre</li> </ol>
West	<ol style="list-style-type: none"> <li>10. Milton Road apartment block</li> <li>11. Low-rise housing</li> </ol>



**Figure 12 | Adjoining and Nearby Uses and Site Location (not to scale)**

#### 4.3.2 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 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 a local landmarks to increase site visibility while 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 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.

#### 4.3.3 Proposals and Delivery

- The proposed development consists of approximately 1,100 new homes and 14,000 sqft of commercial with associated access and landscaping. It features 15% AH (subject to viability).
- The current scheme is entirely BtR and proposed to be brought-forward in three phases, ranging from approximately 250-500 units. Note the later phases are viably able to provide more AH due to higher regeneration premiums and target Build Cost savings.
- Table 5 summarises the total units and AH by phase. The DM will work to improve the AH offer as well as balancing across phases through continued improvements in grant funding, VE, procurement, and funding structures.

**Table 5 | Poets Corner Affordable Housing Summary**

<b>Affordable Housing Summary</b>	<b>Ph1</b>	<b>Ph2</b>	<b>Ph3</b>	<b>TOTAL</b>
<b>Total Units</b>	532	304	244	1,080
<b>Affordable Housing Units</b>	30	49	80	159
<b>Affordable Housing %</b>	6%	16%	33%	<b>15%</b>

- 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.
- 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 further detail, please refer to the Poets Corner PBP.



**Figure 13 | Emerging View from Station Road/Mosque Looking Towards Station**

## 4.4 Milton Road

### 4.4.1 Background, Site Description and Surrounds

- The Milton Road site adjoins Poets Corner, please refer to Figure 12. Prior to demolition, the site comprised of the Civic 9 buildings and associated surface level car park housing the Citizen’s Advice Bureau.
- The site was incorporated into the HSDP via a Community Works Agreement (CWA) in March 2022. The CWA will be amended to reflect the agreed Building Contract.

### 4.4.2 Vision and Objectives

- The vision for Milton Road is to deliver a development which helps set the standard for housing design in Harrow. A separate proposal is being prepared for the Poet’s Corner (Harrow Civic Centre site) on the opposite side of Milton Road. Whilst Milton Road will be bought forward in advance of the wider Poets masterplan; it occupies a prominent corner position adjacent to the wider development.

### 4.4.3 Proposals and Delivery

- Milton Road comprises 36 new AH units comprising of a mixture of houses and apartments for Social Rent and Shared-Ownership. See Figure 14.
- The scheme benefits from planning permission and are currently onsite with an expected completion date of Dec-24. The works are currently being completed under a demolition and enabling works contract, while the main works contract is negotiated. It is expected the main works contract will be executed in Oct-23.
- Following the 2022 local leadership change, the height of the apartment building was reduced from 7 to 6 storeys. This required a Minor Material Amendment (MMA/s.73) to the planning permission. Resolution to Grant was secured in May-23, subject to executing a supplementary agreement which obligates LBH not to build the previously consented 7-storey scheme. The agreement has been drafted and is currently under negotiation. Once this has been concluded planning permission will be granted, which is expected in late-2023. Please refer to the Milton Road Community Facilities Business Plan for further detail.



**Figure 14 | Milton Road (reduced by one storey)**



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## 12 Community and Stakeholder Engagement

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### 12.1 Community Engagement

- The HSDP has instructed Lexington Communications to prepare a Consultation Strategy. The purpose of the Consultation Strategy is to detail activities and the methods that will be used to raise the profile of the of the HSDP and to ensure the views of the local community are heard and influence the activities of the HSDP.
- It will outline the project objectives, operating environment, and key audiences, as well as set out underpinning messages to ensure all output is consistent. It will be integrated, and content led, defining how the HSDP will use targeted traditional engagement with the community, media and stakeholders, alongside digital platforms, to ensure that messages are reaching the right people.
- Importantly, it would set out roles and responsibilities, ensuring all parties are aligned, and enabling the JV to be as agile and proactive as possible in its communications activity.
- The Consultation Strategy is intended as a tool that can be referred to and updated throughout the course of the Partnership, providing a framework that sits at the centre of all communications and engagement activity, be that from Wates, the Council or both parties.
- The process of preparing a Consultation Strategy was paused following the local leadership change. This was due to the updates which were required to be made to the design of the schemes to ensure viability and to reflect political priorities before proactive communication could take place. As a result, a draft Short-Term Communications Strategy was prepared by Lexington (refer to Appendix 3 (Draft Short-Term Communications Strategy)) as an interim measure pending the creation of a Communications Strategy.

### 12.2 Community Engagement – Planning

- The HSDP has instructed Kanda to provide strategic communications services with respect to planning only. The proposed methods will align with Harrow Council's Statement of Community Involvement which provides a number of objectives and methods of communication which should be adopted in the process.
- A second public consultation exhibition is planned for Byron Quarter (Phase 1) in Jan-24, first public consultation events will follow shortly thereafter for Peel Road (subject to viability) and Poets Corner respectively thereafter.

### 12.3 Key Community & Stakeholder Groups

- As part of the due diligence exercise undertaken during the bid stage, key stakeholders will be identified for each site and specific engagement plans developed on a scheme-by-scheme basis. The DM will work with Harrow colleagues to ensure such stakeholders are current, and this could include: park user groups; sports and leisure clubs; leisure centre operators; local businesses; voluntary and community groups; and schools. Refer to the respective PBP for further detail.



## 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 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 Social Value 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.

### 13.1 Social Value Key Themes

- The Social Value programme for the HSDP has been developed around the following key themes:
  - Employment and Training
  - Supporting the Community
  - Supporting Local Businesses
  - Other Social Value Commitments Exceeding Expectations
  - Additional Projects

### 13.2 Monitoring and Reporting

- Wates Residential internal collection document is the Community Investment Plan (CIP). The CIP captures all the delivery data in one place.
- Quarterly reports and detailed Project Impact Report (PIR) will be prepared midway through the project. Underperformance will be addressed at quarterly review meetings.
- The SVM will conduct monthly update meetings with Harrow colleagues.
- 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 & PPN 06/20.
- 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 2.0 version, as its proxy bank.
- Monitoring returns will include data against the 9 Protected Characteristics, to ensure underperformance is picked up and addressed.

### 13.3 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, noting that a job requires at 26 continuous weeks to be counted.
  - Over 180 work experience opportunities
  - Over 500 volunteering hours by Wates and Supply Chain staff

- Over 70 workshops to support Community Voluntary Organisations The content of those workshops to be agreed prior to their delivery.
- 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.

#### **13.4 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.



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## 14 Equalities and Inclusion

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### 14.1 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 Black, Asian and Multi-Ethnic communities, 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 Black, Asian and Multi-Ethnic communities. 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.
- **Black, Asian and Multi-Ethnic communities 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.

## 14.2 Inclusive Design Approach

- **Accessibility**
  - The development will be designed to meet the requirements of the Building Regulations.
  - 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 and Inclusion**
  - Respect and celebrate the cultural, social and ethnic diversity of residents within the borough
  - The development will be equally accessible to all ages
  - Consideration will be given to multi-generational housing

## 14.3 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 regarding 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.
- Refer to Appendix 4 for the adopted Equality Diversity Inclusion Policy.

## 17 Appendices

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## Appendix 4

### Equality Diversity Inclusion Policy

## **Appendix 6**

### **Occupational Health and Safety Policy**