

# Place Shaping Directorate Prospectus 2009/10



# Foreword

It gives us great pleasure to introduce the first prospectus for the Council's new Place Shaping Directorate.

The Place Shaping Directorate has been formed partly in response to the difficult economic context in which all businesses are now required to work, but primarily to ensure that the Council is well positioned to attract the much needed inward investment required to secure Harrow's future prosperity.

The Council will do everything that it can, working with our key partners, to use our combined influence to attract substantial resources from both the public and private sectors. The Local Development Framework Core Strategy will provide the blue print for the long term spatial development of our Borough. However, during the current year we will prepare a new design guide for our Town Centre and planning briefs for both Wealdstone and Stanmore district centres. The purpose of these documents will be to demonstrate to investors that Harrow is not only keen, but is also well prepared to work in partnership to revitalise these key commercial areas.

Place Shaping activity will also ensure the very best coordination possible across all projects, so that investment in the facilities, which will be developed to meet the needs of local residents, is undertaken in the most efficient way possible and crucially in full consultation with our community. It is our ambition to ensure that wherever possible the Council, Primary Care Trust, Police and community services, are co-located at appropriate sites for the convenience of our residents.

Sustainability, value for money, innovative design and customer service, will be at the heart of all Place Shaping projects in the future. Much has already been achieved, including plans which are well advanced for the development for sixth form and high school facilities, and also for the establishment of modern and accessible health centres. The challenge for us now is to ensure that the new proposals, which will create much needed additional housing, new retail outlets and space for our small businesses to flourish, can be taken forward. Whilst celebrating everything that is good about Harrow today, our overall goal is to ensure that Harrow remains a great place to live in, to work in, to learn in and to visit in the future.

**Councillor David Ashton**  
**Leader of the Council**

**Councillor Marilyn Ashton**  
**Portfolio Holder Planning,**  
**Development & Enterprise**

**Councillor Tony Ferrari**  
**Portfolio Holder Major**  
**Contracts and Property**

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# Section 1: Overview

## About this document

This document is about understanding the key challenges facing the Borough and translating the vision of the recently adopted 2009 Community Strategy into a programme which will focus on the activities of the newly created Place Shaping Directorate over the coming year.

It has been prepared to show how:

1. A wide range of Place Shaping activities undertaken by the Council and its partners can be harnessed and managed to realise the aspirations and vision for the area as set out in the Community Strategy.
2. The place shaping Directorate will harness its capabilities and responsibilities to play a leading role in the delivery of two of the key themes within the community strategy relating to “Economic Development in Harrow” and “An Improving Environment.”
3. Work with other partners on supporting the delivery of the remaining themes within the community strategy to ensure the activities of the Council and its partners are harnessed and coordinated in a way that successfully achieves the Communities aspirations for the Borough into the future.

Place Shaping activities have an important role to play in influencing life and work in Harrow in coming years. We hope therefore that this document will stimulate further discussion on what can be done to achieve the best outcomes for Harrow’s people.

## What is ‘Place Shaping’?

### **The creative use of powers and influence to promote the general wellbeing of a community and its citizens<sup>1</sup>**

The idea of Place Shaping is that the main focus of the Council should not simply be on providing services, but on working with other partners to shape the life experiences of Harrow’s people.

Place Shaping is therefore the responsibility of the local council, as strategic leader and place shaper, but also all local partners in the public, voluntary and business sectors. It is about creating attractive, prosperous, vibrant, safe and strong communities, where people want to live, learn, work, do business and visit.

The Place Shaping programme builds upon the definition of regeneration activities from the most recent Department for Communities and Local Government (CLG) guidance,

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<sup>1</sup> The Lyons Enquiry

which terms regeneration as “*a set of activities that reverse economic, social and physical decline*”<sup>2</sup>.

The guidance sets out three priority outcomes:

- Creating sustainable places where people want to live, work, and learn in and where businesses want to invest.
- Improving economic performance
- Improving rates of work and enterprise

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<sup>2</sup> Department for Communities and Local Government (2008) *Transforming places; changing lives: a framework for regeneration*

# Section 2: The Need for Place Shaping

## Overview

Over the next ten years and beyond, Harrow will experience many changes from population growth, an uncertain economic climate, the need to address the impacts of climate change and the impact of technology innovations. The challenge we all face is to make Harrow an even better place to live, work and enjoy life.

Harrow Borough sits within a city of global importance and will play its role in supporting the Country and the Capital's strategic aspirations set out in both national and regional policy. Engaging with and supporting the work of the Outer London Commission as well as supporting and responding to the review of the existing and emerging policies in the London Plan and the economic strategy of the Mayor of London must therefore feature alongside delivering the local level services, and changes that residents and businesses require and expect within the borough.

London Context The **London Plan** has direct implications for the borough. Key policies with relevance for Harrow include: targeting suburban areas for growth in housing and job creation; preserving and enhancing strategic employment locations; protecting employment and industrial land from change of use; encouraging more intensive and mixed use development in Metropolitan and District centres, including Harrow town centre; and balancing public investment between the inner London boroughs and the outer London boroughs.

**“Sustaining Success”, the economic strategy of the Mayor of London** and the London Development Agency, includes among its ambitions for North West London the linking of areas of deprivation to employment opportunities through skills and qualifications programmes. It mentions the need to maximise the potential benefits from the new Wembley national stadium and the 2012 Olympics among other issues.

The recently announced **Outer London Commission** aims to provide a direct link between mayoral action and the needs of the outer London boroughs, including Harrow. This programme will work to investigate how policy attention and investment can be rebalanced in favour of outer London. The Commission has recently been formed and Harrow will need to be proactive in engagement with the organisation.

## The Impact of the Recession

Meanwhile the extent of the UK recession is expected to be at least as severe as that of the early 1990s, when it took several years for employment to return to pre-recession levels. Recent work<sup>3</sup> by the Audit Commission identifies a number of potential impacts including:

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<sup>3</sup> 'Crunch Time?', Audit Commission, 2008.

- Falling demand for goods and services across the economy, but with some sectors such as retail particularly effected, which may lead to disproportionate impacts in Harrow.
- Rising unemployment.
- Falling values for residential and commercial property, restricting the scope to use higher land values to fund regeneration projects.
- Restricted finance available for investment.

Addressing these impacts will mean that a significant burden is likely to fall on the public sector, with central government and local councils expected to pump finances into projects and offer ways to adapt to worsening economic circumstances. Particular areas of stress are likely to include:

- The need for workers who are made redundant to be re-skilled, rather than up-skilled.
- Educational attainment and access to vocational opportunity and apprenticeships will increase in importance.
- Affordable housing will also be key in retaining a local workforce.

We will be expected to respond to changing circumstances. There are a number of ways in which we are taking this forward:

- Continuing to implement the Borough's Economic Development Strategy, Enterprising Harrow, to provide leadership in the development and implementation of relevant strategies and plans
- Making best use of our planning powers in straightened circumstances by actively promoting development in Harrow Town Centre, Stanmore and Wealdstone.
- Taking more of an active Leadership role with infrastructure developments.
- Mediating with private developers in securing local area investment.
- Developing stronger partnerships with other public sector providers.
- Using our policies to develop an environment in which businesses can thrive. Ensuring access to support that will enable Harrows businesses to grow and working with partners to ensure residents have the skills to access local and London employment opportunities.

## The Community Strategy

The Council's Sustainable Community Strategy (March 2009) responds to many of these existing and emerging challenges and, with its partners, outlines how Harrow Council will seek to deliver short and longer term activities in a way that helps the area progress towards the a vision for Harrow. It starts with a vision statement that describes the sort of place the borough will aim to be by 2020, covering a range of issues and how these will be addressed, stating that Harrow in 2020 will be recognised for:

The Strategy identifies six themes:

- Economic Development in Harrow

Place Shaping will continue to promote Harrow Town Centre and our strategic industrial areas as the focus for economic growth and make sure we create an environment and infrastructure that enables such growth to be realised, delivering jobs and an improved standard of living.

- Every Harrow Child

Place Shaping will help to secure the ambitious developments planned for schools as part of the Building Schools for the Future Programme. We will continue to support the development of children's centres and community sports facilities. We will take steps to engage effectively with young people, in particular in respect of the proposed developments aimed specifically at this important section of our community.

- Health, Wellbeing and Independence

Place Shaping will continue to provide safe communities and ensure residents have access to high quality health, recreation and education facilities.

- An Improving Environment

Place Shaping will continue to ensure the new development and the actions of Council addresses the impacts of climate change. We will continue to promote and provide sustainable transport network that result in a connected borough, making it convenient and attractive to business, enables people to get around safely and efficiently, and minimises negative impacts on the environment. We will continue to work to protect and improve the quality of our natural and historic environments, including our open spaces in respect of its ecology, biodiversity and landscape values, and its use and accessibility by residents for passive and active recreation.

- Culture, Communities and Identity

Place Shaping will continue to manage the growth of the Borough, ensuring new development results in high-quality urban design that complements and enhances the distinct character and conservation values of our suburban communities, creates vibrant neighbourhoods and promotes further inward investment in our district centres.



- The Future of Public Services and Democracy

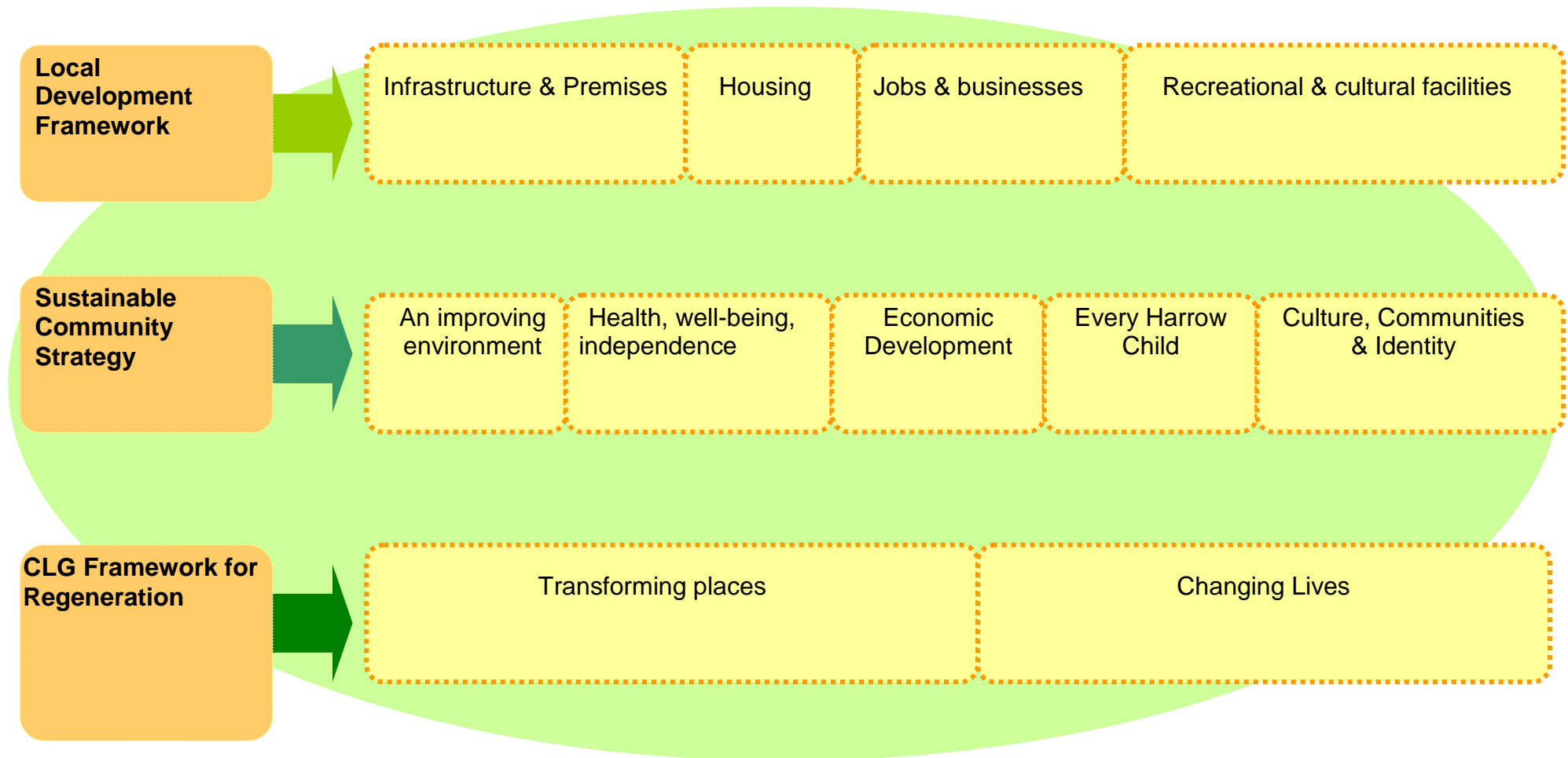
Place Shaping will work to ensure that the public has confidence in our leadership, that they experience high customer service in their interactions with us, they feel their views and opinions are appreciated and make a difference, and that our service areas deliver value for money.

By 2020, Harrow will be recognised for:

- Integrated and co-ordinated quality services, many of which focus on preventing problems from arising, especially for vulnerable groups, and all of which put users in control, offering access and choice;
- Environmental, economic and community sustainability, because we actively manage our impact on the environment and have supported inclusive communities which provide the jobs, homes, education, healthcare, transport and other services all citizens need.
- Improving the quality of life, by reducing inequalities, empowering the community voice, promoting respect and being the safest borough in London.

The chart on the following page provides an overview on how the Local Development Framework, the Sustainable Community Strategy and Government guidance will be combined to drive the outcomes required to secure Harrow's success in the future

# Community Strategy Vision



## The Place Shaping Directorate

The Place Shaping Directorate was established in December 2008. It has been formed around the nucleus of existing spatial, land and economic planning services separated out from the former Community & Environment Directorate. It has been formed to help achieve a range of goals over a long term timescale. The Place shaping Directorate therefore encapsulates in one department the Councils responsibilities in respect of the following:

- Planning application decisions
- Planning Enforcement
- Spatial Planning
- Regeneration
- Infrastructure funding (via S106)
- Building Control
- Economic Development
- Property and Estate Management

These functions are delivered by way of a team of specialist and support staff encompassing professions including:

- Transport Planning
- Chartered Surveyors
- Civil Engineers
- Chartered Town Planners
- Architects
- Landscape Architecture
- Arboriculture
- Building Conservation

Of the six key themes in the Community Strategy, the capabilities and statutory responsibilities of the Place Shaping Directorate mean that it is ideally placed to take a leading role in the delivery of two key themes on behalf of the Council, notably “An Improving Environment” and “economic Development in Harrow” whilst playing a complementary role to other departments on the remaining 4 themes; Every Harrow Child, Health Wellbeing and independence, Communities, culture and identity and the future of public services and democracy.

This prospectus for Place Shaping activities is needed for a number of reasons:

- The establishment of a Place-Shaping Directorate, and the need to define a strategy and framework for the future work it undertakes.
- The recognition of the need to adopt an approach that explains and gives broader coherence to a range of Place Shaping related activities that have taken place in the Borough in recent years.
- The need to carry out future Place Shaping activities in alignment with actions of other local partners and policy at the London and national levels.
- The need to address the impact of the recession.

The purpose of this document, therefore, is to outline the direction that the Place Shaping Directorate will take by further elaborating on the vision of the Sustainable Community Strategy to explain how these strategic objectives will guide the decisions and choices the Directorate needs to make in terms of our priorities for resource allocation, investment and influence,

## **Place Shaping activities in the Borough**

Harrow enjoys an enviable reputation for good quality housing, superb schools, a range of high quality open spaces, historic environment, and attractive and well established suburban character, with excellent public transport links. Additionally, we are particularly proud of being one of the safest boroughs in London.

As an outer London Borough, Harrow enjoys the benefits of the Green Belt (one fifth of the Borough's area), has a higher level of resident earnings than the rest of London, and a higher than average life expectancy than England as a whole. Nonetheless, these figures mask local concentrations of deprivation and worklessness as well as an ongoing need to maintain the competitiveness of local businesses and employment locations.

The Town Centre is facing ever increasing competition as a result of new and planned developments at other retail centres. Most noticeable of these is the new West Field shopping centre, and developments planned for Brent Cross, Watford and Wembley. Attracting private inward investment is critical, if we are to have any chance of retaining our position as one of the eleven Metropolitan Centres in London.

The Council has led a number of Place Shaping activities in recent years, supported by a broad range of partners and other agencies. These include locally developed initiatives as well as the implementation of national schemes at local level.

The Council has recently adopted a new Tourism Strategy. Our attractions include the world famous Harrow School, the award winning Grim's Dyke Hotel, Headstone Manor, St Lawrence Church, the neighbouring historic Cannons Park, together with our wide areas of green open space. Our proximity to Wembley and our location on the public transport infrastructure provide opportunities make it easy for visitors to come to Harrow and importantly spend money whilst they are here.

In 2009/10 the Place Shaping Directorate will be responsible for the delivery of a range of projects which have been approved as part of the corporate plan, including:-

### **Flagship Actions**

- Publish a Town Centre Design Guide to help secure the inward investment required to enhance the range of facilities within our Town Centre and improve the quality of development
- Prepare a Planning brief for the Stanmore District Centre car park to help secure the long term vitality of this important district centre
- Adopt a House Conversions supplementary document to help retain the suburban character and charm of Harrow's residential streets.

## Supporting Projects

As part of its responsibility for delivering services to the Community, the Place shaping Directorate also expect to engage on a range of projects including;

- Progress the Local Development Framework, Core Strategy and related planning documents
- Publish Wealdstone District Centre Planning Brief to help secure development of this district centre such that the much needed regeneration activity can be encouraged
- Coordinated the Council's and Partner's response to the economic down turn to support our resident and business communities
- Support the West House Trust to open the refurbished building for community use.
- Work with the Police to open the new "Police Cube" in St Ann's Road
- Agree proposals for the development of Whitchurch Playing Field, to provide enhanced sports and leisure facilities
- Secure the development of Cedars Hall in partnership with Kids Can Achieve
- Secure the development of Cedars Youth and Community Centre in partnership with Watford Football Club
- Agree plans for the redevelopment of Mill Farm Estate in partnership with residents
- Secure the development of the former Box Tree and Leaping Frog Public Houses
- Review and update the Retail Capacity Study, to inform and influence retail investment in the Borough, and to secure the long term vitality and viability of shopping areas.
- Review and update the PPG 17 Leisure Study, to inform and influence future planning for an investment in the development of sports and leisure facilities.
- Review and revise the Skills and Employment Strategy to ensure that Harrow is well positioned to embrace the opportunities of the economic up-turn.
- Facilitate delivery of the Building Schools for the Future Programme to ensure that Harrow retains its position as one of the best places to learn in the Country, whilst providing superb facilities for students and the local communities which the school serve.
- To review and revise the Vitality Profiles to ensure that the Council and Partners are able to lobby effectively to secure additional resources for Harrow and to inform and influence service development decisions.
- Prepare for the 2011 Census to ensure that all necessary data is captured as required.
- Work with Kodak and Land Securities to plan for the development of this strategic site.

- Work with the Primary Care Trust to secure the development of new health centres to meet the future needs of our community
- Work with private sector developers and Registered Providers to ensure the development of housing to meet future need, and in particular to ensure a good supply of affordable housing.
- Begin planning for the relocation for the Civic Centre with partners, to promote further integration of service delivery for our community
- Assuming approval by the Learning Skills Councils, continue to work with Harrow College to facilitate delivery of the new campus.

The chart at Annex 1 provides an overview of Place Shaping Projects which have either been planned, delivered, or are proposed.

# Section 3: Proposed Strategic Actions

## Overview

In order to meet the Council's obligations under the Community Strategy, the overall goal of creating a place where people want to live, work, learn and visit Place Shaping in Harrow needs to take a holistic approach, covering a range of aspects of the physical environment and social and economic life. The diagram below illustrates how the responsibilities and capabilities of the place shaping directorate will be applied to the central themes underpinning the community strategy:

## Place Shaping Strategic Action

Community Strategy Themes



	<b>Economic Development in Harrow</b>	<b>Every Harrow Child</b>	<b>An Improving Environment</b>	<b>Health, Wellbeing and Independence</b>	<b>Communities, Culture and Identity</b>	<b>The Future of Public Service Delivery and Democracy in Harrow</b>
	<ul style="list-style-type: none"> <li>• Planning Application Decisions</li> <li>• Planning Enforcement</li> <li>• Spatial Planning</li> <li>• Regeneration</li> <li>• Infrastructure funding (via S106)</li> <li>• Building Regulations</li> <li>• Economic Development</li> <li>• Property and Estate Management</li> </ul>	<ul style="list-style-type: none"> <li>• Planning Application Decisions</li> <li>• Spatial Planning</li> <li>• Infrastructure funding (via S106)</li> <li>• Property and Estate Management</li> </ul>	<ul style="list-style-type: none"> <li>• Planning Application Decisions</li> <li>• Planning Enforcement</li> <li>• Spatial Planning</li> <li>• Regeneration</li> <li>• Infrastructure funding (via S106)</li> <li>• Building Regulations</li> <li>• Economic Development</li> <li>• Property and Estate Management</li> </ul>	<ul style="list-style-type: none"> <li>• Planning Application Decisions</li> <li>• Spatial Planning</li> <li>• Property and Estate Management</li> </ul>	<ul style="list-style-type: none"> <li>• Planning Application Decisions</li> <li>• Planning Enforcement</li> <li>• Property and Estate Management</li> </ul>	<ul style="list-style-type: none"> <li>• Spatial Planning</li> <li>• Infrastructure funding (via S106)</li> <li>• Property and Estate Management</li> </ul>
	<p><b>Short-Term Action</b></p> <ul style="list-style-type: none"> <li>• Vitality Profiles</li> <li>• Retail Capacity Study</li> <li>• Tourism Strategy</li> <li>• Skills &amp; Employment Strategy</li> </ul>	<p><b>Short-Term Action</b></p> <ul style="list-style-type: none"> <li>• Cedars Hall</li> <li>• Cedars Youth &amp; Community Centre</li> <li>• Building Schools for the Future</li> </ul>	<p><b>Short-Term Action</b></p> <ul style="list-style-type: none"> <li>• St. Ann's Police Cube</li> <li>• Town Centre Design Guide</li> <li>• Stanmore Car Parking Planning Briefs</li> <li>• Wealdstone District Centre Planning Brief</li> </ul>	<p><b>Short-Term Action</b></p> <ul style="list-style-type: none"> <li>• Affordable Housing Developments</li> </ul>	<p><b>Short-Term Action</b></p> <ul style="list-style-type: none"> <li>• Prince Edward Playing Fields</li> <li>• Whitchurch Playing Fields</li> </ul>	

## Governance Context

This prospectus is a non statutory guide to how the Place Shaping Directorate will support the community strategy vision. The directorate nevertheless has a significant statutory role to play in developing the Councils Local development Framework which will set statutory policies for the way in which new development and change are managed throughout the Borough to 2026. The Local Development Framework will sit alongside the Community Strategy and will provide a central role in managing the changes required to deliver the shared vision for the future.

### Harrow's Local Development Framework

In preparing the emerging Harrow Core Strategy the Council has already engaged with its strategic partners and members of the community in developing the following spatial vision for the borough, having regard also to the visions promoted through each theme of the Sustainable Community Plan:

By 2026, Harrow will be a more sustainable outer London Borough that has maintained and enhanced its existing infrastructure and communities, enabled greater development opportunities and provided for regeneration. Its residents and visitors will have benefited from an improved quality of life with better access to a range and choice of housing, jobs, services, recreational and cultural facilities.

It includes eight cross-cutting strategic objectives, which can be summarised as follows:

- Ensure development meets the needs of all residents and businesses, without compromising the well-being of future generations.
- Locate development where it will enable local residents to easily access jobs and key services in a sustainable manner.
- Promote community safety in the design of new developments.
- Ensure all residents have a choice of good quality and affordable housing and in particular larger affordable family housing.
- Promote walking and cycling and access to reliable public transport.
- Ensure the greenbelt, parks and open spaces are accessible to all.
- Ensure new developments are of a high quality design and enhance the built and public realm (particularly in and around Harrow Town Centre).
- Ensure global sustainability initiatives are integrated into all developments.



# Section 4: How the Prospectus can Influence Future Activity

We welcome suggestions from Harrow residents, businesses, community and voluntary organisations and public sector agencies on how future activity can contribute to achievement of the shared vision for the borough. This section suggests some early ideas on how this might happen.

It is widely recognised by the Council and its partners that there are important opportunities for Place Shaping through integrating and joining up the way public services are delivered, in particular through the co-location and co-ordination of **development plans for the public sector estate**.

Public Sector organisations currently operate from 163 different office locations in the Borough. Several of these have plans to consolidate or modernise their estates. In several cases however, existing plans on hold (such as the Metropolitan Police's Asset Management Plan or private residential development to create a more mixed community at Rayners Lane Estate) due to the credit crunch. In other cases, as with the Primary Care Trust's polyclinics or the possibility of building a new civic centre, plans have yet to be agreed or finalised. This provides an opportunity for fresh thinking.

While individual services will have their own needs, there are opportunities to consolidate or share facilities between services, and to ensure, for instance, that building design reflects future community needs. Examples include:

- Harrow's **Building Schools for the Future** programme to 'build in' community facilities with new and refurbished schools. Schools are at the heart of communities, and can help to bridge the gap between service providers and 'hard to reach' communities.
- **Co-locating new facilities** for the Police, Primary Care Trust and Harrow Council on the same site, and sharing frontline offices between them.
- **Ensuring public building design reflects community aspirations.** If a new Civic Centre is to be built in future, its design should reflect Harrow's distinct communities, taking into account for instance of faith and religious issues which are of deep significance to much of the local population.

Re-development of the public sector estate could also be undertaken with other Place Shaping themes in mind. Both small business and voluntary and community sector organisations highlighted the potential for public sector procurement to play a greater role in underpinning local business growth. Anecdotal impressions from Harrow in Business for instance are that the benefits from Olympics related work have been small for Harrow business, but that local procurement codes for the Games could be built on at a local level in relation to large site developments in the borough, particularly where these involve the public sector.

To some extent, achieving the shared vision will require projects taking account of all of the themes in the Community Strategy at particular locations in the borough. This implies an ongoing need for physical development, combined by other measures. Ongoing regeneration of Harrow Town Centre is an example. This requires an economic development focus, but critically action to ensure that our plans for our Town Centre are attractive to the private sector, who will bring the resources required to invest in the development of in particular the retail offer. This also needs to be accompanied by measures from other agencies to ensure its success. The focus on improving town centre security in partnership with the Police in recent years is an example, but we also need to lobby the Greater London Authority and Transport for London for the essential refurbishment of our Town Centre public transport infrastructure. Our work with the PCT and Harrow College is intended to secure development of other key elements of social infrastructure.

However, Place Shaping goes beyond the realm of physical development. The comments of some partners for this framework provided some examples of this including:

- The need to focus on 'social' aspects of regeneration, now that physical regeneration of the most in-need estates is nearing completion.
- The need for community development initiatives to focus on 'inclusion' and 'vulnerability' as priorities, suggesting the ongoing need to focus work in Harrow's more deprived communities.

Place Shaping operates in a challenging environment. The regional development agencies have been subject to year on year reductions in funding. Harrow itself is not seen as a priority area for funding. It lacks the employment opportunity of Heathrow, Wembley, White City, Southall or Park Royal, or the level of deprivation of Ealing, Brent, or Hammersmith and Fulham. However, Harrow offers a population with high skills; it is safe with the lowest crime rates in London and has an enterprising community. Harrow can therefore offer good opportunities to inward investors and companies wishing to establish their business here.

Discussions with partners to review early drafts of this document revealed an acknowledgment in several cases that more cross-service working could help to deliver better outcomes. While few specific examples of potential projects were suggested, we believe that more specific opportunities will emerge given time for consideration and creation of specific forums for discussion.

Our attention has been drawn in particular to the opportunity to develop the Place Shaping agenda in more detail through the following processes or discussion forums:

- **Adoption of Harrow's Local Development Framework (LDF).** The LDF provides the long-term framework for future physical development in the Borough. There is an imperative, in finalising the LDF, to ensure it 'fits' as closely as possible with the objectives outlined in Harrow's Sustainable Community Strategy and with activities relating to Place Shaping. Work on the core strategy is well advanced and will provide the Council with the means of accommodating growth and investment whilst maintaining the high quality suburban character of the borough.

- **The Borough Transformation Programme** is currently being developed. “Place Shaping and Property” is one of the key project work streams which will comprise this ambitious and wide ranging programme. Working with our key partners the intention is to ensure that we have a plan for joining up service delivery in more tangible ways than has been possible in the past. Wide ranging redevelopment of property assets will facilitate the modernisation of the Council’s business whilst enhancing service delivery and realising substantial efficiency and cost gains.
- **Harrow Strategic Partnership**, in particular the Chief Executive’s group will be critical to the delivery and realisation of our ambitious plans for Harrow. The achievement of our goal to ensure that Harrow continues to be, a great place to live in, to work in, to learn in and to visit will only be realised through effective collaboration with partners from the public and private sectors and off course wide ranging engagement with our community.

# Annex 1: Overview of Recent & Proposed Place Shaping Projects

## District and Town Centres

Recent Projects	Proposed Projects
Town Centre Facelift	St Anns Police Cube
Travis Perkins Site	Lyon House
Bradstowe House	Town Centre Design Guide
Gayton Road	Stanmore District car park planning brief
Dandara	Wealdstone District Centre Planning Brief
Tesco Station Road	Station Road 2 Way Buses
Business improvement District	Harrow on the Hill Bus Station Development
Wealdstone High Street Re Opening	Harrow on the Hill Train Station – Step Free Access & Refurbishment
Civic Centre Site Options Review	
Public Realm Strategy	

## Neighbourhood Renewal

Recent Projects	Proposed Projects
Petts Hill Bridge	Whitchurch Playing Field
LDF Core Strategy	Byron Leisure Centre – Skate Park
Sustainable Building Design SPD	Hatch End High School Swimming Pool
Pinner Conservation Area SPD	Cedars Hall
Harrow on the Hill Conservation Area SPD	Cedars Youth and Community Centre
Bentley Priory SPD	Conversions SPD
Accessible Homes SPD	Allotments & Trees SPD
Prince Edward Playing Field	Joint Waste SPD
William Ellis Playing Field	Rayners Lane Public House
Green Flag Parks	Mill Farm Estate
Cannons Heritage Park	Watling Farm Travellers Site
West House	Box Tree Public House
Headstone Manor	Leaping Frog Public House
Honeypot Lane – Berkley Homes	Reduce CO2 Emissions and Improve Air Quality
Rayners Lane Estate	Richards Close
Climate Change Strategy and Nottingham Declaration	
Waste Recycling	
Environmental Cleanliness	
Tree Replacement Programme	
Biodiversity Action Plan	
Decent Homes	

## Enterprise and Economy

Recent Projects	Proposed Projects
Harrow College	Retail Capacity Study
Kenton Learning Centre	Skills and Employment Strategy
Harrow in Business	Vitality Profiles
Recession Busting Group	Census 2011
Tourism Strategy	Kodak Site Development
Economic Development Strategy	Pathways into Work Project
Xcite Project	Harrow Pledge
Slivers of Time	Support for SMEs
Construction Out Reach Project	Promoting Visitors to Harrow
By local and district centres campaign	
Tourism Strategy	

## Stronger Communities

Recent Projects	Proposed Projects
Hindu School	Stanmore ERUV
Whitmore High School	PPG 17 Leisure Study
Weeks of Action	Building Schools for the Future
Harrow Central Mosque	PCT Health Centre
North Harrow Community Centre	Affordable Housing
Rayners Lane Afghan Centre	
Childrens Centres	
LIFTCO NRCs	
PCT Health Centres – eg: Pinn Medical Centre	
Healthy Living Centre	
Hatch End Arts Centre – Elliot Hall	
Harrow on the Hill Post Office	
One of the Safest Boroughs in London	