

HARROW AND WEALDSTONE INTENSIFICATION AREA: THE “HEART OF HARROW” AREA ACTION PLAN

Consultants’ Brief

1. Introduction

- 1.1 The London Borough of Harrow and the Greater London Authority (the Client team) are preparing a joint Area Action Plan (AAP) for the Harrow and Wealdstone Intensification Area - the “Heart of Harrow” - and are seeking to appoint a design led consultant team from members of the LDA Architecture, Landscape and Urban Design Framework Panel (master planning and urban design specialism) to assist in its preparation.
- 1.2 Details of the Intensification Area, the services required, tender requirements, and a project timetable are set out in this brief. They outline a two stage approach, reflecting the Local Development Framework Regulations and the content and purpose of the AAP at the Regulation 25 and Regulation 27 stages.
- 1.3 The first, preferred option, stage will entail a masterplanning exercise to establish a spatial vision for the Intensification Area, options for delivery of identified growth requirements, and the design principles and strategic objectives and policies that will need to be put in place to shape and support future development. This stage will need to be substantially completed by December 2010 to inform and guide the Council in its preparation of the AAP and enable formal consultation with the local community to commence in the early part of 2011.
- 1.4 The second stage of the commission (the pre submission stage) will include the Client team’s strategy for the development of AAP and involve the appointed consultant in developing and refining, where appropriate, masterplans or development briefs for key parts of the Intensification Area, design and development objectives, infrastructure proposals, and public realm guidelines.
- 1.5 Given the scope of the work, the Client team may wish to revisit the stage two requirements and therefore reserves the right not to appoint the selected consultant team to proceed to the second stage of the brief.

2 Description of the Heart of Harrow.

- 2.1 The Heart of Harrow Intensification Area covers some 177 hectares and comprises several distinct areas, displaying different characteristics, strengths and weaknesses, and diverse opportunities for growth and change. An indicative boundary has been identified in Harrow Council’s LDF Core Strategy Preferred Option (Nov 2009), and is included in Appendix 1 to this brief. Harrow Town Centre, a Metropolitan Centre, is located within the southern part of the IA, adjacent to the lower slopes of historic Harrow on the Hill. It is the borough’s main retail and office centre serving a wide catchment area, but is not fulfilling its potential and is increasingly faced with competition from nearby centres such as Brent Cross, Watford and Uxbridge. Wealdstone forms the northern boundary - a predominantly Victorian suburb of mixed land use character, comprising large scale business uses such as Kodak, a range of other industrial estates of varying ages and condition, a declining District Centre, Victorian terraces, 1930s housing and pockets of new flatted development, and the Council’s main Leisure Centre. Station Road (the A409) links the two centres in a linear “corridor, and includes, amongst other things, the Civic Centre and Harrow Central Mosque. The area is served by two

railway stations, Harrow and Wealdstone and Harrow on the Hill, which provide fast services to central London and areas to the north.

- 2.2 The strategic policy direction for the IA, together with indicators of employment capacity and minimum guidelines for new homes are set in the draft Replacement London Plan (October 2009) and Harrow's Core Strategy Preferred Option (Nov 2009). The latter includes provision for 2500 homes and 3000 new jobs in the period up to 2026.
- 2.3 The new Intensification Area offers a significant opportunity for urban renewal and intensification, providing the impetus to regenerate Wealdstone and rejuvenate Harrow town centre. Capacity exists to deliver substantial employment growth through an uplift in retail, office and hotel development within the town centres and the intensification of industrial and other business use within the Wealdstone Industrial Area. There is also scope to accommodate a substantial portion of the Borough's future housing need through the delivery of higher density residential and mixed use development on key strategic sites and renewal areas where development is matched by investment in infrastructure and achieves high standards of design and sustainability.
- 2.4 Initial capacity testing has been carried out at a range of densities from 70 units per hectare up to 220 units per hectare. This work was undertaken simply to satisfy the Council that the quantum of development proposed for the IA could be accommodated and to provide an indication of the likely built form. The Council is also undertaking a Borough-wide viability appraisal in support of the draft policies of the Core Strategy. The findings of this study will be made available to inform options testing for delivery of identified growth requirements within the IA.
- 2.5 Further information on the IA can be found in the Project Brief attached as Appendix 2.

3 Services required

- 3.1 A multi disciplinary team is required to assist the Client team in preparing an Area Action Plan for the new IA. The team will require an appropriate mix of disciplines with an emphasis on spatial planning, masterplanning, urban design and regeneration. Additional technical support should be made available as appropriate from transport planners, heritage specialists, housing & infrastructure delivery professionals, and graphic design.
- 3.2 The scope of work will fall into two distinct stages, as outlined in paragraph 1.3 above. The first stage will be to work with the Client team and the reference forums to test various spatial development options for areas within the IA, to develop a clear narrative of how places will be developed, and to articulate a shared vision for the IA that will deliver the objectives and opportunities described in paragraphs 2.2 and 2.3, and help to realize the LDF Core Strategy Preferred Option. Such requirements will need to be based on a sound and thorough analysis of the existing situation in Harrow, including lessons learnt from recent development proposals, and be expressed in a form that will enable the Council to build consensus for growth and change. Although this will need to be a fully independent assessment, it will build on a range of evidence already available to the Council, including the initial viability testing, and should therefore comprise a focused piece work.

3.3 Tasks for stage 1 include:

- identify, assess and describe the different character areas of the IA, possibly through a broad level SWOT analysis;
- develop options for the different character areas, to meet the housing and growth requirements for the IA, having regard to:
 - the broad type and quantum of development most suited to each character area;
 - landowner expectations;
 - the quantum of development mix required within a particular character area to deliver the spatial vision and strategic outcomes sought for the IA;
 - the outcomes of the development viability study;
 - the relationship of each character area to the adjacent areas within and without of the IA;
 - further opportunities for regeneration and renewal;
 - the impact on the wider urban landscape;
 - the physical and social infrastructure provision required to support business growth, promote inward investment and create vibrant and livable communities, including opportunities to create multi-functional open spaces, a green grid, and improved connectivity and accessibility to, within and across the IA; and
 - the delivery of the sustainability and climate change agenda at the local level.
- develop a clear narrative and spatial vision for the Heart of Harrow
- comment on the indicative boundary of the IA and refine it where necessary
- identify a preferred development option for each area and the IA as a whole, supported by the findings of the above analysis and consultation;
- illustrate development options using Council 3D mapping data and software;
- comment on issues regarding the phasing of development; and
- develop high level design and development principles in relation to mix, density, development height, and built form.

3.4 The development options, supporting narrative and spatial vision should be developed on a collaborative basis with the Client team and in conjunction with “engagement forums” representing key stakeholders within the community (developers, businesses, young people, community groups and delivery partners). These groups will provide comments, advice and feedback on current issues and options for change, and general scrutiny of the masterplanning exercise. Tenderers will be asked to provide a methodology for engagement, in their tender submissions, with an emphasis on creativity, and meaningful engagement with the public, locals businesses, other stakeholders and their consultants.

3.5 It is anticipated that the outcomes of the stage 1 work will form the basis of the AAP preferred option and accompanying technical paper. As such, the Consultants will have responsibility for drafting relevant sections of the technical paper, providing graphics illustrations and support for the AAP, and will provide observations regarding the content of the AAP and technical paper, as well as the sustainability appraisal and equalities impact assessment. An outline chapter structure for the AAP and supporting technical paper is provided in Appendix 2.

3.6 The second stage of the brief will be to develop the “Preferred Option” into a “Pre-submission version of the AAP, which sets out the proposed planning strategy, objectives and policies, and site allocations for the Intensification Area.

3.7 During the second stage, the Consultants will be responsible for preparing a masterplan for the IA, having regard to the representations made to consultation on the AAP preferred option. As with stage 1, the masterplan will be developed on a collaborative basis with the Client team and in conjunction with “engagement forums”. In developing the masterplan, the Consultants will need to provide a clear narrative of how places will be developed and include details on:

- the quantum and mix of development required on particular sites within each character area;
- the crucial physical and social infrastructure required to support and deliver the masterplan, and where appropriate an indication of the preferred spatial distribution of such requirements;
- implementation and phasing, including interventions, such as land assembly or safeguarding;
- appropriate contingency arrangements;
- draft policies for inclusion within the AAP to give effect to the delivery of the masterplan; and
- revised urban design guidance.

3.8 Given that the scope of stage 2 is dependent on the outcome of responses to stage 1, it is appropriate that the Project Board take stock of the project outcomes at that point and may need/choose to review the requirements of the stage 2 work. However, for the avoidance of doubt, tenderers will be required to include proposals for both stages in their tender submission. The Client team reserve the right not to appoint the selected consultant, or any other consultant on the framework panel, to proceed to the second stage.

4 Relationship between the masterplanning exercise and the AAP

4.1 The masterplanning exercise and the outputs from this process will be the responsibility of the appointed consultant, working in conjunction with the Client team. Responsibility for drafting the AAP, formal public consultation at the statutory plan stages, and the preparation of sustainability and equality impact assessments, will rest with the Council. In addition, the Council or specialist consultants will undertake other pieces of work that will accompany and inform the masterplanning exercise, including the initial assessment of the capacity of the IA to meet its housing and employment growth requirements, and the proposed baseline viability appraisal of the area.

4.2 All available baseline information will be provided, as appropriate, to the appointed consultant.

5 Governance

5.1 The Council’s Major Developments Panel (an advisory Panel to Cabinet) will oversee the development of the IA. The Project will be steered by a Project Board, chaired by the Council’s Divisional Director of Planning and supported by representatives from the GLA, Design for London, LDA, HCA and the different Engagement Groups. Day to day liaison will be undertaken with the Project Technical Team, led by the Council’s Head of Major Development Projects supported by officers from the Client team.

5.2 The Consultant team will be expected to attend, and make appropriate presentations to, the Project Board, which will meet monthly, and the Major Developments Panel, which will meet every two months. Regular contact must be maintained with the Project

Manger throughout the first stage, and the consultants should plan to meet at least weekly during this initial period.

5.3 Details of the Governance arrangements are set out in Appendix 2.

6 Tender Requirements

6.1 Expression of Interest Submission.

6.2 Expression of Interest submissions should be no longer than 8 A4 sides in total, and must include the following information:

Experience

- Statement of relevant previous experience (max 500 words)
- Maximum four examples of relevant previous successful projects

Team

- A list of proposed project team members, plus a short CV for each individual member, a brief summary of their role in the project, and their experience in delivering the required range of services. Bidders must ensure that the team includes expertise in all necessary disciplines. It is envisaged that these will include urban design, graphic design, architecture, transport planners, heritage specialists, and housing & infrastructure delivery professionals.
- The proposed management arrangements - bidders will need to demonstrate the proposed team's ability to guide the area action plan process, manage complex consultant and stakeholder groups, engage creatively with the public, and generate broad enthusiasm.
- Design capability - bidders will need to show a clear understanding of the brief and demonstrate that the proposed team includes design flair, innovation and fresh thinking suitable for producing a unique and high quality design solution.
- Resourcing arrangements, team management method and methods of communicating within team and to client.

Bidders are required to confirm that they have sufficient and appropriate resources to deliver phase 1 of the brief in the timescale set out in paragraph 1.3 above.

6.3 Return of Expression of Interest Submissions

London Borough of Harrow should receive a copy of your Expression of Interest Submission by email as a PDF (no larger than 6MB) by midday on Monday 26th July 2010 Please email submissions to phil.greenwood@harrow.gov.uk

6.4 These submissions will be assessed and a short list invited to submit full tenders.

6.5 Any enquiry arising during preparation of the Expression of Interest Submission should be submitted by 17:00 on Wednesday 21st July 2010. These should be addressed to:

Phil Greenwood
Head of Major Development Projects
407 Civic Centre Civic 1 4th Floor East Wing
T: 02084241166
E: phil.greenwood@harrow.gov.uk

6.6 All questions and responses will be collated (anonymously) and circulated to all tenderers by no later than 17:00 on Thursday 22nd July 2010.

6.6 Invitation to Tender:

6.7 A short list of the four to six highest scoring bidders will be invited to submit a Full Tender Submission. Submission requirements will be set out in the Invitation to Tender, but are likely to include the following information:

- A detailed response to the brief and a statement of proposed approach demonstrating an understanding of the key issues
- Statement of proposed methodology
- A detailed project plan & timeline identifying all work streams and allowing for consultation, project governance arrangements and approvals processes
- A resource plan identifying the number of days that each team member will contribute to the project, including consultation events (to be shown separately for Stage 1 and Stage 2)
- Total fee with full breakdown/full resourcing, identifying any and all expenses and disbursements.

7 Evaluation Criteria

7.1 Expression of Interest Submission: Evaluation Criteria

Proposals will be scored by a technical panel using the criteria below.

Experience 20 points

- Relevant experience of successful projects of similar complexity
- Experience of successful high quality urban design projects
- Experience of successful complex transport projects
- Experience in developing spatial frameworks
- Experience of creatively engaging stakeholders
- The quality and relevance of the submitted examples

Team Capability 30 points

- Adequate staff, skills and resources
- Quality of staff, skills and resources
- Capability and resources to meet project timetable
- Clear team management, roles and responsibilities
- Team's experience of working together
- Methods of communication within team and to client

Total EOI stage 50 points

7.2 Invitation to Tender Submission: Evaluation Criteria

Proposals will be scored by a technical panel using the criteria below, which will be confirmed in the ITT.

Quality of proposal **20 points**

Understanding of the brief

- Understanding opportunities 3 points
- Understanding challenges and external influences 2 points
- Understanding need to translate aspirations in to delivery 3 points
- Understanding the importance of collaborative working 3 points

Quality of approach

- Approach specifically tailored to Harrow 3 points
- Ability to innovate 3 points
- Commitment to creative engagement with stakeholders 3 points

Deliverability **20 points**

- Detailed and imaginative methodology 5 points
- Clear project management method 5 points
- Understanding of deadlines, timescales and critical path 5 points
- Understanding of threats to programme 5 points

Cost and value for money **20 points**

Total ITT Stage **60 points**

7.3 Interviews

- The highest scoring bidders will be invited to interview, which is expected to be held in the week commencing 16th August. This may include all or a selected number of bidders from the ITT stage.
- The interview panel will include representatives from London Borough of Harrow, Design for London/LDA, and the GLA
- It is specifically requested that interviews are conducted with the individuals who will be carrying out the work
- The interview panel will select the successful bidder based on who they consider best meets the evaluation criteria set out above and the quality of their presentation. The Panel decision will be final.

Interviews **20 points**

Total Points for all stages **130 points**

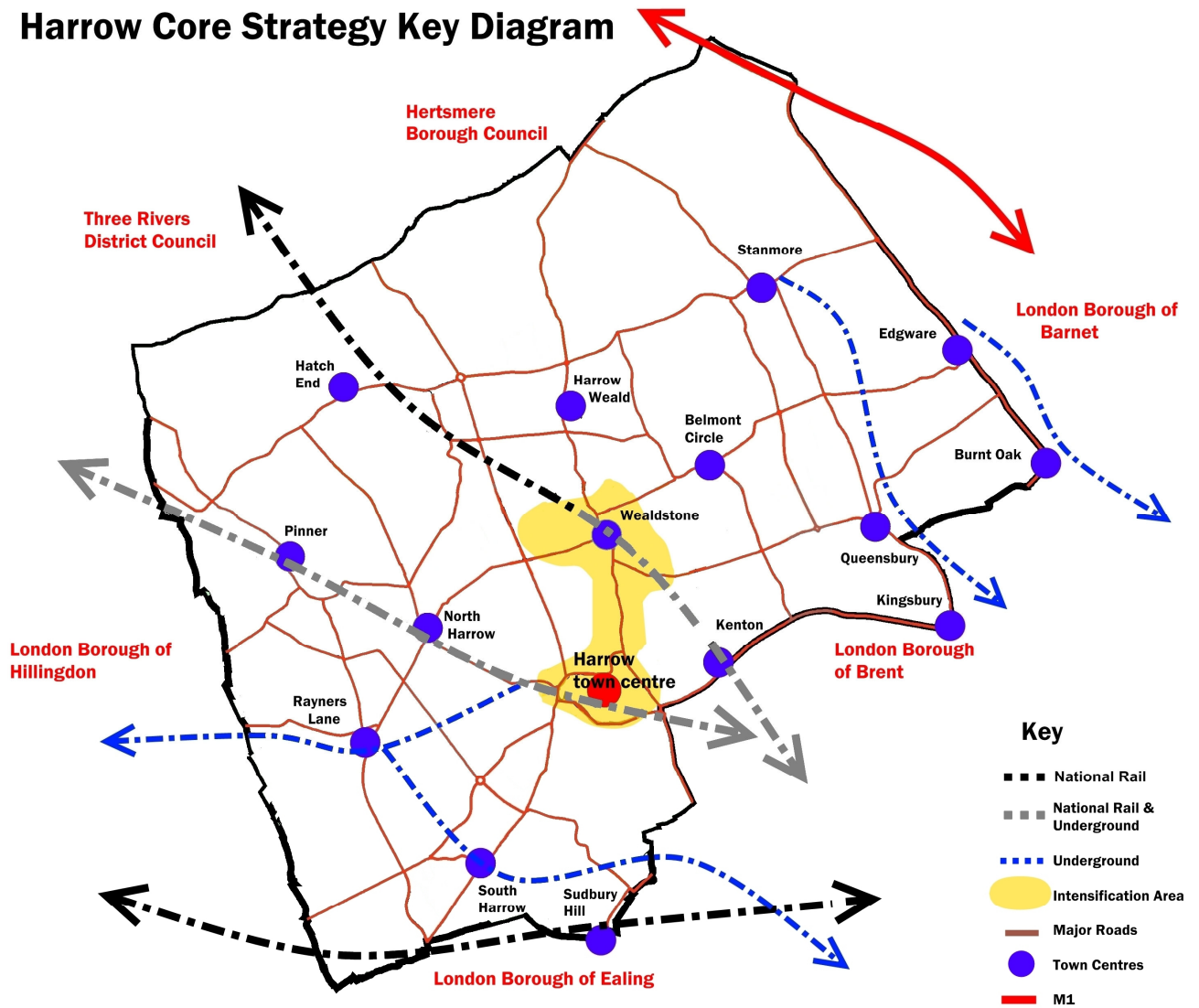
8 Project timetable

8.1 Key dates for the submission of proposals and the appointment of the consultant team are as follows:


Expressions of Interest dispatched	Friday 16 th July
Deadline for receipt of queries on EOI	Wednesday 21 st July 5pm
Deadline for receipt of Expressions of Interest	Monday 26 th July midday
Invitation to Tender dispatched	Wednesday 28 th July
Deadline for receipt of Invitation to Tender	Wednesday 11 th August midday
Invitation to interview issued	Friday 13 th August
Selection Panel interview	Week commencing 16 th August
Appointment confirmed	Monday 23 rd August
Contract commences	Wednesday 1 st September
Completion of stage 1	31 st December 2010

Indicative Boundary of the Heart of Harrow Intensification Area

Harrow Core Strategy Key Diagram



Project Brief for the Heart of Harrow

<p>Heart of Harrow Draft Area Action Plan Brief</p> <p>June 2010</p>	 <p>LDF Local Development Framework</p>
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1. Background

- 1.1 The Council has already started work on a Core Strategy for Harrow, which sets out the spatial vision and strategic objectives for the Borough as well as core policies. A preferred option for the Core Strategy was the subject of public consultation in November 2009. It identifies Harrow town centre and the Wealdstone area as suitable locations for significant and positive change over the next 15 years and beyond. Capacity exists within this location to deliver substantial employment growth through office renewal and an uplift in retail and hotel development within the town centres and the intensification of industrial and other business use within the Wealdstone Industrial Area. There is also scope to accommodate a substantial portion of the Borough's future housing need through the delivery of high quality higher density residential and mixed use development where development is matched by investment in social and physical infrastructure.
- 1.2 As part of his proposals for the new London Plan the Mayor undertook to review existing opportunity and intensification area designations and to consider proposals for the inclusion of new areas. With the support of the Council, the draft replacement London Plan includes a proposal for a new Harrow and Wealdstone Intensification Area (IA) providing regional impetus for the rejuvenation of Harrow town centre and the regeneration of Wealdstone.
- 1.3 In view of its potential to meet a variety of development needs alongside urban renewal, and in light of its new regional designation, both the Council and the Greater London Authority (GLA) acknowledge that the IA will require detailed policy guidance and are therefore proposing to bring forward a joint Area Action Plan (AAP) to provide the proactive and plan-led framework needed to manage future development of the area.

2. Purpose of the Proposed Joint AAP

- 2.1 The objective of the joint AAP is to give effect to the policies of the London Plan and the Harrow Core Strategy. The purpose of the AAP is to give greater clarity and certainty to all stakeholders about how the different parts and places of the IA are to be developed, their relationship to neighbouring areas, and their role in delivering the spatial vision for the IA as a whole.
- 2.2 It will do this by setting out the comprehensive planning framework, including a clear narrative of how places will be developed, phasing, spatial policies, site allocations and proposals, and detailed development management policies required to bring about change

and to manage the form and function of new development and land use within the IA. With regard to the latter, the AAP will also include curial infrastructure and other interventions (e.g. land assembly, land safe guarding) that will need to be progressed in order for the objectives of the AAP to be delivered.

- 2.3 The AAP will be used to promote the 'Heart of Harrow' as a preferred development location, to deliver major redevelopment opportunities and supporting social and physical infrastructure, to secure and co-ordinate investment, and to form the basis for determining applications for planning permission and the use of compulsory purchase powers.

3. Strategic Objectives of the Proposed IA

- 3.1 The proposed IA designation and its strategic objectives have been the subject of public consultation through publication of the draft replacement London Plan and the preferred option for the Harrow Core Strategy. Nevertheless, it is appropriate that these be repeated here:

- To provide an impetus for the regeneration of Wealdstone and the rejuvenation of Harrow town centre, to both support and benefit from business development and investment in infrastructure;
- To fulfil a potential to accommodate a significant proportion of the Borough's future housing need on a range of sites with scope for higher density and mixed uses;
- To increase the retail, hotel and residential capacity of the town centres within the intensification area;
- To retain and improve the Wealdstone industrial area (a strategic industrial location) with potential intensification of employment and other uses; and
- To deliver development to a high standard of design and sustainability.

- 3.2 To give effect to the above, the AAP will need to include clear statements and supporting strategies about:

- the development potential of IA;
- the approach to be taken to secure office renewal in Harrow town centre;
- the potential for retail and other commercial sector growth within both town centres;
- the approach to be taken to promoting and securing the redevelopment and intensification of employment use within the Wealdstone industrial estates;
- the economic benefits to be realised through any uplift in land values and jobs growth and how this is to be made available to existing and future residents through training, education and social & physical infrastructure provision;
- the housing mix and tenures to be delivered; and
- urban form, including tall buildings, sustainability, open spaces, connectivity and the public realm/environment.

- 3.3 Encouragingly, the analysis of comments received to consultation on the Core Strategy and replacement London Plan demonstrates significant support for the IA. Such comments will be formally reported in the consultation report to the Core Strategy but are also likely to form part of the technical paper prepared in support of the emerging AAP.

4. Planning Status

- 4.1 The joint AAP will form part of the Local Development Framework for the Borough. It will have the status of a Development Plan Document (DPD), which means that it will provide

a coherent strategic planning framework for decisions by the local and strategic planning authorities within the IA, alongside the Core Strategy and the London Plan.

- 4.2 With regard to statutory procedure, the preparation of the AAP will comply with the requirements for DPDs as set out in the Council's adopted Statement of Community Involvement, accepting that, where necessary, variances may be required to accommodate compliance with GLA procedures for reporting and approval.

5. Purpose of the AAP Brief

- 5.1 To ensure proposals and policies for the IA are well tested, supported by evidence and will result in a deliverable and sound policy framework, it is necessary to undertake more detailed analysis of the strengths and weaknesses of places within the IA, the opportunities and constraints to realising the Core Strategy vision for the area, how the proposed IA will function, its capacity and how it might look in terms of the impact on the urban landscape.
- 5.2 This project brief therefore sets out the scope, governance arrangements, responsibilities, proposed methodology, outputs and programme required to prepare a sound AAP. To enable immediate progress to be made, appended to this brief are:
- an outline structure for both the supporting technical paper and the draft AAP (Appendix B & C);
 - the draft brief for the commissioning of consultants to undertake the masterplan (Appendix D);
 - the draft brief for the development viability testing (Appendix E); and
 - the draft terms of reference for the project board and the various proposed engagement forums (Appendix F).
- 5.3 This brief and the above matters are to form the basis of discussion and agreement at the first formal inception meetings of the project technical team and the project board.

6. Governance and Responsibilities

- 6.1 The proposed governance arrangements and responsibilities are set out in the diagram attached as Appendix A.

Project Board

- 6.2 The project board is to comprise senior level officers of the relevant partner authorities as well as a representative from each of the reference forums and Harrow Council's portfolio holder for Planning, Development & Enterprise. The project board has responsibility for the conduct of the project, resourcing and funding the project, quality control and sign-off of the outputs of the project, and securing the appropriate approvals as necessary of their respective organisations.
- 6.3 The project board will meet every month as necessary to review the project, offer advice, opinion and technical inputs to the project, provide oversight and direction, and will help to secure wider support for the AAP through their respective organisations. With respect to the latter, members are to make the Project Board aware of any funding bids or project work being undertaken by their organisation or others of relevance to the preparation of a sound AAP for the 'Heart of Harrow' or its implementation or delivery.

Project Technical Team

- 6.4 The team is to comprise specialists drawn from the Borough, the GLA family and other organisations and stakeholders, as appropriate. Its core task is to analyse, reconcile and prepare a coherent, deliverable and sound spatial planning framework for the IA, for adoption and use by the GLA and the Borough in their various development control, plan making and place shaping functions. The project technical team will report to the project board but will also have responsibility for reporting to the relevant committees of the Council and the GLA. The other responsibilities of the project technical team will be:
- To prepare the project briefs, appoint consultants, and manage the inputs and outputs of the masterplan and the Borough wide viability appraisal study;
 - To ensure compliance with Council, GLA and other partner internal procedures in respect of contractual requirements, procurement, Health & Safety, reporting and authorisation, ensuring a clear audit trail is established and can be made readily available;
 - To assist in establishing and managing the reference forums;
 - To prepare a consultation strategy setting out how stakeholder engagement and community consultation on both the masterplan and AAP will be undertaken, advertised, the responsibilities of the relevant parties, and reporting and feeding back procedures;
 - To prepare and consult on sustainability and equalities impact assessments;
 - To prepare supporting technical paper(s), in conjunction with the consultants appointed for the masterplanning exercise, and any other material necessary for compliance with relevant statutory requirements;
 - To prepare and implement a marketing strategy for the 'Heart of Harrow', including branding;
 - To prepare and present reports to relevant panels and committees as appropriate;
 - To prepare and submit bids for funding or inclusion in project work relevant to preparation of a sound AAP or its implementation or delivery;
 - To review and give advice/observations on major planning applications received for sites or land use within the IA in the interim period until the AAP has been adopted; and
 - To prepare written statements and evidence for the EiP into the AAP and attend and present as required.
- 6.5 The project technical team will be lead by a project manager, who will have overall day-to-day responsibility for the running of the project, including contractual arrangements, the work plan and budget, and managing or flagging up any potential risks to delivery. The project manager will also have responsibility for managing the project technical team, ensuring sufficient resources are provided or secured at all stages of the project to meet the project timetable and ensure all project outputs are delivered to an acceptable standard.
- 6.6 The project manager and project technical team will be supported by a project officer, whose responsibilities will be to arrange, co-ordinate and manage meetings and consultation events, monitor reporting schedules, maintain a contacts database, and to undertake other administrative tasks as required.
- 6.7 The project technical team will meet fortnightly, or more frequently as necessary.

7. Geographic Area for the AAP and the Masterplan

- 7.1 The boundary of the IA has not yet been defined. The area outlined in the Core Strategy and replacement London Plan is indicative and was intended to be tested and confirmed through the masterplan and AAP process. As set out in the Core Strategy preferred option, there are large areas within the IA that are suitable for regeneration and are key to fulfilling the Council's vision and our strategic requirements. However, these areas need to be viewed as the component parts of the wider IA, rather than as discrete sites. If the regeneration benefits of the IA are to be achieved, the focus of the masterplan and AAP can not be limited to currently identified major redevelopment opportunities. Likewise, regeneration proposals within the IA cannot be devolved from the delivery of Borough and sub-regional strategic objectives, such as those in respect of the green grid and radial transport. Therefore, in determining the boundary, both the masterplan and AAP exercise are to have regard to areas and connectivity within and without of the IA, as well as being framed within the context of viability, current and required levels of social and physical infrastructure, priorities for delivery etc.

8. Objective of the Masterplan

- 8.1 The objective of the masterplan is to test various spatial development options to arrive at a preferred option that can then be refined and worked up in more detail. As such, the masterplan will necessarily need to be prepared as a two-stage process.

Stage 1 – options appraisal

- 8.2 Areas and places within the IA are distinct and the masterplan will need to have regard to the character, existing land uses, opportunities, constraints, infrastructure provision, and relative strengths and weaknesses of each. In this context the masterplan exercise should explore, in consultation with the reference forums, development options for different areas of the IA. Each option is then to be assessed against the sustainability appraisal and the viability testing, to determine whether they are realistic, whether they promote further opportunities for regeneration and renewal etc, and the degree to which they contribute to delivery of the broader strategic objectives sought for the IA as a whole and the wider area. It is assumed that, through this evaluation exercise, a preferred development option or options could be broadly identified for each area and across the IA.
- 8.3 It is envisaged that all options, possibly with the exclusion of those deemed 'no starters', and their evaluations (i.e. the discussion of the merits or shortcomings of each both individually and within the context of the wider IA), would form the basis of formal consultation on the emerging AAP (Regulation 25 publication).

Stage 2 – refining and working up the final masterplan

- 8.4 Having regard to the comments made to consultation on the emerging AAP (Regulation 25 publication), it would then be possible to begin the process of further refining and finalising the masterplan for areas and the IA. Such refinement enabling greater clarity to be given to the strategic approach needed to be taken forward in the AAP at Regulation 27 publication.

9. Status of the Masterplan

- 9.1 It is envisaged that the masterplan will form a key part of the evidence base for the inclusion of the IA in the replacement London Plan and the Harrow Core Strategy.
- 9.2 It is intended that the masterplan will also be a material consideration for the determination of planning applications that are progressed in advance of the adoption of the Harrow Core Strategy or AAP.

10. Scope of works

Task 1 – Project scoping

- Draft project brief for AAP
- Procure urban design expertise
- Establish project Board and Project Technical Team
- Procure zmapping 3D Model
- Procure hardware and software for use of 3D Model

Task 2 – Baseline capacity testing

- Undertake initial baseline capacity testing for 2,500 homes, 3,000 jobs and infrastructure at a range of different densities
- Consider initial options for building form

Task 3 – Agree marketing strategy

Task 4 – Establish Reference Forums

- Secure forum chair and send out call for participants
- Confirm terms of reference for the forums
- Diary dates for meetings, book venues etc

Task 5 – Commission masterplan

- Draft and agree brief for masterplan, including stages, timing and outputs
- Secure approval for use of LDA framework
- EQI, Tender, Evaluation, Appointment and Inception meeting

Task 6 – Environment & Equalities Impact Assessment

- Draft SA scoping report for consultation with statutory bodies
- Prepare EqIA for consultation alongside AAP (Reg 25)

Task 7 – Development scenario testing

- Establish strategic objectives and parameters for options appraisal
- Engage Project Group and reference forums in consideration of options appraisal for inclusion in draft masterplan

Task 8 – Viability Appraisal

- Draft project brief for Harrow wide Viability Appraisal
- Tender, Evaluation and Appointment of consultant
- Engage reference forums and Project Board on variables and study findings
- Publish final paper

Task 9 – Technical Paper

- Having regard to the above tasks, draft technical paper for circulation and agreement

Task 10 – Draft masterplan

- Having regard to Task 7, draft materplan for approval by Project Board

Task 11 – Publish AAP (Reg 25)

- Engage Project Group and reference forums in consideration of draft AAP
- Prepare consultation strategy in accordance with SCI
- Fix venues, display material etc for consultation events
- Report draft AAP to appropriate committees of Borough and GLA for approval for publication

Task 12 – Finalise masterplan

- Analyse comments received to Reg 25 consultation
- Propose amendments for discussion with Project Group and reference forums
- Prepare final masterplan
- Report masterplan for adoption as material consideration

Task 13 – Complete evidence base studies and supporting technical report

- Analyse comments received to Reg 25 consultation
- Undertake further work as necessary
- Draft technical paper for circulation and agreement

Task 14 – Publish AAP (Reg 27)

- Engage Project Group and reference forums in consideration of draft AAP pre-submission document
- Prepare consultation strategy in accordance with SCI
- Fix venues, display material etc for consultation events
- Report draft AAP pre-submission document to appropriate committees of Borough and GLA for approval for publication

Task 15 – EiP

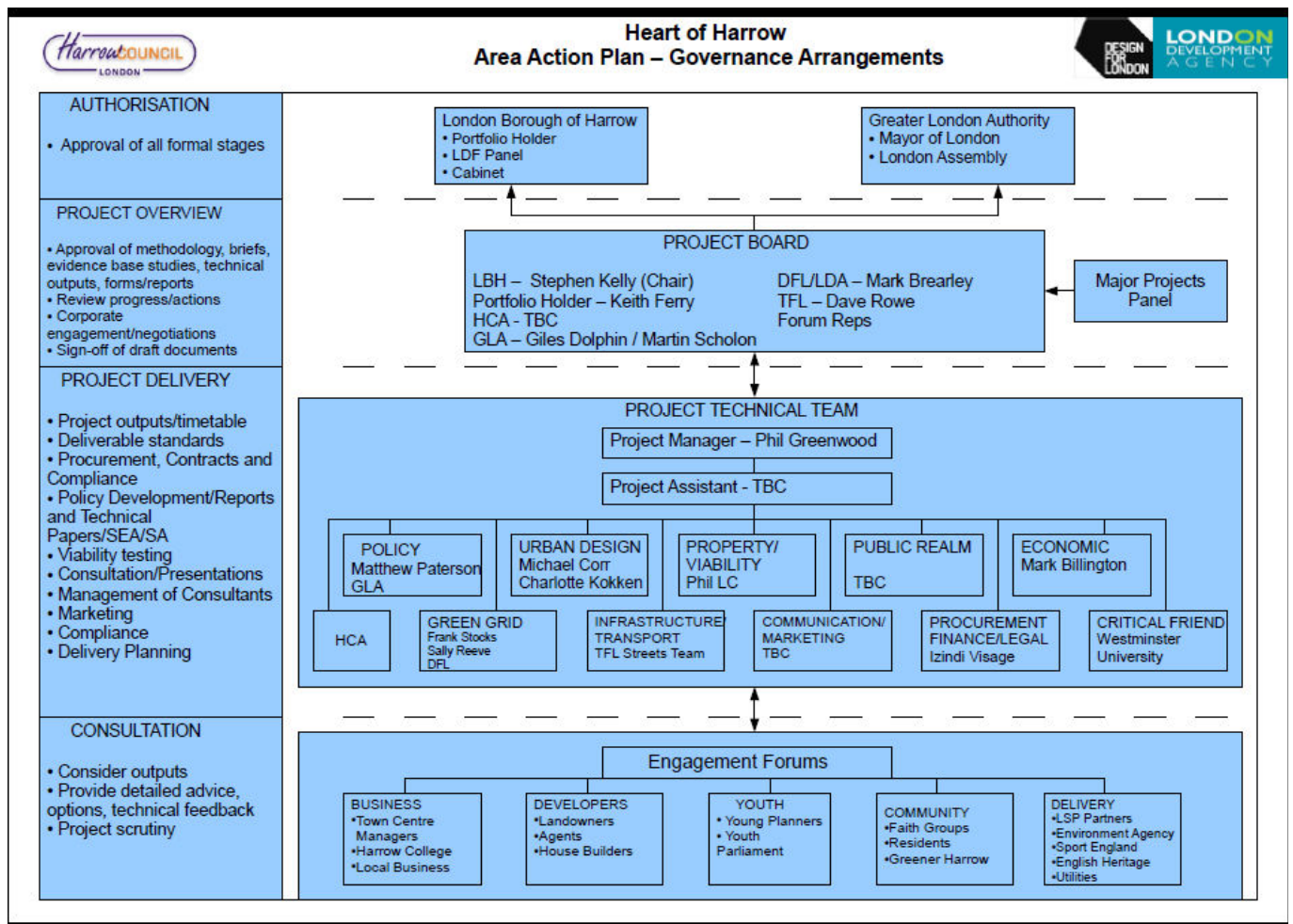
- Secure appropriate resources for the EiP

11. Project Timetable

Tasks	2010								2011											
	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	
Project scoping	■																			
Baseline capacity testing	■																			
Agree marketing strategy		■																		
Establish reference forums	■	■	■																	
Commission masterplan	■	■	■																	
SA & EqIA	■	■	■						■	■	■							■	■	
Development scenario testing				■	■	■	■													
Viability appraisal		■	■	■																
Draft technical paper			■	■	■	■	■	■	■											
Draft masterplan						■	■													
Publish AAP (Reg 25)									■	■	■									
Completion of masterplan												■	■	■	■					
Finalise evidence base & technical papers													■	■	■	■	■	■	■	
Publish AAP (Reg 27)																			■	

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Appendix A – Proposed Governance Arrangements



Appendix B – AAP (Reg 25) draft structure

1. Introduction
2. Background to the AAP
3. Planning framework
4. Consultation
5. Existing site characteristics
6. Land use strategy options and appraisals
7. Area proposals and policies

Appendix C – Technical Paper draft structure

1. Introduction
2. Purpose of the technical paper
3. Policy context
4. Response to consultation on Core Strategy and Replacement London Plan
5. Review of existing evidence base
6. Socio-economic context
 - a. Population demographics
 - b. Housing, SHMA
 - c. Employment
 - d. Transport and movement

7. Environmental context
 - a. Built heritage
 - b. Green spaces
 - c. Public realm
 - d. Sustainability
8. Development Capacity
9. Urban Design Analysis
10. Social and physical infrastructure
11. Development Viability
12. Site Assessments

Appendix D – Draft brief for the masterplan

Attached separately

Appendix E – Draft brief for the viability appraisal

To follow

Appendix F – Draft Terms of Reference for the reference forums

To follow