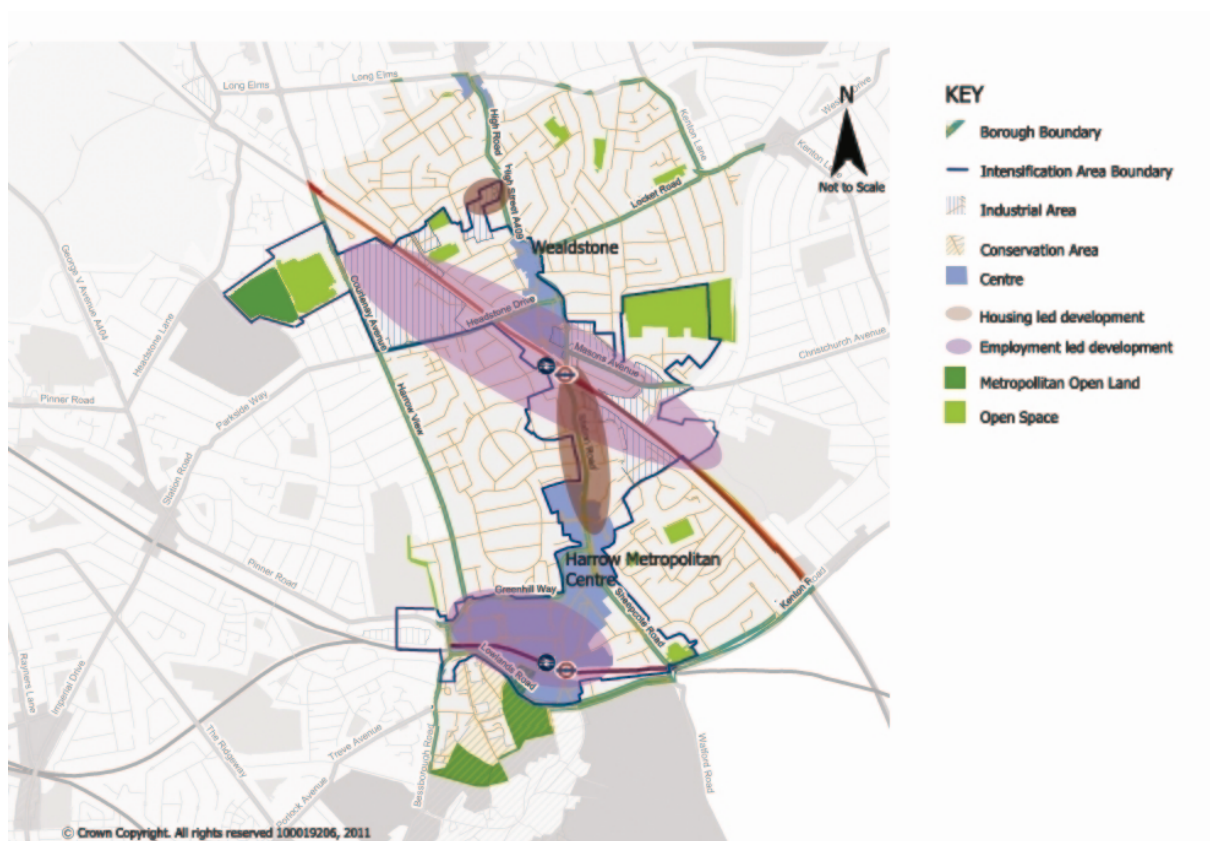


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1 Introduction

1.1 The Harrow Core Strategy identifies the Harrow and Wealdstone Intensification Area as a focus for future growth and development within the Borough. The Intensification Area, shown in Figure 1, is recognised in the replacement London Plan and the Harrow Core Strategy as being a location that can accommodate change and has capacity to do so. However, such change must be managed in a clear and comprehensive manner.

1.2 As set out in the Core Strategy, the Intensification Area is not just about providing for new development and physical growth, it is also about regeneration and the realisation of the social benefits and improvements to the overall quality of place that new development can deliver. The Council and the Greater London Authority (GLA), in partnership with Homes and Communities Agency, Transport for London and the London Development Agency, are therefore preparing a joint Area Action Plan for the Intensification Area. The purpose of the Area Action Plan is to provide a detailed and pro-active policy framework to guide development, regeneration and investment decisions across the area over the next fifteen years and beyond.



Picture 1.1 Boundary of the Harrow and Wealdstone Intensification Area

1.3 In respect of the boundary for the Intensification Area, this has already been confirmed through the Core Strategy. It was set having regard to the fact that sites identified for potential redevelopment naturally sit within and alongside sites that are already well developed so the boundary line naturally included these areas too but it should be clearly understood that not everywhere within the boundary will be subject to intense redevelopment.

1.4 In addition, the purpose of the boundary is to ensure that assets and development sites are captured and opportunities to improve public realm, access to green spaces, and connection to the town centre are included, but it is relatively tightly drawn to avoid intrusion into surrounding residential areas.

Why prepare an Area Action Plan?

1.5 Over the past decade there has been much discussion about the future of Harrow town centre, the declining quality of Wealdstone town centre, and the development potential of a number of sites within the area, including the Kodak site. Various studies have been commissioned, and infrastructure projects undertaken to respond to particular issues or concerns, but to date no clear and comprehensive overall plan has emerged or been prepared for the area or its constituent parts. As a result, development and investment in infrastructure has taken place on an *ad hoc* basis in the absence of a understanding of how these schemes might contribute to the delivery of a shared vision for how the area, and the places within it, could look and feel like in the future.

1.6 While the Harrow Core Strategy establishes the broad vision, objectives and amount of development to be provided for within the Intensification Area, further and more explicit detail is required about how the development requirements of the Core Strategy will be met within the Intensification Area, the distribution of development, when development needs/should take place, its resultant form and function, and how wider community and sustainability outcomes will be co-ordinated and their delivery secured. The preparation of an Area Action Plan provides the opportunity to engage the community and stakeholders in the consideration of such matters in a formal and structure process. It is expected that, through consultation, the final Area Action Plan will establish a more definitive vision and objectives for the area as a whole as well as its constituent parts, and will set out the policies, proposals and site allocations required to ensure growth and development is promoted and managed to deliver that vision and the social, environmental and economic outcomes sought.

Objectives for the Area Action Plan

1.7 Overall, the aim of preparing the Area Action Plan is to have a single, statutory plan, that provides clarity and certainty to landowners, developers, service providers and the community about how places and sites within the Intensification Area will develop, and against which investment decisions can be made and development proposals can be assessed. The objectives for the Area Action Plan are therefore:

- To provide landowners, residents, developers and decision makers with certainty as to the distribution, scale, form and function development is to take within the Intensification Area;
- To allocate strategic sites and provide an indication of the type and optimum levels of development to be achieved;
- To provide general, as well as site specific, criteria and design guidance to deliver the agreed form of development;
- To secure high quality development of both built form and open spaces;
- To ensure development and growth on individual sites, as well as across the whole of the Intensification Area, embodies best practice in environmental sustainability;
- To provide standards for infrastructure provision including renewable energy, open space, car and cycle parking, and surface water drainage;
- To identify and secure the infrastructure needs of development, including green infrastructure;

- To provide an appropriate level of community services and facilities required to attract development and to serve the community satisfactorily;
- To provide safe and convenient access for all to public buildings and spaces, and to public transport, including those with limited mobility; and
- To determine the appropriate phasing of development taking into account the need to ensure regeneration occurs across the whole of the Intensification Area, including on sites with greater constraints than others.

The purpose and scope of the Issues and Options Consultation document

1.8 The Issues and Options stage represents the first stage in the Area Action Plan's production. It identifies the key issues, challenges and opportunities facing the Intensification Area and sets out four spatial development strategy options, including a preferred option, for how these challenges might be addressed.

1.9 The purpose of the Issues and Options stage is to invite public and stakeholder views and comments on the four spatial development strategy options being proposed, to enable consultees to offer up further information of relevance to the development of the Plan, and provide the opportunity to confirm support for the preferred option as the most appropriate option on which to progress preparation of the final detailed Area Action Plan.

1.10 To assist consultees, in addition to setting out the four spatial development strategy options, the Issues and Options Consultation document also includes details on the policy context in which the Plan is being prepared and baseline information about the Intensification Area. In respect of the options on which we are inviting stakeholder views, further detail is also given for each on the likely distribution of development and land use, an indication of the resulting built form, an analysis of performance against the Core Strategy objectives for the Intensification Area, and delivery implications, including infrastructure requirements. The publication of this document is also accompanied by a more detailed baseline assessment of the Intensification Area, published in a separate document, which forms part of evidence base that has informed the development of the strategic options.

1.11 In addition, a Sustainability Appraisal has also been undertaken, the purpose of which is to identify the potential positive and negative social, economic and environmental impacts likely to arise as a result of implementing each option proposed.

1.12 Both the detailed baseline assessment and the Sustainability Appraisal have been published alongside this document, and comments on these are also invited. These supporting documents have been made available for inspection at the same locations as the Area Action Plan. All consultees are urged to read these alongside the Issues and Options Consultation document to ensure you have all the information necessary to make an informed decision about which option you might prefer.

1.13 However, it is equally important to note that the strategic objectives and overarching policy direction for the Intensification Area, together with minimum targets for the creation of new jobs, employment floorspace and new homes to be provided within the Intensification Area, have been established through the process of preparing the Harrow Core Strategy. These matters are therefore not subject to further amendment or comment through the preparation of the Area Action Plan.

Status of this document and its relationship to other LDF documents

1.14 The Area Action Plan is a development plan document (DPD) that will form part of the suite of planning documents that will make up Harrow's Local Development Framework (LDF). In the hierarchy of LDF documents the Area Action Plan sits below, and will need to conform with, the adopted Core Strategy.

1.15 As stated above, the Issues and Options Consultation document represents an early and informal stage of the Plan's development. As such, none of the spatial development strategy options proposed, including the preferred option, carry any commitment or weight.

Have Your Say

1.16 The Council and the GLA are interested to hear the views of residents, businesses, community groups and other stakeholders on the spatial development strategy options being put forward, and whether you consider the preferred option is the right one on which to progress with the next stage the Area Action Plan's production.

1.17 This document and all supporting documentation can be found on Harrow Council's website at www.harrow.gov.uk (under Local Development Framework) and also via the external consultation portal at <http://harrow-consult.limehouse.co.uk>. Hard copies of the Issues and Options Consultation document are available for inspection and short term loan from the Council's offices at the Civic Centre and at all public libraries in the Borough. A summary and questionnaire can also be obtained at the above locations and downloaded from Harrow Council's website.

1.18 During the six week consultation period, a series of drop in events are planned. The times and locations of the drop in events are set out in the covering letter, the public notice and on the Council's website. These events will be informal and offer the opportunity for the public to come in and discuss the spatial development strategy options, and any other issues of relevance to the Area Action Plan, with officers.

How you can make your comments

1.19 Comments on the document can be made in the following ways:

- Electronically by filling in the questionnaire online on Harrow Council's website or through the Council's consultation portal at <http://harrow-consult.limehouse.co.uk>;
- By email to ldf@harrow.gov.uk;
- Filling in the questionnaire and sending it back using the reply-paid envelope provided;
- By attending one of the consultation drop in events advertised in the covering letter, the public notices and on the Council's website; or
- In writing to: Planning Policy Team, Room 301, Harrow Council, Civic Centre, Station Road, Harrow HA1 2XF.

1.20 The closing date for receipt of comments is the xxx 2011. All comments received will be taken into account in deciding the way forward for the Intensification Area.

Next steps

1.21 The next stage of the Plan's preparation will be to consider the responses received to consultation and revised the development strategy to be progressed in the final draft of the Plan (the Regulation 27 stage). This will involve development and refinement of the chosen spatial development strategy and will include proposals for identified development sites across the Intensification Area, urban design guidance, and infrastructure and public realm proposals that will help deliver the vision for the Intensification Area.

1.22 Once the final draft of the Plan has been prepared, it will be published for a further round of public consultation, proposed for November 2011. At the close of that consultation, the Council and the GLA will identify any revision to the publication document to give effect to responses made and will prepare a schedule of changes ready for the examination in public. The examination in public will then be held by an independent Planning Inspector who will consider the soundness of the Plan. The Inspector will then prepare their report, which will determine whether the Area Action Plan can then be adopted for use.

2 Policy Context

National Policy

2.1 The Area Action Plan, whilst reflecting local needs and circumstances, must be consistent with national policy prepared by the Government in Planning Policy Statements and Guidance. In preparing the Issues and Options Consultation document, account has been had to the published national Planning Policy, including recent announcements regarding amendments. However, the Council is aware of the Government's intention to replace the existing series of Planning Policy Statements with a single Statement. In addition, there are also other matters at the national level that might impact on the context and content of the Area Action Plan, including the localism agenda, the current austerity measures imposed on public funding, and likely changes to the arrangements for securing affordable housing and infrastructure.

2.2 Given that the Area Action Plan is at an early stage of preparation, it is expected that any proposals or developments regarding reforms affecting the planning system, as well as development viability, will be able to be taken into account as the Area Action Plan is progressed.

Regional Policy

2.3 The London Plan is the overarching spatial development strategy for London. It provides the strategic, London-wide context within which all London boroughs must set their detailed local planning policies. Accordingly, the Area Action Plan will seek to give effect to, and must also be in general conformity with, the policies of the London Plan.

2.4 A key purpose in bringing forward the Area Action Plan is to give effect to the Harrow and Wealdstone Intensification Area designation set out in the published but not yet adopted replacement London Plan. As set out in the supporting text to Policy 2.13 of the Replacement London Plan, Intensification Areas are typically built-up areas with good existing public transport and sites with significant capacity that can support redevelopment, providing new jobs and homes at higher densities. The Policy encourages boroughs to work with the Mayor to progress and implement planning frameworks to realise the potential of these areas.

2.5 In relation to the Harrow and Wealdstone Intensification Area, the Replacement London Plan (at Appendix 1) states that:

"This new Intensification Area offers 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 needs 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."

2.6 Within the Intensification Area, other regional designations also apply, including the Metropolitan centre designation for Harrow town centre; the Metropolitan Open Land designation applying to the Lowlands Recreation Reserve, and the Strategic Industrial Location designation applying to the Kodak site.

2.7 The Area Action Plan will show how the Harrow and Wealdstone Intensification Area and the relevant specific policies of the London Plan will be realised.

Local Policy

2.8 The Intensification Area forms a crucial and significant component of Harrow's spatial strategy for managing the Borough's growth and development over the next fifteen years and beyond.

2.9 The Harrow Core Strategy therefore sets out the following overarching vision for the Harrow and Wealdstone Intensification Area:

"Comprehensive and coordinated regeneration activity will have positively transformed the Harrow & Wealdstone Intensification Area, delivering at least 2,500 net new homes and 3,000 additional new jobs, and creating diverse and varied neighbourhoods where people choose to live and work. Harrow town centre will be a vibrant and attractive Metropolitan Centre having benefited from additional retail, leisure and hotel development, and having renewed much of its older office stock. It will have developed its role as the prime location for central public services including the relocation of the Council's Civic Centre towards the end of Plan period. Wealdstone will have developed its own, distinctive identity as a successful district shopping centre supported by local residents and a strong business community whose presence has been transformed by the intensification of employment and mixed use development of the surrounding industrial estates. Station Road will have benefited from redevelopment and environmental improvement as the principal component that binds the two centres together. Harrow-on-the-Hill Station, Harrow bus station and Harrow & Wealdstone Station will be accessible major public transport nodes. New development will have contributed to a coherent new character achieving high standards of sustainability, public realm and residential quality."

2.10 It also establishes the following strategic objectives for the Intensification Area:

- Create a vibrant 'new' place that celebrates Harrow's diversity, exhibits exemplar design, and promotes a strong sense of community;

- Strengthen the role of Harrow town centre as a prosperous Metropolitan centre within outer London;
- Regenerate Wealdstone High Street district centre and ensure employment led redevelopment of the surrounding industrial estates, including the Kodak site, contribute to its long-term growth and vitality;
- Improve the amenity and connectivity of Station Road;
- Increase the Borough's 'visibility' within the west London sub-region and regionally to secure appropriate levels of investment from private and public sector partners;
- Accommodate a minimum of 2,500 net new homes;
- Create a minimum of 3,000 additional new full time jobs;
- Renew Harrow town centre's office stock to meet local business needs Reduce vacancy;
- levels and improve the quality of the office stock in Harrow town centre;
- Increase retail, leisure, and hotel provision within both town centres;
- Direct key community facilities serving the entire Borough to locate in Harrow town centre;
- Secure improvements to the accessibility of parks and open spaces by walking and cycling from within the Intensification Area;
- Improve Address the environmental quality, physical accessibility, capacity and user safety of Harrow on the Hill train station and Harrow Bus Station;
- Ensure public transport links to employment opportunities outside the area are maintained and enhanced.

2.11 Core Policy 2 of the Harrow Core Strategy sets out the policy direction for the Intensification Area, including minimum targets for the creation of new jobs, employment floorspace and new homes to be met within the area. Core Policy 2 is reproduced at Appendix A for ease of reference.

2.12 In addition to the Core Strategy, the Area Action Plan will also need to give effect to, and implement, the policies and proposals of other Council, and our partners', strategies, plans and programmes. These include the Sustainable Community Strategy (2010); the Local Economic Assessment (2011); the Climate Change Strategy (2010); the Local Investment Plan (transport); and the Borough Investment Plan (housing).

Summary

2.13 In summary, the Area Action Plan will:

- Promote sustainable growth and development as set out in national planning policy;
- Give effect to the ambitions of the London Plan in applying the Intensification Area designation to the area, alongside other strategic designations applying to Harrow town centre (Metropolitan centre) and to the Kodak site (Strategic Industrial Location);
- Translate the strategic policies of the Core Strategy into site allocations and robust policies to guide development within the Intensification Area;
- Contribute, where possible, to meeting the objectives and priorities set out in local initiatives and strategies;
- Seek to ensure that the balance between different land uses is sustainable, attracts investment and results in urban form, appearance and character that local businesses, residents, and developers can support; and
- Promote high quality, safe and accessible development.

3 Portrait of the Intensification Area

3.1 A detailed Baseline Report has been prepared and published alongside this document as part of the evidence base in support of the spatial development strategy options proposed for the Intensification Area. This chapter provides a summary of the baseline evidence gathered to date, including the existing character, urban form and land uses within the Intensification Area, and the initial findings of economic and transport assessments carried out. It concludes by drawing out the various strengths, weaknesses, threats and opportunities present across the area as a whole as well in respect of particular parts or places.

Urban area

3.2 The Intensification Area is roughly a dumb-bell shape covering some 177 hectares. It comprises a complex mosaic of areas, all differing subtly in character from one another. It is surrounded by a large residential hinterland and expanses of open and green space, most notably Harrow Hill to the south and the Green Belt of Wealdstone Ridge to the north, two high points that act to frame the area.

3.3 The Intensification Area includes and is next to several unique borough assets such as the Civic Centre, two rail and tube stations, Headstone Manor, a collection of excellent education facilities, close proximity to the attractions of Wembley as well as a number of excellent green spaces within and on the fringe of the area. Together these assets create a rich setting for the successful delivery of focused, high quality intensification in this part of the Borough.

3.4 Harrow town centre, forms the southern boundary, and is the borough's main retail and office centre serving a wide catchment area.

3.5 Wealdstone forms the northern boundary and comprises of the district centre surrounded, high density terraced housing and the vast majority of the Borough's industrial land, most notably the Kodak site but also clusters of smaller sites to the east of George Gange Way.

3.6 Wealdstone district centre provides a lively mix of uses for local people. The centre benefits from pedestrian priority, which extends along most of the retail core of the High Street. It is a busy bus route with several stops outside the Wealdstone Library Centre. Through-traffic is diverted away from this stretch via George Gange Way to the East. The buildings in Wealdstone Central are tall red-brick Victorian style terraces, predominantly with retail uses at the ground level and residential uses above. Despite the busy trade, the retail offer caters to local community's needs and does not attract a wider audience. This could be due in part to a number of severances that impact on movement (car and pedestrian) to and within the Wealdstone Area, including the mainline railway and the George Gange Way bypass and overpass.

3.7 The scale of sites available for redevelopment in Wealdstone presents a very strong opportunity for major regeneration here.

3.8 Station Road links Harrow and Wealdstone town centres and includes along its length a number of important attractors and uses such as the Civic Centre and Harrow Central Mosque amid an otherwise retail-dominant strip. The western side of the Station Road is lined with active ground floor uses and benefits from sections of fairly wide footpath. The eastern side of the road comprises a mix of office, community and residential ground floor uses, most set back from the road by concreted forecourts. While Station Road is a vibrant busy place, and has potential for greater street-scape and street-life, it is also a traffic-dominated space that is often congested.

The corridor presents an excellent opportunity to provide gateways into the centres at either end as well as the creation of a lively, high quality public realm, complemented by high quality development along its length.

Character and land uses

3.9 The majority of the Intensification Area comprises buildings of 1-2 storey height with taller buildings concentrated in Harrow town centre. Other key tall building within or adjacent to the area include the Kodak works, St Mary's Church, and Northwick Park Hospital. While parts of the Borough benefit from significant open spaces, heritage assets and a strong suburban character or architectural style, overall, the land use of the Intensification Area is dominated by residential, industrial and retail uses that provide for a much more urban character but one that lacks a predominant style or form of development.

Population and demographics

3.10 The existing population of the Intensification Area is estimated at around 13,000 people.

Housing

3.11 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 and the GLA 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.

3.12 Various housing types and densities are needed across the Intensification Area to deliver the Core Strategy targets and achieve the required spatial characters and relationships with the existing context. An important aspect of the methodology in developing the options was understanding the existing housing mix across the area and researching other high quality housing types that could achieve the densities required of each of the outputs. While refinement of the required housing types across the area to achieve the targets will be the focus of Stage 2 of this project, it was a helpful tool in starting to explore and share with engagement forums, the nature of potential future building blocks in the Intensification Area.

Property and economic context

3.13 A comprehensive analysis of the property market and economic is included in the baseline report. The analysis shows that the Harrow and Wealdstone Intensification Area sits within a well connected and attractive outer London setting. It has a strong entrepreneurial base, an active and highly qualified resident population and strong access to central London. It also has national and international recognition through proximity to the nearby Harrow school.

3.14 There is already a strong residential market established in the area. A housing viability study undertaken in parallel with this study has indicated that new housing can be high quality, innovative and be tailored to respond to town centre, corridor and suburban contexts. A range of office occupiers should find Harrow attractive given access and labour force strengths but the office market has lagged behind nearby competing centres in Uxbridge, Watford and Ealing. A

significant shift in development trends will require an active economic development strategy, an inward investment programme and potentially public sector intervention to advance or anchor development sites, along with improvement of the town centre retail, dining and public realm offer.

3.15 The industrial development market has some potential based on local small business development. Access constraints and well established industrial locations at Park Royal, Wembley and the M25 Corridor suggest the scale of industrial growth will need to be carefully managed. Large scale industrial relocations into the Intensification Area will not be the primary driver of employment development, but the local market can be nurtured.

3.16 Retail development can be expected to contribute to jobs growth. A range of town centre comparison goods, family dining, leisure and entertainment activities can contribute to employment growth. Larger format retail, electronics, homewares and trade counter operations can also make a contribution.

3.17 Residential and population growth in the Intensification Area will generate demand for a range of public services and community and social infrastructure. A proportion of health, education and community facility jobs will also be required and provided and can also make a meaningful contribution to employment targets.

Transport and Movement

3.18 A comprehensive analysis of the local transport and movement is included in the baseline report. The key points of that analysis are that Harrow and Wealdstone are both well-located for access by public transport, with good to excellent public transport accessibility levels across the Intensification Area. Harrow on the Hill and Harrow & Wealdstone stations provide superb connectivity to Central London, and numerous bus routes serve the local area, particularly along the Station Road corridor. There is spare capacity in rail/Underground services at these stations and projected growth is therefore likely to have little capacity issues on these (although capacity does reduce at stations closer to Central London).

3.19 There is capacity on some local bus routes, however others are at capacity during peak hours and will need to be enhanced where significant additional trips are expected.

3.20 The high public transport accessibility of Harrow town centre makes it an ideal place for dense mixed-use development with sustainable transport modes (walking, cycling and public transport). These alternatives transport modes reduce the reliance on car travel and reduce car congestion in this area. Harrow on the Hill station and Harrow Bus Station have enormous potential for improvement. Despite the good public transport accessibility, there is a general context of high car ownership and usage within the Borough. Busy roads in the area act as barriers to pedestrian movement.

3.21 Improved connections are needed across Greenhill Way and George Gange Way to encourage walking and cycling into the town centres and greater integration with surrounding neighbourhoods.

3.22 There is a good amount of parking in Harrow town centre with some spare capacity, offering opportunities for redevelopment or for use of existing parking capacity by new development. Access arrangements to existing car parks should be improved to increase efficiency. Harrow town centre has a fairly typical level of congestion given its size and uses. Much of this may be due to

through-traffic as well as due to localised congestion. Surveys of Harrow town centre show that Saturdays are the busiest days for traffic, although weekday peak hours may have less traffic, but more concentrated periods of congestion.

3.23 While the Council's Transport Audit's high-level assessment of the borough's highway network indicates that it can accommodate traffic related to the anticipated level of growth without major strategic investment, there are a number of local improvements that could be made to key junctions and corridors to smooth traffic flow, give greater priority to buses, incorporate attractive cycling facilities and improve pedestrian accessibility. Much of this could be funded by new development.

3.24 While there is limited opportunity to increase car traffic capacity along Station Road, there is the potential to carry out significant public realm improvements, such as resurfacing, footway widening, guardrail removal and junction simplification, and, with some rationalisation and restriction of on-street parking, provide a higher quality walking and cycling environment and some bus priority enhancements.

3.25 It should also be noted that redeveloping some of the major opportunity sites along Station Road with less traffic-intensive uses may lead to a reduction in congestion along Station Road.

3.26 Significant cycling improvements could be made across the Intensification Area, such as the provision of additional lanes and priority junctions along Station Road and additional cycle parking at stations. There is also the potential for a north-south route between Harrow and Wealdstone on quieter streets.

3.27 Depending on the mix of uses proposed, the redevelopment of the Kodak site at Wealdstone is likely to have a disproportionately higher impact on the local transport network than other sites within the Intensification Area where there is greater capacity. This impact will need to be carefully assessed as part of any planning application for the site. It may require new or improved accesses, as well as significantly improved walking and cycling links to Harrow & Wealdstone station, increased bus frequency along Harrow View and potential bus diversions through the large site.

3.28 Travel planning, as an important tool in encouraging sustainable travel, will be a key aspect of all new developments, and could include contributions towards funding an area-wide travel plan framework and dedicated coordinator for the area. Typical measures should include car clubs, electric charging facilities, plenty of cycle parking and targeted information.

3.29 During the development of this piece of work, the consultant team heard how local transport issues are a primary concern to local residents and businesses. The scope of this piece of work does not include detailed transport proposals but rather a high level assessment of implications of the development options on the transport network. More detailed assessment of transport requirements will be undertaken during next phase of the AAP's development.

Strengths

- There is a high occupancy rate of retail units across the area
- Investment in the public realm is demonstrated by improvements to Station Road
- Many high quality green spaces are found interspersed within the residential and adjoining areas

- Headstone Manor is a unique feature of the area with potential for a wide visitor catchment
- Socio-economic data reveals an above London average measure for salary, employment, education
- The area has two stations, both connected by rail and tube to other parts of London as well as numerous bus services creating excellent connections to other centres. Public transport accessibility level is good to excellent across the Intensification Area (PTAL 4 to 6b)
- There is already strong developer interest in the area, particularly from Land Securities and Dandara
- The area has a distinct local history and identity, with a range of unique buildings, uses, and spatial characters
- There is a diverse community Harrow School and Harrow on the Hill are well recognised assets
- There are a number of niche shops complementing the national retailers around the town centre
- The council has significant land ownership in the area
- There are active and committed community groups who want to work with the council to safeguard various qualities of the place
- The contrasting characters of Harrow and Wealdstone offer a diverse experience for visitors and residents

Weaknesses

- Harrow town centre is not fulfilling its Metropolitan Centre status
- The retail offer is dominated by middle to low quality national retailers
- Large, busy roads and railway infrastructure create various edges of severance across the area. Harrow and Wealdstone centres have good pedestrian priority streets, but these are inwardly focused and poorly connected to surrounding areas, discouraging access on foot or by bicycle
- Vacant office buildings dominate some areas, especially to the west of Harrow on the Hill station, creating a sense of failure
- St Ann's centre dominates the arrival experience at Harrow on the Hill station and confuses orientation and relationship to the centre particularly at night when St Ann's is closed and the direct link to St Ann's Road is lost
- Although public transport accessibility is good, it is compromised by poor quality environment around the stations

- The general context of high car ownership and usage within the Borough will put pressure on development to include significant car parking with knock-on impacts of traffic generation
- Poor visibility and legibility throughout the area. This diminishes the quality of Harrow and Wealdstone's image
- Poor pedestrian movement in key areas compromises community connectivity
- Poor orientation across the area, especially at the stations and arrival points compromises access to the heart of the area
- Key buildings and spaces (such as churches) are underplayed, missing the opportunity for wayfinding that these landmarks offer
- Introverted shopping malls in the town centre make no contribution to the life of the area and disrupt clear sight lines and easy pedestrian movement
- Fractured urban grain, especially along Station Road and Greenhill Way disrupts the reading of these areas
- The stations offer little sense of arrival, either from the platform/ train window or from the station entrance
- There is a limited range of leisure, entertainment and cultural facilities throughout the area and little or no civic presence in Harrow Town Centre
- Much of the public realm is dysfunctional and poorly provided

Opportunities

- Redevelopment of key sites dispersed across the area can reinvigorate the whole area if carefully managed
- The Kodak estate has the opportunity to improve links between Headstone Manor and Wealdstone centre
- The council has substantial land assets across the area that can make a significant contribution to development and act as a catalyst for regeneration
- Redevelopment of smaller sites may be planned as part of a wider strategy for improvement
- Properly allocate mixed use, and single use areas so that they support one another and each thrive.
- Manage density and height of new development successfully within the wider area
- Strengthen the character and image of Harrow and Wealdstone
- Thousands of people travel through the area by train every day and are a key target audience to communicate changes in Harrow's offer

- Open the town centre at Harrow on the Hill up to the surrounding areas
- Improve the mix and scale of uses within the town centre; such as community uses and residential alongside office and retail
- Take full advantage of the Council's intention to use the AAP as a leading tool for development; this process needs to be sustained during and after the production of the AAP
- Make new links between existing green spaces and new development to improve access, environmental quality, and identity
- A large extent of public realm may be improved as a key community and business resource
- Enable new development to help support facilities and spaces for young people
- Key development sites around the station (and redevelopment of the station itself) offer the opportunity to create better physical, visual and associative connections between Harrow on the Hill and Harrow town centre
- Parking surveys indicate that the supply of off-street parking in the town centre of Harrow is typically greater than the demand for spaces, offering opportunities for redevelopment, or providing parking capacity for adjacent development
- New development can help to increase permeability for local movement across the area, including new/improved crossings of busy roads, footbridges over rail corridors and improvements to station and bus stops accessibility
- Access to the Green Belt and Metropolitan Open Land can be improved by building on the Green Grid network Retain more of the high earning/ spending capacity of residents who currently shop in neighbouring centres

Threats

- A history of failed planning applications for key sites and a perceived lack of clarity and commitment from the council may have damaged future negotiations with developers
- No action now will leave the area open to uncoordinated haphazard development that will damage the image of the area
- Limited funding may place pressure on quality of development
- Lack of investment could threaten Harrow's Metropolitan Centre status and lead to a spiral of decline

4 Key Issues, Challenges and Drivers

4.1 The challenges faced by Intensification Area are focussed on exploiting its opportunities, accommodating economic growth and securing urban regeneration while working within an uncertain economic environment, restoring confidence and generating lasting quality.

4.2 In the course of preparing the Issues and Options Consultation document the Council established five engagement forums that were used to gather or confirm baseline and market information, and as a sounding board for the preparation of the emerging spatial options. The five engagements forums covered the following community and stakeholder groups: Members'; Developers'; Community Groups; Youth Parliament; and Local Businesses.

4.3 The following summarises the key sub area and topic based issues, challenges and opportunities that were identified through the analysis of baseline and market information⁰, and through the comments provided by the engagement forums. These have been taken into account in generating the spatial development strategy options (set out in Chapter 6), ensuring each options being put forward for further consideration adequately addresses these matters.

Topic based issues and challenges

4.4 The following are issues or challenges facing the entire Intensification Area, and in some instances, the Borough as a whole.

Raising Harrow's image

4.5 While the name Harrow has international recognition, and while Harrow's appeal is highly valued by residents, in a regional and sub-regional market context the Borough has very little visibility. It is often seen simply as a leafy green suburban dormitory for London. This image reinforces the view that Harrow is a borough with less need than others within London. This masks the significant issues facing the borough and makes it difficult to secure additional resources and central and regional funding. The challenge is to raise the profile of the Borough by actively marketing its strengths and development potential, by exploiting its heritage, cultural diversity, ties to high educational attainment. As a Borough, Harrow needs to embrace change, especially where this drives positive economic outcomes, results in an attractive physical environment, stimulates higher quality development and investment, and assert Harrow's status as a secure and buoyant housing and employment market. The Intensification Area will play a significant part in this marketing story.

Environmental investment

4.6 The creation of sustainable communities and vibrant town centres relies upon high quality public spaces, especially its shopping and leisure core, parks and transport interchanges. The challenge is to secure environmental improvements in advance of, or in parallel with, economic and residential growth, and in a time of public sector fiscal constraint.

Deficiencies in leisure and culture and open space

4.7 As a city within a global city, and with a growing and diverse population, Harrow needs to offer the leisure and culture facilities its residents expect of a Borough of over 225,000 population. However, the Harrow Leisure Centre requires upgrading and there is a perceived lack of art or performance space/venues in Harrow, especially within its main town centre. The Intensification Area is well placed to provide for new cultural and leisure facilities serving the local community and the wider Borough and beyond.

see Chapter 2 and the Baseline Report

4.8 The existing pattern of development and its urban form, means that it will be unlikely that the identified deficiencies in open space provision will ever be met within the Intensification Area. Nevertheless, opportunities do exist to enhance access to the existing open space serving the area, and to improve the quality of these spaces to increase their use and their contribution to the amenity of the area.

Housing requirements

4.9 Harrow's population is anticipated to grow by 5% between 2011 and 2026. A significant proportion of the resulting borough-wide growth in household numbers has to be accommodated within the Intensification Area. The challenge is to ensure new residential development contributes towards the economic prosperity of the town centre's and creates an attractive and safe environment that provides the resident population with a high quality of life.

Building heights

4.10 New development will change the current urban character. Achieving the Core Strategy targets within the defined Intensification Area means that taller, denser buildings will have to become part of this urban pattern and grain. The spatial development strategy options explore what this might mean for the future skyline of Harrow under each option but the key challenge will be in establishing the detailed policy guidance and robust development control measures necessary to manage the potential impact of tall buildings, ensuring these result in land marks that enhance the skyline and add to the attractiveness and identity of the area.

Economic growth

4.11 Harrow's future economy depends on the creation and growth of a relatively large number of new small businesses. The Intensification Area will need to provide the majority of the new jobs to be created in the Borough by 2026. This will be reflected in a shifting economic profile building on the growth in the retail, leisure and service sectors, a high educational attainment and a growing university, with a challenge to nurture business innovation within Wealdstone and renew Harrow town centre's office accommodation.

Changing travel habits and managing journeys

4.12 Raising the profile and focusing economic and residential growth on the Intensification Area has the potential to exacerbate existing problems with the road network, including congestion and parking. The challenge is to change travel habits and to generate more journeys on public transport, foot and bike. However, the ability to manage much of the traffic movements affecting the Intensification Area, will depend on the ability to alter the physical routing of the network, to manage the flow of people and vehicles, and to distinguish between journeys that cater for, and are necessary to sustain the vitality of the town centres.

Sub area based issues, challenges and opportunities

4.13 The following section focuses on the three main sub areas of the Intensification Area: Wealdstone, the Station Road corridor and Harrow Town Centre, and considers the specific issues, challenges and opportunities facing each of these sub areas.

Wealdstone

4.14 Wealdstone is a local centre built around the railway station that arrived in the mid 19th Century. It has a generally low-key character, with a limited retail offer that caters primarily for local people rather than attracting shoppers from further afield.

4.15 The place has been described as ‘interesting’ and ‘edgy’ by local businesses and residents. Wealdstone accommodates most of the Borough’s industrial land and in this way, although many underestimate or disregard Wealdstone’s borough-wide role, it has a key role to play in the context of Harrow’s employment needs.

4.16 Wealdstone’s public realm is functional but not of high quality. Raised tables across much of the High Road helps pedestrian movement across the road, which is only accessible to buses as traffic is diverted past Wealdstone via George Gange Way to the east. Small features, such as the street furniture styles and the hanging baskets on the street lights, suggest the local, sometimes charming quality of the place.

4.17 Pedestrian movement east and west of the High Road is severely constrained, restricting the area’s engagement with adjacent areas. Guard railing along the central reservation on George Gange Way complicates access for the residents to the east of the road from reaching Wealdstone centre.

4.18 To the west - beyond the successful though low scale retail food-outlet strip along Canning Road, guard railing and the uncomfortable pedestrian environment under the railway lines towards Headstone Drive create a very poor link westward from Wealdstone.

4.19 Harrow and Wealdstone Station, though the catalyst for the areas development, suffers from poor environs at its entrances. To the east one arrives at a large road junction space with no clear indication of where one has arrived and how to move forward from this point. To the west, the entrance spills directly out into a car park with no designated pedestrian routes through it and poor signage directing towards the centre. Clear pedestrian routes to and from the station, along with eventual upgrades to the station and environs are important considerations when user numbers in the area increase as much as the Core Strategy targets project.

Key issues and opportunities for Wealdstone in the development options:

- Potential to maintain the key industrial employment role within the borough.
- Maintain the local, small scale character of area.
- Improve linkages to areas east and west of the centre, strengthening connections with adjacent communities.
- Improve station environs and the orientation to and from the stations within the area.
- Increase awareness of and access to Headstone Manor with improved connections to it.

- Improve green infrastructure across the sub area by making green links between existing high quality open spaces.
- A significant portion of Wealdstone town centre falls within Flood Zone 3 (high risk flood zone). The challenge is to co-ordinate flood management works and sustainable drainage within the catchment, to ensure development and regeneration opportunities along the High Street can be realised.

Station Road

4.20 Station Road is a 840m long corridor linking Harrow Town Centre and Wealdstone. Dominated by independent retailers, restaurants and other food outlets, Station Road also hosts a number of distinctive uses including a large Tesco store, the borough's Civic Centre, a newly-built mosque, the Safari Cinema and the southern tip of Wealdstone's industrial area.

4.21 The building heights along Station Road vary; to the south they are generally 4-5 storeys with strips of 2 storey terraced housing toward the north, particularly on the eastern side of the road. Upper levels are mostly for residential use while there is also some ground floor residential within the terraced housing to the north.

4.22 Despite the change in heights and uses along the strip, there is generally a good continuity of built form along Station Road, except for at Tesco and the Civic Centre sites where large areas of car parking meet the road edge ringed with poor pedestrian and cycle access. These are key sites for improvement.

4.23 Most shops along here are serviced directly off Station Road via lay-bys, adding animation to the street-life. This also means that there are few unsightly service yards. A local example of the negative impact of service yards is Greenhill Way which suffers from the service yards of retail units along St Anne's fronting onto it.

4.24 Station Road is the key public and private transport link between the two centres as well as carrying most local through traffic. Owing to this heavy usage it is often congested resulting in an uncomfortable environment for commuters but also compromising the pedestrians and cyclists who have to compete with the vehicular congestion.

Key issues and opportunities for Station Road:

- Congestion along the length of Station Road should be addressed. This could be done with modest but effective interventions such as kerb realignment, signalling and junction reconfiguration, bus stops modification.
- Improvement to public realm quality will lift the spirit of this strip while encouraging more pedestrians to move along it between the two centres. Public realm improvements will achieve gateways to the two centres, enhancing the impression of the centres themselves.
- As the borough's longest retail strip, Station Road's retail dominance should be retained and complemented with new retail offer.
- A high quality public realm is a key attractor to high quality development.

Harrow Town Centre

4.25 Defined as a Metropolitan Centre, Harrow town centre is the borough's key office and retail centre. Rail and tube services provide good connections to central London, Alesbury and . The impression of Harrow town centre upon arrival at the station is very poor and disorientating. The station's environs themselves are outdated and without step free access, creating a very poor environment that contributes to the severance caused by the railway and reduces access to and awareness of spaces such as Lowlands Recreation Ground.

4.26 The centre's retail offer is based in the two internal malls, St George's and St Ann's and the pedestrianised retail strip along St Ann's Road. The higher end retail offer is Marks and Spencer and Debenhams with a host of other popular chains such as Boots, H&M, Curry's etc. St Ann's is also an important movement link within the centre, achieving a direct link from the station through to St Ann's Road though this is lost when St Ann's closes in the evening. The public realm of St Ann's Road and the external building envelopes of St Ann's and St George's are all very poor, contributing little to the quality or success of the retail environment.

4.27 College Road too is unimpressive, with few opportunities for orientation and the large development site of the old post office still unoccupied and making a negative impression on the place overall. The recent public realm upgrades along Station Road improves the eastern end of College Road but this needs to extend right along College Road to include the Station arrival point.

4.28 Lack of investment in the existing office building stock and associated amenities that create a healthy office environment such as a good collection of restaurant offer, night life, and high quality public realm has contributed to a reduction of office tenant numbers in the area. Several large office building tenants have recently relocated away from Harrow town centre, raising the urgency to address the amount of vacant office space and the quality of the offer that will be attractive to businesses locating here in the future.

Key issues and opportunities for Harrow Town Centre in the development options:

- Critically, Harrow town centre needs to invest in a strategy for office renewal to address the recent trend of large office occupiers relocating away from Harrow. This strategy needs to include the provision of amenities and high quality public realm environs that support and encourage a robust office market. Higher quality restaurant offer, improved outdoor spaces, buildings with contemporary specification as well as improved access and arrival will all contribute to this.
- There is an identified need, and an extraordinary opportunity, for retail and leisure growth. Harrow town centre draws on a densely populated, affluent catchment area looking to their main town centre for quality and choice. It must fulfil this need to maintain its market share, and to rebuild its regional role as key Metropolitan centre within outer London.
- As a contrast to Wealdstone, Harrow town centre should explore building forms that are appropriate to its Metropolitan status which may include tall buildings.
- Pedestrian movement into the rest of the Intensification Area, across key roads such as Greenhill Way, should be improved to achieve better connectivity across the area.

5 Generating the Options

5.1 The achievement of the Core Strategy's targets and objectives for the Intensification Area were the starting point for the generation of the spatial development strategy options. Account was then had to:

- The policy context within which the Area Action Plan is being prepared, including the London Plan, the Core Strategy and other relevant policy documents and studies (see Chapter 2);
- The analysis undertaken of the history of the area, its key assets and features and baseline characteristics, including transport and movement context, together with the economic and property assessment relating to housing, office, industrial and retail market conditions (see Chapter 3 and the separate Baseline Report);
- The key issues, challenges and opportunities drawn from the baseline analysis and the feedback provided by the engagement forums (see Chapter 4).
- The potential sites for development that were identified through the call for sites, the housing capacity study, the baseline assessment, and through discussion with the various forum groups (outlined in the Chapter below); and
- The analysis of potential housing types that might be appropriate for new development in the Intensification Area (outlined in the Chapter below).

5.2 An important aspect of developing the spatial development strategy options was to ensure that each option generated was tested to understand the likely spatial, infrastructure and qualitative implications, thereby ensuring each were realistic options on which the Area Action Plan could be advanced. To test and refine the options, the following steps were undertaken;

- Further characterisation work of the three main existing areas of the Intensification Area;
- The identification of potential future characters of the three main areas and how they would relate to each other;
- High level proposals for the nature of development that would be required to achieve the targets and qualities of development required;
- An assessment of the likely resulting urban form of the three areas; and
- An assessment of impact on the infrastructure network.

5.3 A summary of the outcomes of the above testing is provided alongside each of the options outlined in the next Chapter. Each option considered the total land potentially available for development across the 3 sub-areas. Within each option, different levels of development are proposed for the key strategic sites, determined by the spatial ambitions for each option.

5.4 While each option was tested using the cumulative site areas as a basis, the figures are not intended to guide site specific requirements at this stage. This level of information and guidance will come forward in the next stage of preparing the final draft of the Area Action Plan. However, it is important to note that, while the land capacities demonstrate that the quantum of development proposed for the Intensification Area can be accommodated, capacity alone will not deliver the required growth targets. A proactive approach to the future market conditions will be required by the Borough and its partners to attract residential and economic investment and advance social and physical infrastructure projects. This and other requirements are further addressed in Chapter 7, which deals with delivery and implementation.

Assumptions for all options

5.5 In establishing the proposed options, the following assumptions have been applied:

- Residential development will incorporate a range of types, but will need to achieve an average of 180 – 220 units per hectare at residential sites across the Intensification Area, and in some cases will need to be above 400 units per hectare.
- The development of industrial land will be based on a plot ratio of 0.6. This reflects a mix of manufacturing and warehousing based employment. It is assumed that this development will create one job for every 40 sqm of building floorspace.
- The development of office sites will be at an average plot ratio of 1.5. This reflects a possible range of low rise suburban and town centre development. It is assumed that this development will create one job for every 15 sqm of building floorspace.
- The development of retail sites will be at an average plot ratio of 0.6. This reflects a suburban and ground floors town centre development rather than an edge of town approach. It is assumed that this development will create one job for every 20 sqm. This category has been used as a proxy for a range of leisure, entertainment and shopping activities.
- An assessment of the number of community jobs that would be generated by a growing population has been set out. This assumes that each new home will add two net new residents to the Intensification Area. A 70% economic activity rate, 90% employment rate and a 40% public sector employment rate has been applied. An assumption of 30% of the public sector employment being locally captured within the area has been made.

Development viability

5.6 A borough-wide Development Viability Assessment was carried out at the end of 2010, in support of the Harrow Core Strategy to underpin policies in respect of affordable housing and developer contributions. The results of that study indicate a strong residential market area with no obvious barriers to delivery and no evidence of market failure in Harrow or the Intensification Area. A managed pace of delivery and a diverse residential product including a range of houses and flats is required for a sustainable long term market over the plan period. The spatial development strategy options have been prepared in terms of their ability to meet this requirement. Importantly, the Development Viability Assessment demonstrates that, even under weak market conditions, residential schemes that provide 30% - 40% affordable housing can also support a modest level of developer contribution while remaining viable. However, private market values are not limitless, and there are a significant number of variables that can influence, both positively and negatively, residual land values. In drafting the final Area Action Plan later in the year, more detailed consideration will need to be had to ensure policy requirements strike the right balance between attracting development investment, maximising the amount of affordable housing and achieving sufficient levels of developer contributions to fund the infrastructure needed to create sustainable communities.

Potential development sites

5.7 Several large key development sites and a number of smaller infill sites have been identified within the Intensification Area. The majority of sites were identified through the assessments undertaken as part of the London-wide Housing Capacity Study (2009). Others are the subject of current planning applications or early pre-application discussions, whilst a number of the smaller

infill sites have been identified by the forum groups and the consultant team as sites that might contribute to the future character of the area as well as to the Core Strategy targets over the life of the Area Action Plan.

5.8 The total area of potential land across the Intensification Area needs to be understood in order to generate options based on different distributions of development across the three main character areas of the Intensification Area, and to understand, in general terms, what this would mean in terms of capacity and densities that would be required. This phase of the Area Action Plan process is however not site specific, rather the capacity of the individual sites is used solely as a tool to calculate the total quantum of developable land across the three sub-areas - for which average density and types of development have been suggested.

5.9 In addition, the suggested phasing of development of sites is also not within the scope of this stage of the Area Action Plan process but the strategic development strategy options assume a level of flexibility for which sites come forward first, whilst being conscious of not saturating the market if all sites come forward at the same time.

5.10 The plan below identifies the proposed strategic development sites, and the accompanying table provides an approximate land area for redevelopment on each.



Picture 5.1 Potential Strategic Development Sites within the Intensification Area

Wealdstone: 21 - 28Ha	Station Road: 7 - 8Ha
01 Zoom Leisure Centre 8.2Ha	11 Civic Offices: 3.9Ha
02 Kodak 8.3Ha (Currently cleared site) 13.9Ha including future extents)	12 Tescos: 2.1Ha
03 ColArt 2.4Ha	13 Debenhams Carpark and Station Road Frontage 2.3Ha
04 Headstone Drive 0.06Ha	Harrow
05 Ellen Webb Drive 0.3Ha	15 Lyon House 1.05Ha

Wealdstone: 21 - 28Ha	Station Road: 7 - 8Ha
01 Zoom Leisure Centre 8.2Ha	11 Civic Offices: 3.9Ha
06 Infills North 0.36Ha	16 Gayton Road 1.3Ha
07 Palmerstone Road West 0.26Ha	17 Harrow on the Hill Carpark 0.22Ha
08 Palmerstone Road East 2.14Ha	18 Dandara 0.52Ha (0.86Ha including College Road frontage)
09 Driving Centre 5.14Ha	19 Bradstow House 0.3Ha
10 Infills South 0.1Ha	20 Pinner Road 0.6Ha
Total 30 - 40Ha	

Land Area of the Proposed strategic development sites within the Intensification Area

Housing types

5.11 Housing of varying density will be required across the Intensification Area and all of it needs to contribute to the wider quality of place. A catalogue of housing types has been collated to assist in understanding the mix of residential densities that might be required to be achieved under each spatial development strategy option. This exercise draws on local examples of existing housing types in Harrow that represent the different bands of housing densities that might be appropriate/needed in the Intensification Area. However, it should be noted that the examples provided were selected to highlight residential density rather than matters relating to design quality.

5.12 While the refinement of the required housing types across the Intensification Area to achieve the Core Strategy targets will be the focus of next stage of the Area Action Plan's development, the the examples provided are also helpful in starting to explore and share with the community and stakeholders, the nature of the potential future built form resulting from the different options being put forward for the Intensification Area. They also illustrate that this mix of housing densities already exists in parts of the Intensification Area and are therefore not alien to the Borough.

Type A: Family Housing approximately 70 U/Ha

Crotts Road



Type: Terrace house
 Storeys: 2
 Number of units: 1
 Plot area: 174m²
 Average density: 60 U/Ha



Picture 5.2 Housing Type A

Type B: Family Housing approximately 100 U/Ha

Belmont Road



Type: Terrace house
 Storeys: 2
 Number of units: 1
 Plot area: 100m²
 Average density: 180 U/Ha



Picture 5.3 Housing Type B

Type C: 2/4 Storey Flats approximately 200/300 U/Ha

High Mead



Type: Flats
 Storeys: 3
 Number of units: 3
 Plot area: 119m²
 Average density: 250 U/Ha



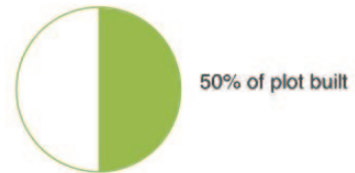
Picture 5.4 Housing Type C

Type D: 4/7 Storey Flats approximately 300/400 U/Ha

Danes Gate



Type: Flats
Storeys: 3
Number of units: 6
Plot area: 215m²
Average density: 270 U/Ha



Picture 5.5 Housing Type D

Type E: 7+ Storey Flats approximately 400/500 U/Ha

Peterborough Road



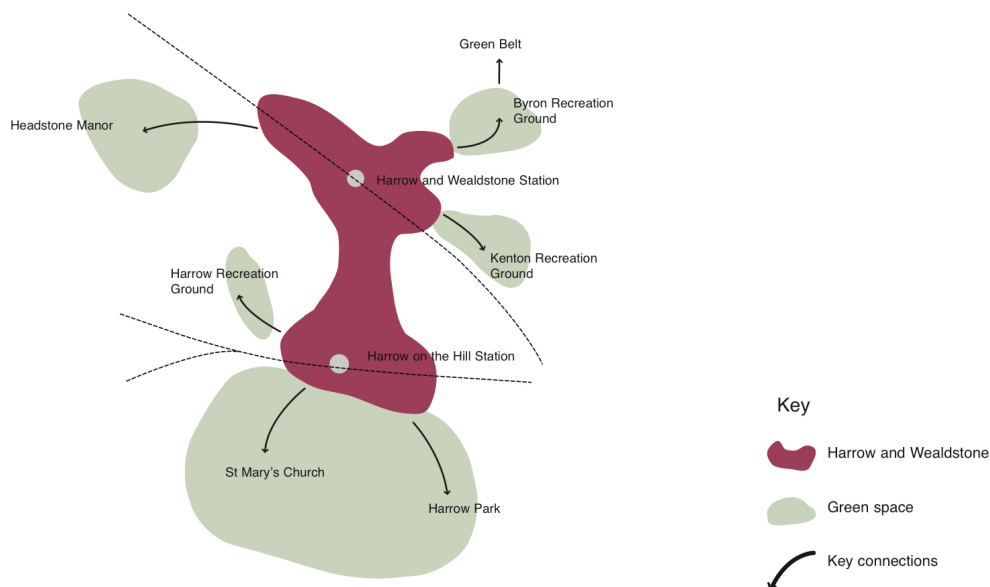
Type: Flats
Storeys: 5-8
Number of units: 17
Plot area: 380 m²
Average density: 441 U/Ha



Picture 5.6 Housing Type E

6 Spatial Development Strategy Options

Option 1: One Centre



Picture 6.1 Option 1: One Centre

Option description

6.1 This proposal aims to create a single cohesive character across the three sub-areas, under-playing the existing distinction between the three. Development types (housing and employment) and densities are applied equally across the whole area.

6.2 This is a highly ambitious option, anticipating high levels of residential development and job outputs across the Intensification Area.

Option assessment

6.3 This option requires maximisation of the capacity of all sites, and offers the highest overall outcomes. There is a risk that the market is not able to absorb this level of development.

6.4 The three sub areas would be joined together by a shared intensification of activity, reducing the distinction between these areas.

6.5 New development may not take into account the local circumstances in terms of form, massing, materials and uses may cause disbenefits to the local context and the wider area.

6.6 The densities of development proposed by this option may not be compatible with the existing context or public transport accessibility.

Physical Implications of the option

6.7 Station Road will become a priority for cycle, pedestrian and public transport movement and associated infrastructure across the area will be required as well as improved routes to Station Road from adjacent areas.

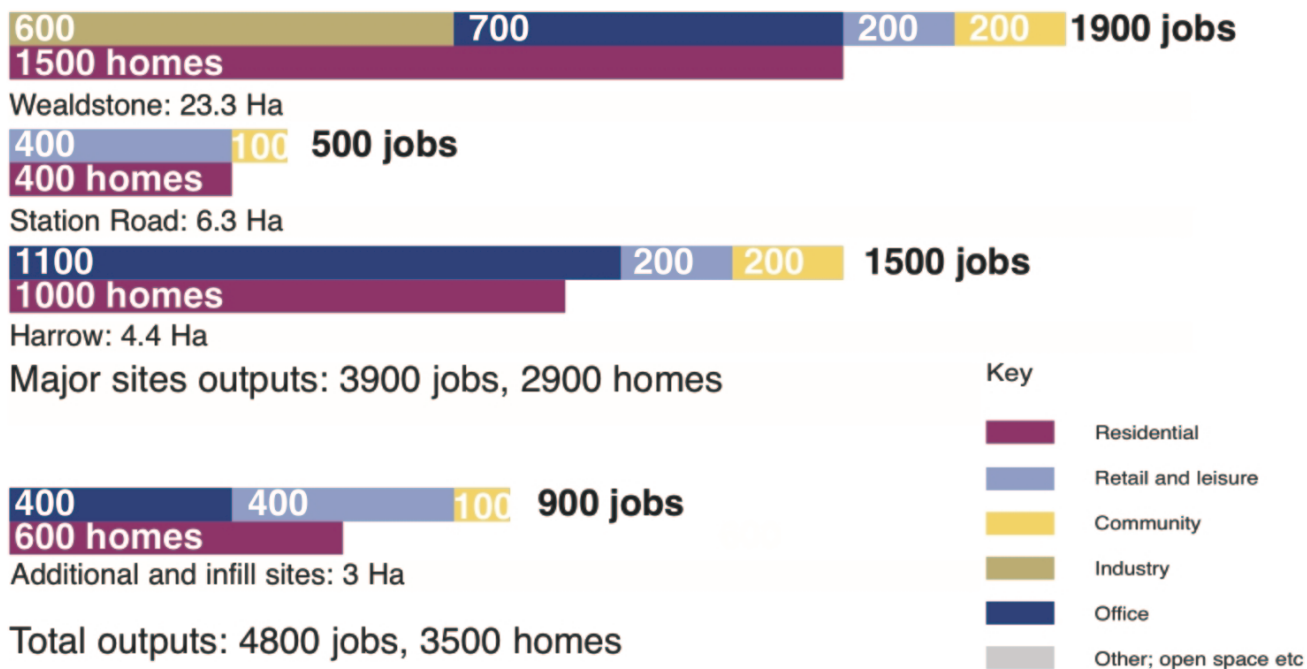
6.8 To support this ambition for Station Road, some through traffic should be diverted away from it. This diversion will demand improvements to other routes, such as Harrow View to manage the increased traffic flows.

6.9 Public realm improvements across this whole area will be required to deliver the unified impression - this is likely to mean a single material palette applied across the area.

Forums' response to option

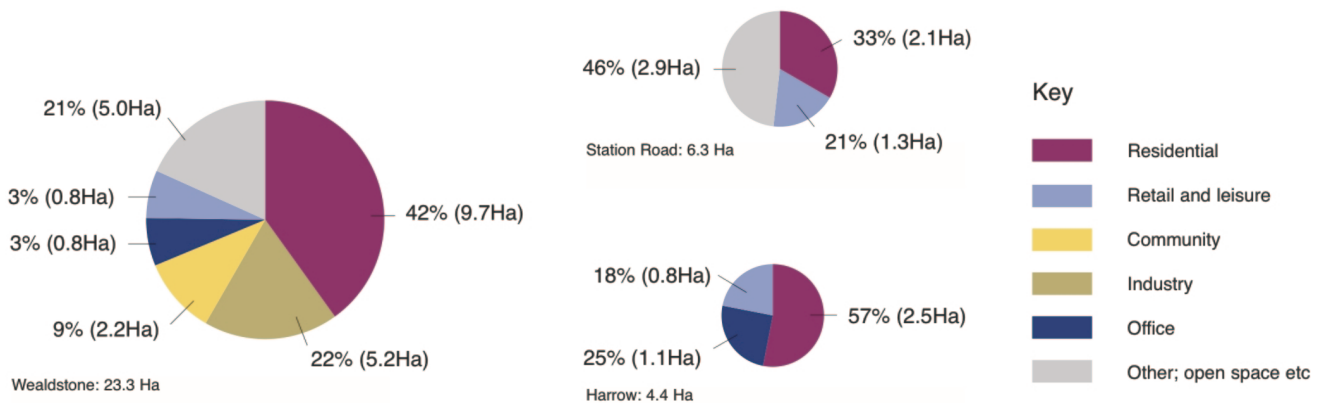
6.10 This was the least popular option among the forums. All forums were keen to see the distinction of the two centres retained and to see improvements to Station Road.

Estimated housing and job outputs



Picture 6.2 Estimated Housing and Job Outputs from Option 1

Distribution of land uses



Picture 6.3 Resultant Land Distribution from Option 1

Distribution of housing types

6.11 In this option all available development sites achieve high outputs. Higher housing outputs are achieved by incorporating a high proportion of housing types C, D and E. See diagrams and precedent images of housing types in section x above.

6.12 Proposed proportional split of housing types across the 3 sub areas:

6.13 Wealdstone

- Type A: 15%
- Type B: 35%
- Type C: 30%
- Type D: 20%

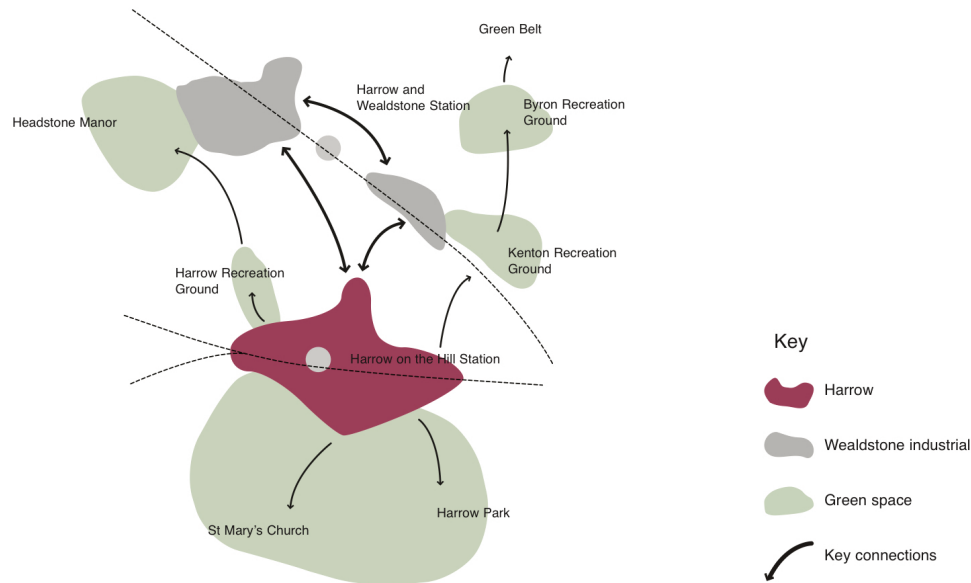
6.14 Station Road

- Type C: 100%

6.15 Harrow Town Centre

- Type C: 20%
- Type D: 35%
- Type E: 45%

Option 2: Harrow Plus



Picture 6.4 Option 2: Harrow Plus

Option description

6.16 In this option, most of the intensification focus is on Harrow Town Centre. Harrow town centre will be responsible for delivering the majority of the Core Strategy housing and employment targets. The housing targets would likely need to be achieved via tall, flatted developments to achieve the target numbers.

6.17 Harrow's Metropolitan status would be enhanced with this scale and variety of development. Wealdstone will contribute to the housing numbers but few new job numbers. New housing would be dominated by low-rise family housing, merging with the existing swathes of Metroland.

Option assessment

6.18 With the primary focus on Harrow Town Centre, this option risks dismissing the importance of Wealdstone's role as an additional commercial centre and by doing so risks a lack of investment in the area.

6.19 The industrial employment targets in Wealdstone may be difficult to achieve as the area has seen significant contraction in this sector in recent years.

6.20 This option presents risks in terms of the ability of the market or the willingness of the Borough to absorb this scale of higher density residential development in Harrow Town Centre.

Physical Implications of the option

6.21 Extensive improvements to the station and bus garage would be required to manage the concentration of use in the town centre and provide an appropriate arrival point.

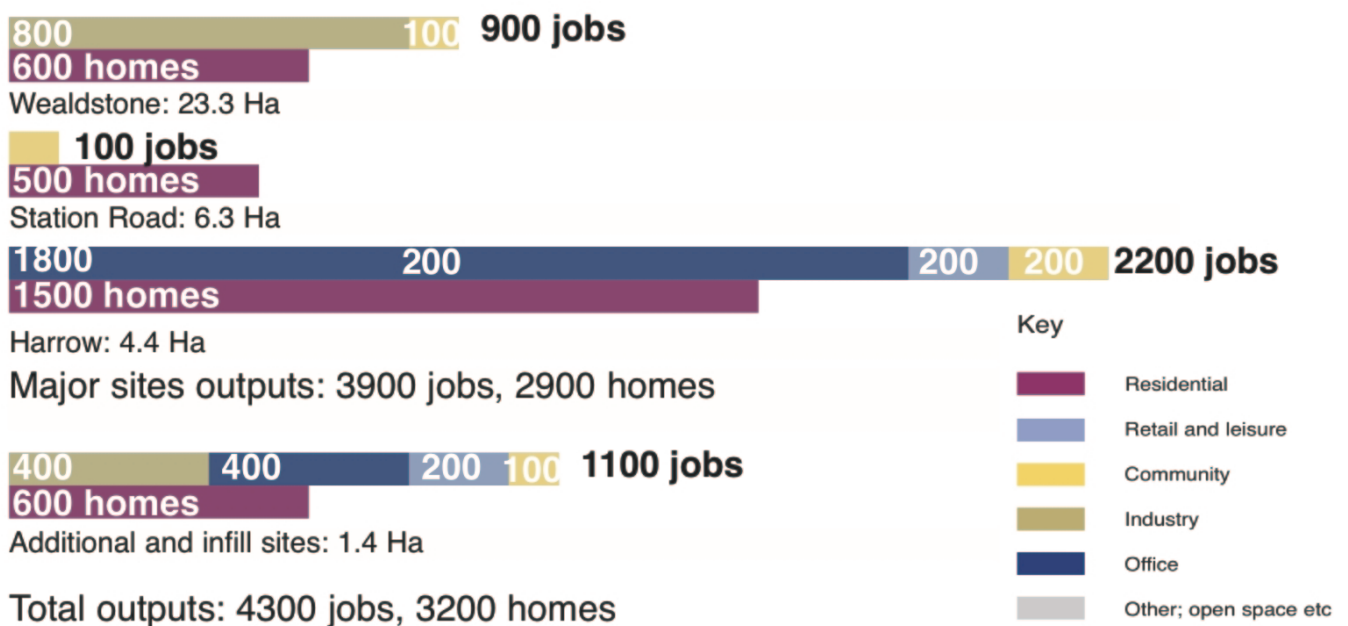
6.22 As intensification is focused in one area, efficient pedestrian and cycle movement within this area, rather than across the whole Intensification Area is most important.

6.23 Public realm improvements would be concentrated around the town centre.

Forums’ response to option

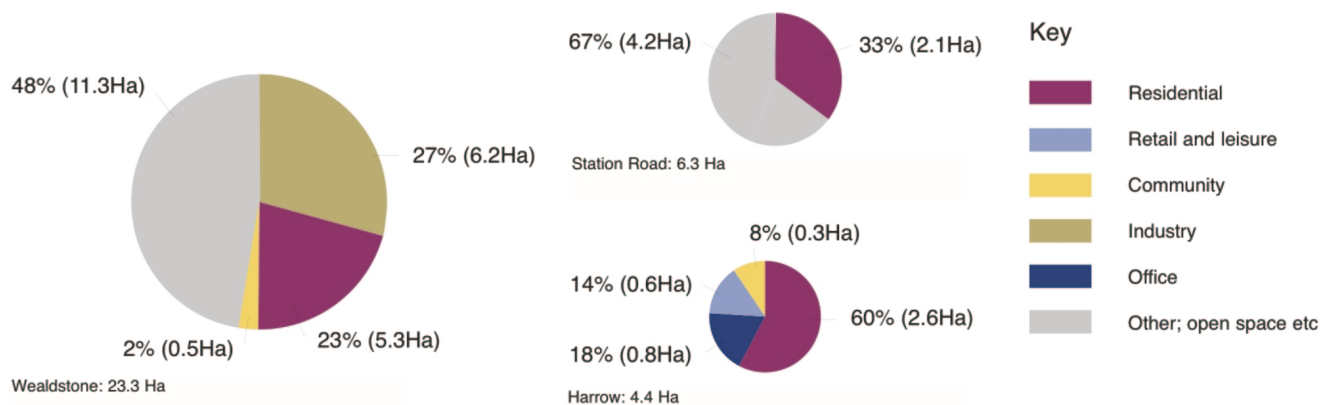
6.24 This option received little support from the forums as the enhancement of both Wealdstone and Harrow Town Centre is considered an important aspect of this regeneration project and the comparable neglect of Wealdstone, compared with the investment in Harrow Town Centre undermined this option.

Estimated housing and job outputs



Picture 6.5 Estimate of Housing and Jobs Outputs from Option 2

Distribution of land uses



Picture 6.6 Resultant Land Use Distribution from Option 2

Distribution of housing types

6.25 Family housing (Types A and B) dominates the new housing offer in Wealdstone with taller and denser types proposed in Harrow Town Centre. See diagrams and precedent images of housing types in section x.

6.26 Proposed proportional split of housing types across the 3 sub areas:

6.27 Wealdstone

- Type A: 45%
- Type B: 45%
- Type C: 10%

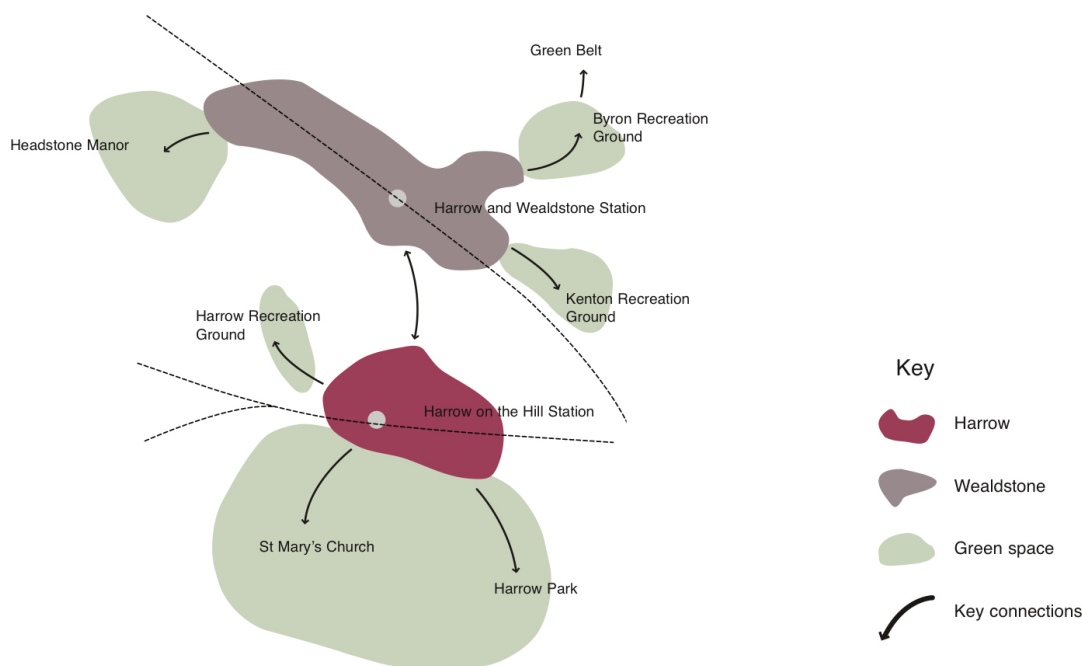
6.28 Station Road

- Type D: 100%

6.29 Harrow Town Centre

- Type D: 55%
- Type E: 45%

Option 3: Two Centres



Picture 6.7

Option description

6.30 The existing characters and use patterns of the three sub areas are retained and development options are sensitive to these. Harrow Town Centre and Wealdstone are the focus of development, Station Road receives some improvements to its public realm and highway network, addressing congestion along this strip.

6.31 Wealdstone’s dominant industrial employment uses are retained and further industrial employment is created on the Kodak site. Harrow’s employment targets are met with increased retail, office and some community jobs.

6.32 The housing numbers are achieved with mostly family housing in Wealdstone and flats in the town centre.

Option assessment

6.33 The Kodak sites will need to play a significant housing and employment role, while Harrow Town Centre will need to see significant renewal of its office stock.

6.34 With only minor adjustments to Station Road, the link between the two areas is not strengthened and the opportunity for wider redevelopment along this strip is missed.

Physical Implications of the option

6.35 With the focus of development on the two existing centres, these receive most public realm and local movement improvements. Station Road’s role as an efficient link between these centres is enhanced.

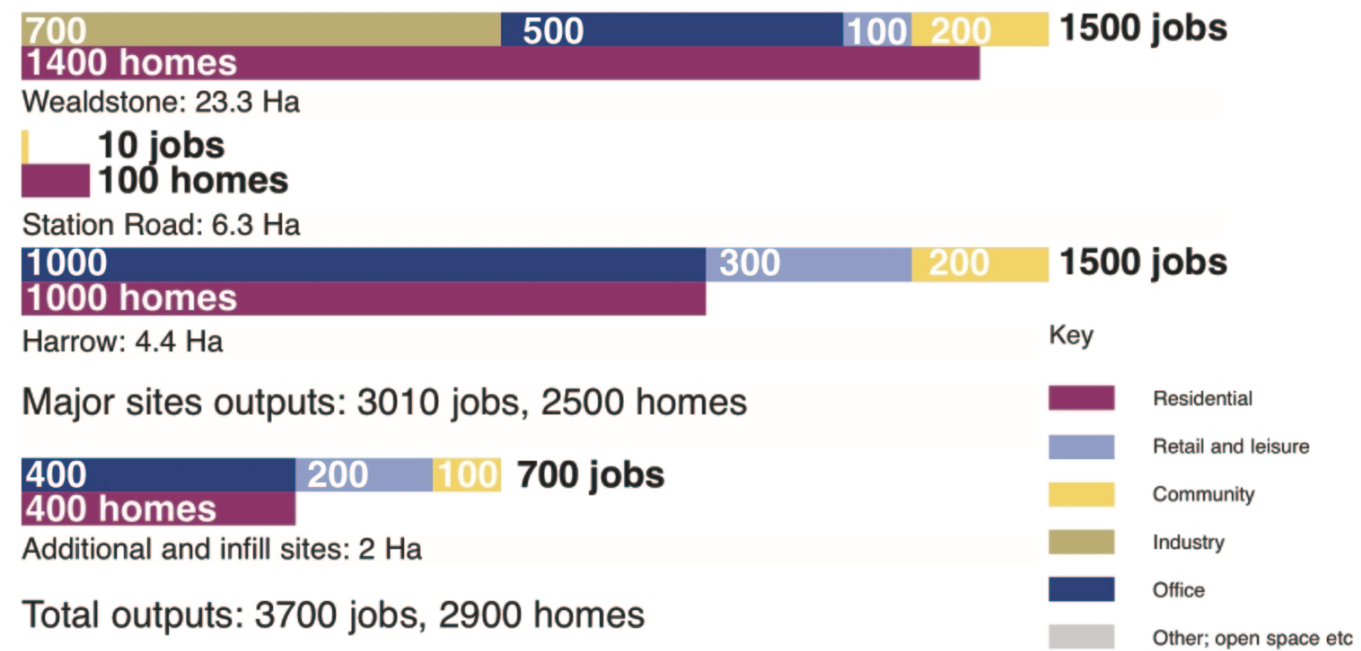
6.36 Through traffic, public and private, along Station Road should be improved to move swiftly between these centres rather than encouraging users to dwell along Station Road.

6.37 Provision of cycle routes away from Station Road would be required to avoid conflict with through-traffic.

Forums’ response to option

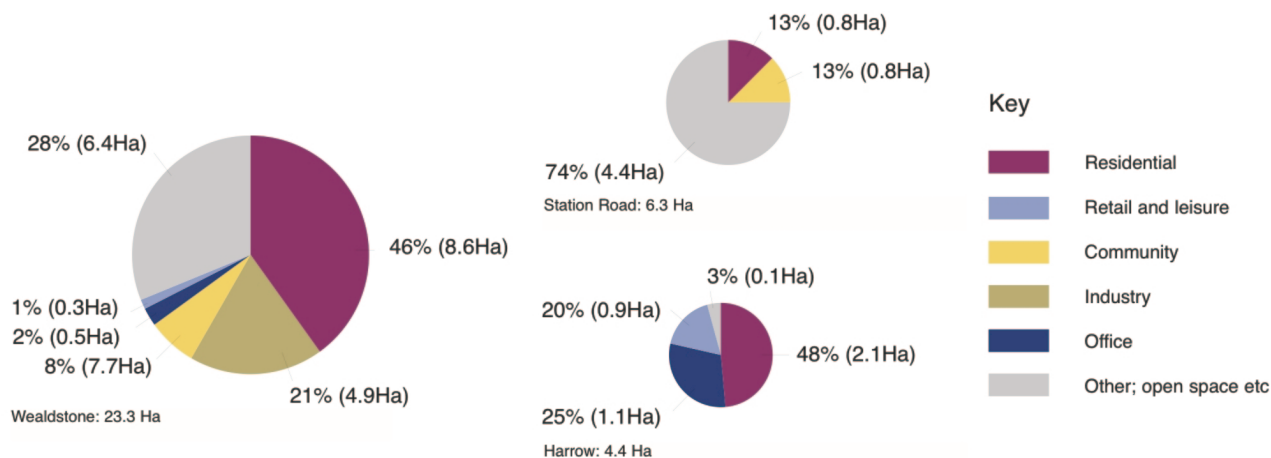
6.38 This option received general support from all forums though the need to also improve the conditions along Station Road was raised as an issue that was not being addressed in this option.

Estimated housing and job outputs



Picture 6.8 Estimated Housing and Job Outputs from Option 3

Distribution of land uses



Picture 6.9 Resultant Distribution of Land Uses from Option 3

Distribution of housing types

6.39 Wealdstone expands its existing Metroland quality and introduces some denser, taller housing development while Station Road and Harrow Town Centre accommodate tall, dense housing types C, D and E. See diagrams and precedent images of housing types in section x..

6.40 Proposed proportional split of housing types across the 3 sub areas:

6.41 Wealdstone

- Type A: 15%
- Type B: 25%
- Type C: 35%
- Type D: 25%

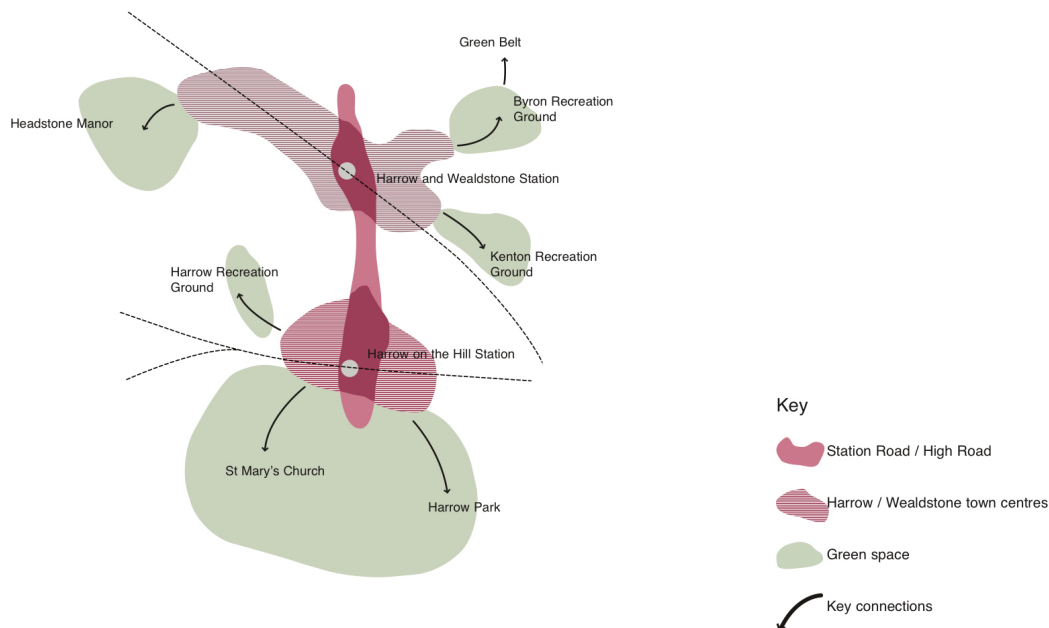
6.42 Station Road

- Type C: 100%

6.43 Harrow Town Centre

- Type C: 30%
- Type D: 10%
- Type E: 60%

Option 4: High Roads and Centres



Picture 6.10 Option 4: High Roads and Centres

Option description

6.44 The existing distinct identities of Harrow Town Centre and Wealdstone are enhanced with development sympathetic to each area. Sites along Station Road are considered for development which incorporates large scale public realm improvements. Wealdstone's industrial uses are retained and enhanced, generating new jobs in Wealdstone. New housing is dominated by family housing supplemented by some flatted development.

6.45 Harrow's housing numbers are met with tall flatted development and new jobs created in the retail and office markets and a number of community jobs.

Option assessment

6.46 This option requires delivery across a wide array of key sites in the Intensification Area and intensification of use at key sites on Station Road north of Harrow Town Centre.

6.47 It is important that policies are put in place that guide the location of key functions, ensuring that functions that are more appropriate to the metropolitan centre of Harrow do not become dispersed along Station Road.

Physical Implications of the option

6.48 Improvements to Station Road are focussed on improving movement between the two centres while creating an attractive public realm along its length, complementing new development along here.

6.49 Public realm improvements are required across the 3 sub areas.

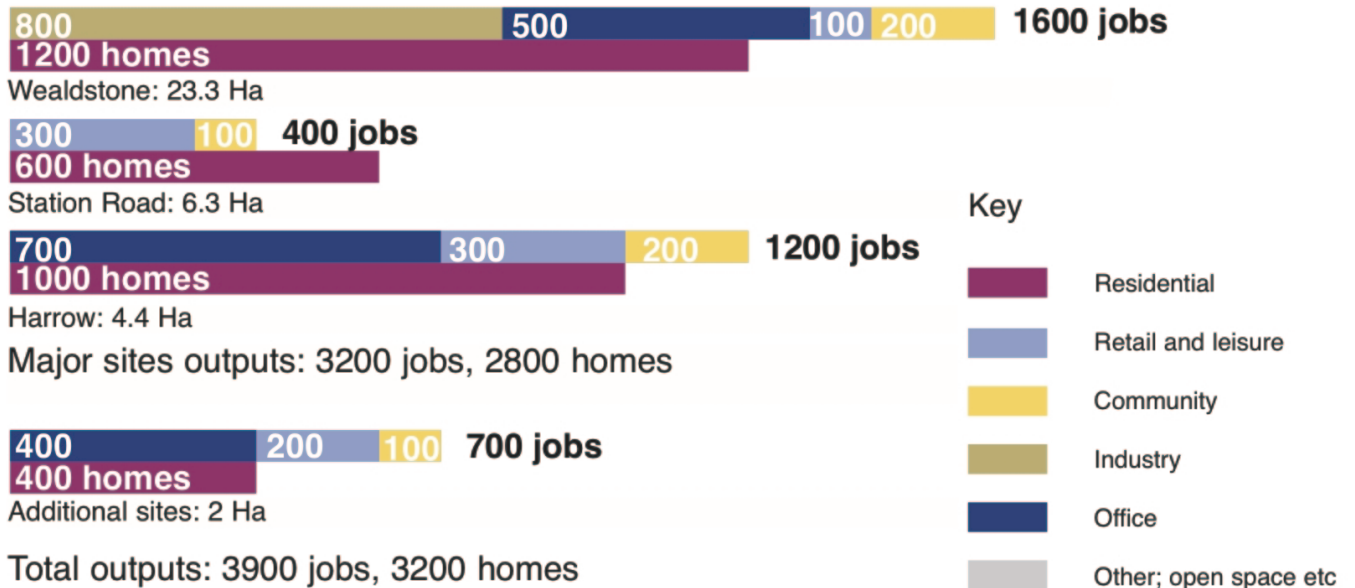
6.50 These are likely to be distinct from each other, highlighting the contrast across these areas. Highway adjustments around traffic intensive sites (such as Tesco) should be made to reduce congestion on Station Road.

Forums’ response to option

6.51 This option received the most support from the Business and Developer Forums as it represents a natural extension of the retail focus of the town centre further north along Station Road. The Community Forum had reservations about how the capacity of Station Road to absorb any more activity along its length given current levels of congestion.

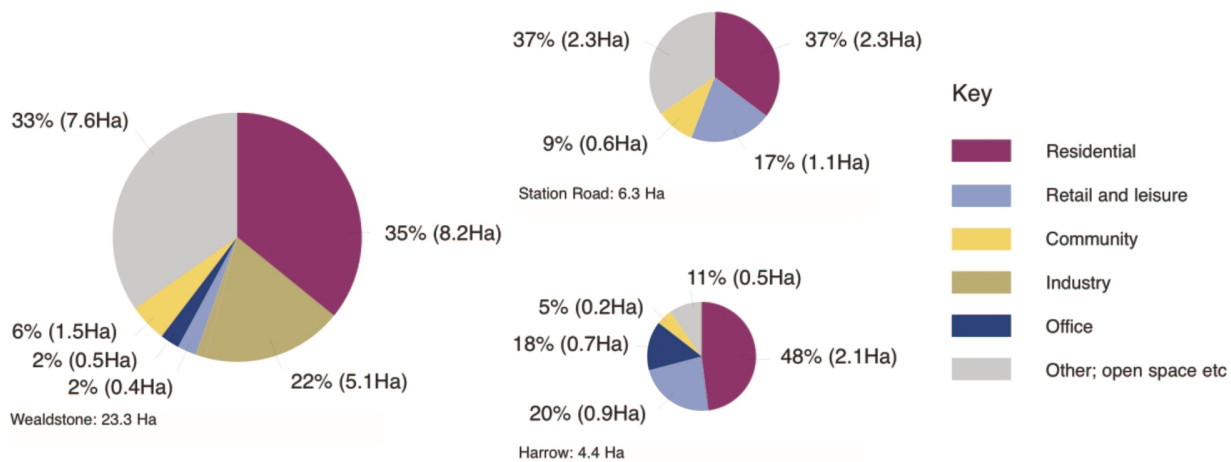
6.52 The retention and enhancement of existing characters, and the creation of gateways into Wealdstone and the town centre was widely supported.

Estimated housing and job outputs



Picture 6.11 Estimate of Housing and Job Outputs from Option 4

Distribution of land uses



Picture 6.12 Resultant Distribution of Land Uses from Option 4

Distribution of housing types

6.53 A combination of housing types A, B and D are proposed for Wealdstone with more high density housing type C proposed for Station Road sites. Harrow Town Centre offers types C, D and E with a bias toward type E. See diagrams and precedent images of housing types in section X.

6.54 Proposed proportional split of housing types across the 3 sub areas:

6.55 Wealdstone

- Type A: 40%
- Type B: 40%
- Type D: 20%

6.56 Station Road

- Type C: 100%

6.57 Harrow Town Centre

- Type C: 40%
- Type D: 10%
- Type E: 60%

Assessment of options against the strategic objectives

6.58 All four strategic options have evolved from the targets and objectives of the Core Strategy, and as such are able to meet the key criteria:

Delivery targets

6.59 Each option is capable of meeting the minimum targets of 2,500 homes and 3,000 jobs.

Urban renewal

6.60 All options take a ‘surgical’ approach to the use of existing sites that aims to reduce the quantity of vacant land. They also propose the replacement/ creative reuse of obsolete components in order to rejuvenate the Intensification Area while building upon its existing identity where possible.

Intensification

6.61 Each of the four options promote the intensification of the study area, although through different distributions of intensification in each. Increased residential densities and activity (at all times of day) are promoted as key criteria to the masterplans’ success.

Regenerate Wealdstone Town Centre

6.62 All options, with the exception of Harrow Plus, aim to regenerate Wealdstone. One Centre, Two Centres and High Road aim to achieve this through the encouragement of new retail and residential development. Harrow + aims, instead, to ‘refresh’ Wealdstone town centre through public realm improvements with little targeted development.

Improve industrial and business uses in Wealdstone

6.63 All the options take into account Preferred Industrial Land designations in Wealdstone and to a greater or lesser extent encourage the continued use of designated sites for industrial uses. The High Road and Centres option will help link Headstone Manor, Headstone Drive and the Canning Road shopping parade.

Rejuvenate Harrow Town Centre

6.64 In each option Harrow’s Metropolitan Centre status is used as a driver for rejuvenation. Harrow Plus aims to achieve this most directly through making the town centre its primary focus. The other options also encourage a focus of office and retail led commercial investment in the town centre, and aim to increase its vitality through improved cultural, community and evening activities.

6.65 The High Road and Centres option enables good orientation and a stronger role for College Road as a vibrant street.

7 Delivery and Implementation

Feasibility and delivery

7.1 With overall targets of 2,500 new homes and 3,500 jobs for the intensification area, the base investment in construction could be more than £400,000,000 in homes, offices, retail, leisure and employment space. This excludes investment in land, site preparation, site infrastructure and development costs, which would increase this investment level in a meaningful way.

7.2 This is a significant opportunity in a location that has substantial infrastructure assets in place. Further investment in the existing transport and community infrastructure framework will be required, but delivery of the Intensification Area does not appear to be dependent on a major new regional scale capital project. A parallel investigation has addressed the viability of residential and commercial development under differing market conditions, affordable housing requirements and developer contribution regimes.

7.3 Recommendations have been provided on how viability can be supported over time, with adjustments according to market and funding conditions. This supports the overall strategic approach to the intensification area that sees it offering substantial assets that can support development and change over the plan period.

7.4 Individual scenarios for the intensification area have not been subject to a comparative cost analysis. It is considered that a range of factors such as the existing character and built context, the opportunity to make use of a full range of development sites, the need to strengthen Wealdstone with the Intensification Area, and the need and opportunity to deliver a diverse range of housing typologies and densities to reflect market and consumer demand have been determining factors. The options recommended to be left behind at this stage would have required a concentration of a narrow range of higher density housing products which the market may not have been able to absorb.

7.5 It is recommended that the potential value of overall investment and the cost of infrastructure upgrade be refined at the next stage of the Area Action Plan when more specificity on site and infrastructure investments will be identified.

Intensification Area delivery requirements.

7.6 All options demonstrate that the array of potential development sites provide the site capacity to accommodate the housing and jobs targets set. However, there are a number of overarching requirements that the Intensification Area will need to meet if these targets are to be realised. Each of the options will also present its own requirements, based on the particulars of the development proposed and associated implications on the local area. These requirements will be better understood during the detailed development of the options during the next stage of the Plan's preparation.

7.7 All options will require that the intensification area absorb 150 - 175 residential units per year for a 15 year period. This will be 50% of the Borough's overall growth and will represent a significant and continuing increase over past rates of delivery in the Intensification Area, but not for the Borough as a whole. It will also represent a significant increase in the number of homes in the area.

7.8 The Council and the GLA, along with our delivery partners, need to take a proactive approach to steer the delivery of this change and ensure a coordinated high quality result with benefit to the wider area.

7.9 The current population of the Intensification Area is approximately 13,000 people. With an average of two net new people per new home, the population can be expected to grow by as many as 5,000 people. This will give a significant boost to local retail services, but will also require investment in community and physical infrastructure to meet new needs. This infrastructure includes services such as education, healthcare, transport etc. During the next stage of the Plan's preparation, sites suitable to host these services and facilities will be identified within the selected option distribution of uses.

7.10 Realising employment targets will depend on the addition of 200 jobs per year. Growth in a wide range of office, retail, leisure, entertainment, community and industrial employment will be required. In order for these targets to be met up to 20-30% of land identified for redevelopment will be required for employment uses. A strong representation of higher density employment uses

will also be required given the nature of the land supply and the relatively weak demand for Harrow as a location for large scale manufacturing or distribution uses. Land supply will not be sufficient alone.

7.11 The realisation of targets will require a shift in the Borough's past employment trends and a proactive economic development and inward investment strategy. This will include a clear policy for employment land and the mix of employment uses that can be accommodated and a pro-active marketing campaign to raise the visibility of Harrow and the Intensification Area as a minimum. The use of the Borough's own land assets as well as its requirements for office and other workspaces can also be directed to enable and incentivise new employment development. A proactive approach to land assembly, potentially with other public sector bodies where appropriate and required to realise the land assembly, for sites where the private market is failing to renew obsolete employment building stock may also be required if other approaches are failing to materialise.