

# Cabinet Agenda

**Date:** Thursday 17 June 2021

**Time:** 6.30 pm

**Venue:** Council Chamber, Harrow Civic Centre,  
Station Road, Harrow, HA1 2XY

## Membership:

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**Chair:** Councillor Graham Henson (Leader of the Council;  
Portfolio Holder for Strategy, Regeneration,  
Partnerships and Devolution)

### Portfolio Holders:

Councillor Sue Anderson  
Councillor Peymana Assad  
Councillor Simon Brown  
Councillor Keith Ferry  
Councillor Phillip O'Dell  
Councillor Varsha Parmar  
Councillor Natasha Proctor  
Councillor Christine Robson  
  
Councillor Krishna Suresh

### Portfolio:

Community Engagement, Accessibility & Customer Services  
Community Cohesion, Crime & Enforcement  
Adults and Social Care  
Business, Property and Leisure  
Housing  
Environment and Climate Change  
Finance & Resources (Deputy Leader)  
Education and Social Services for Children and Young  
People  
Equalities and Public Health

### Non-Executive Members:

### Role:

Councillor Adam Swersky  
Councillor Antonio Weiss  
John Higgins

Non-Executive Cabinet Member  
Non-Executive Cabinet Member  
Non-Executive Voluntary Sector Representative

### Quorum 3, including the Leader and/or Deputy Leader)

**Contact:** Nikoleta Nikolova, Senior Democratic & Electoral Services Officer  
Tel: 07761 405898 E-mail: [nikoleta.nikolova@harrow.gov.uk](mailto:nikoleta.nikolova@harrow.gov.uk)

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### Meeting details:

This meeting is open to the press and public:

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[www.harrow.gov.uk/contact](http://www.harrow.gov.uk/contact)

and can be viewed on [www.harrow.gov.uk/virtualmeeting](http://www.harrow.gov.uk/virtualmeeting)

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The recording will be made available on the Council website following the meeting.

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### Meeting access / special requirements.

Due to Covid restrictions, members of the public are asked to join the meeting via the virtual meetings link.

If you have a question or wish to present a petition, you will ONLY be able to do so virtually via MS Teams (from the safety of your home).

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- (3) Undertake a Covid 19 test within 24 hours of your attendance. Harrow residents can book a test by visiting <https://www.harrow.gov.uk/coronavirus-covid-19/book-covid-test>. If you are not a Harrow resident, please visit your local authority's webpages for your closest test site. Alternatively, you can request a Home Test please by visiting <https://www.gov.uk/order-coronavirus-rapid-lateralflow-tests>. If you do not have access to the internet, please call 119 or speak to your Local Chemist.
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**Agenda publication date: Wednesday 9 June 2021**

## **Agenda - Part I**

### **1. Apologies for Absence**

To receive apologies for absence (if any).

### **2. Declarations of Interest**

To receive declarations of disclosable pecuniary or non pecuniary interests, arising from business to be transacted at this meeting, from:

- (a) all Members of the Committee, Sub-Committee or Panel;
- (b) all other Members present in any part of the room or chamber.

### **3. Petitions**

To receive any petitions submitted by members of the public or Councillors.

### **4. Public Questions \***

To receive any public questions received in accordance with paragraph 16 of the Executive Procedure Rules.

Questions will be asked in the order in which they were received. There will be a time limit of 15 minutes for the asking and answering of public questions.

**[The deadline for receipt of public questions is 3.00 pm, 14 June 2021. Questions should be sent to [publicquestions@harrow.gov.uk](mailto:publicquestions@harrow.gov.uk) No person may submit more than one question].**

### **5. Councillor Questions \***

To receive any Councillor questions received in accordance with paragraph 17 of the Executive Procedure Rules.

Questions will be asked in the order agreed with the relevant Group Leader by the deadline for submission and there be a time limit of 15 minutes.

**[The deadline for receipt of Councillor questions is 3.00 pm, 14 June 2021].**

### **6. Key Decision Schedule June - August 2021 (Pages 7 - 18)**

### **7. Progress on Scrutiny Projects (Pages 19 - 20)**

For consideration

### **8. Covid-19 Update (To Follow)**

Verbal update from the Chief Executive.

## Community

- KEY 9. Adoption of the Edgware Town Centre Supplementary Planning Document (SPD) prepared jointly with the London Borough of Barnet (Pages 21 - 250)**

Report of the Acting Corporate Director, Community.

## Resources and Commercial

- KEY 10. Modernisation and Recovery Funding (Pages 251 - 266)**

Report of the Corporate Director, Resources.

- KEY 11. Procurement of Pensions Administration System (Pages 267 - 274)**

Report of the Director of Finance and Assurance.

- KEY 12. Revenue and Capital Outturn 2020/21 (Pages 275 - 340)**

Report of the Director of Finance and Assurance.

- 13. Any Other Urgent Business**

Which cannot otherwise be dealt with.

- 14. Exclusion of the Press and Public**

To resolve that the press and public be excluded from the meeting for the following items of business, on the grounds that they involve the likely disclosure of confidential information in breach of an obligation of confidence, or of exempt information as defined in Part I of Schedule 12A to the Local Government Act 1972:

Agenda Item No	Title	Description of Exempt Information
15	Background papers to the report on Procurement of Pensions Administration System	Information under paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972, relating to the financial or business affairs of any particular person (including the authority holding that information).
16	Information Report: Extension of Housing Repairs Contracts	Information under paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972, relating to the financial or business affairs of any particular person (including the authority holding that information).

## Agenda - Part II

### 15. Procurement of Pensions Administration System

Background papers to the report of the Director of Finance and Assurance.

### KEY 16. Information Report: Extension of Housing Repairs Contracts (Pages 341 - 368)

Report of the Divisional Director of Housing.

#### \* Data Protection Act Notice

The Council will audio record items 4 and 5 (Public and Councillor Questions) and will place the audio recording on the Council's website, which will be accessible to all.

[**Note:** The questions and answers will not be reproduced in the minutes.]

Deadline for questions	3.00 pm on 14 June 2021
Publication of decisions	18 June 2021
Deadline for Call in	5.00 pm on 25 June 2021
Decisions implemented if not Called in	26 June 2021

## **London Borough of Harrow**

### **Key Decision Schedule ( June 2021 - August 2021 )**

#### **Month: June**

The following is a list of Key Decisions which the Authority proposes to take at the above Cabinet meeting. The list may change over the next few weeks. A further notice, by way of the Cabinet agenda, will be published no less than 5 clear days before the date of the Cabinet meeting, showing the final list of Key Decisions to be considered at that meeting.

#### **A Key Decision is a decision by the Executive which is likely to:**

- (i) result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or
- (ii) be significant in terms of its effects on communities living or working in an area of two or more wards or electoral divisions of the Borough.

A decision is significant for the purposes of (i) above if it involves expenditure or the making of savings of an amount in excess of £1m for capital expenditure or £500,000 for revenue expenditure or, where expenditure or savings are less than the amounts specified above, they constitute more than 50% of the budget attributable to the service in question.

## Decisions which the Cabinet intends to make in private

The Cabinet hereby gives notice that it may meet in private after its public meeting to consider reports which contain confidential information. The private meeting of the Cabinet is open only to Members of the Cabinet, other Councillors and Council officers.

Reports relating to decisions which the Cabinet will take at its private meeting are indicated in the list of Key Decisions below with the reasons for the decision being made in private where appropriate. The Schedule also contains non-Key Decisions which involve Cabinet having to meet in private. Any person is able to make representations to the Cabinet if he/she believes the decision should instead be made in the public Cabinet meeting. If you want to make such representations please contact Democratic & Electoral Services. You will then be sent a response in reply to your representations. Both your representations and the Cabinet's/Leader's response will be published on the Council's website <http://www.harrow.gov.uk/www2/mgListPlans.aspx?RPId=249&RD=0&bcr=1> at least 5 clear days before the Cabinet meeting.

The Cabinet/Leader will be considering a report prepared by the relevant Directorate. The report together with any other documents (unless they contain exempt information) will be available for inspection 5 clear days before the decision is taken by Cabinet/Leader from Democratic Services, on 020 8424 1055 or by contacting [democratic.services@harrow.gov.uk](mailto:democratic.services@harrow.gov.uk) or by writing to Democratic & Electoral Services, Harrow Council, Civic Centre PO Box 2, Station Road, Harrow, HA1 2UH or on the Council's website. Copies may be requested but a fee will be payable. Reports to be considered at the Cabinet's public meeting will be available on the Council's website 5 clear days before the meeting.

The KDS looks 3 meetings ahead and will be published 28 clear days before the Decision Date / Period of Decision.

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Subject	Nature of Decision	Decision Maker	Decision date / Period of Decision	Cabinet Member / Lead officer	Open or Private Meeting	Additional Documents to be submitted and any Consultation to be undertaken
<b>JUNE 2021</b>						
Treasury Management - Shared Service Arrangement with the Greater London Authority (GLA)	To seek Cabinet agreement to the Council joining a collective investment arrangement as part of a shared service with the Greater London Authority (GLA).	Cabinet	17 June 2021	Councillor Natasha Proctor  Director of Finance dawn.calvert@harrow.gov.uk	Open	Agenda Report and any related appendices.  Portfolio Holder will be consulted. Further consultation not required.
Adoption of the Edgware Town Centre Supplementary Planning Document (SPD) prepared jointly with the London Borough of Barnet	To receive the Edgware Town Centre Supplementary Planning Document (SPD) for adoption so that it will be a material consideration in planning applications	Cabinet	17 June 2021	Councillor Graham Henson  Head of Planning david.hughes@harrow.gov.uk, tel. 0208 736 6082	Open	Agenda Report and any related appendices.  Edgware and Canons Ward Members, Portfolio and Shadow Portfolio Holders for Regeneration, Planning and

Subject	Nature of Decision	Decision Maker	Decision date / Period of Decision	Cabinet Member / Lead officer	Open or Private Meeting	Additional Documents to be submitted and any Consultation to be undertaken
	within the geographical boundary of the SPD within Harrow.					Enterprise. Finance and Legal.
Modernisation and Recovery Funding	To gain approval for funding to restart the Modernisation transformation and build capacity to support recovery of the organisation from Covid-19.	Cabinet	17 June 2021	Councillor Natasha Proctor  Corporate Director, Resources charlie.stewart@harrow.gov.uk	Open	Agenda Report and any related appendices.  <ul style="list-style-type: none"> <li>• Cabinet Members</li> <li>• Managers from across the Council</li> <li>• CSB</li> <li>• Unions</li> </ul>
Revenue and Capital Outturn 2020/21	1. To Note the Revenue and Capital outturn position reported as at 31st March 2021, including	Cabinet	17 June 2021	Councillor Natasha Proctor  Director of Finance sharon.daniels@h	Open	Agenda Report and any related appendices.  N/A

Subject	Nature of Decision	Decision Maker	Decision date / Period of Decision	Cabinet Member / Lead officer	Open or Private Meeting	Additional Documents to be submitted and any Consultation to be undertaken
	revenue and capital carry forwards. 2. To approve amendments to the Capital Programme if applicable.			arrow.gov.uk, tel. 020 8424 1332		
⇒ Procurement of Pensions Administration System	To authorise the Corporate Director of Resources, following consultation with the Director of Finance and Assurance and the Deputy Leader and Portfolio Holder for Finance & Resources, to award a contract for Pensions Administration Software and the hosting thereof,	Cabinet	17 June 2021	Councillor Natasha Proctor  Director of Finance jeremy.randall@harrow.gov.uk, tel. 020 8736 6552	Part exempt  Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Agenda Report and any related appendices.  Pension Fund Committee – 24 March 2021

Subject	Nature of Decision	Decision Maker	Decision date / Period of Decision	Cabinet Member / Lead officer	Open or Private Meeting	Additional Documents to be submitted and any Consultation to be undertaken
	to start from 21 October 2021, following a tendering process carried out using the National LGPS Frameworks.					
Information Report: Extension of Housing Repairs Contracts	<p>Cabinet is requested to:</p> <p>1.1 Note that we will be awarding the incumbent providers Slade &amp; Wates a contract extension for a further 3 years in order to continue to deliver a statutory repairs and maintenance service across the borough to Council homes.</p> <p>We will also be</p>	Cabinet	17 June 2021	<p>Councillor Graham Henson; Councillor Phillip O'Dell</p> <p>Divisional Director, Housing Services Andrew.Campion@harrow.gov.uk , Tel: 020 8424 1339</p>	<p>Fully exempt</p> <p>Information relating to the financial or business affairs of any particular person (including the authority holding that information)</p>	<p>Agenda Report and any related appendices.</p> <p>CSB, Portfolio Holder for Housing, Portfolio Holder for Finance and Resources.</p>

Subject	Nature of Decision	Decision Maker	Decision date / Period of Decision	Cabinet Member / Lead officer	Open or Private Meeting	Additional Documents to be submitted and any Consultation to be undertaken
	<p>preparing for a future re-procurement exercise and this will be bought to Cabinet for authority to procure.</p> <p>1.2 Provision was built into the contract to enable an extension for up to a further 5 years, and delegated authority was awarded in the original report in 2016, to the Divisional Director to approve a contract extension.</p> <p>1.3 We will be exercising a partial contract extension option via delegated</p>					

Subject	Nature of Decision	Decision Maker	Decision date / Period of Decision	Cabinet Member / Lead officer	Open or Private Meeting	Additional Documents to be submitted and any Consultation to be undertaken
	<p>authority granted to the Divisional Director of Housing.</p> <p>1.4 The original report and minutes of the 2016 Cabinet meeting have been reviewed by Harrow Legal and Procurement teams and they confirm that the correct governance is in place to allow for this.</p>					
<b>JULY 2021</b>						
<b>AUGUST 2021</b>						

## Harrow Council Cabinet 2020/21

### Contact Details of Portfolio Holders

Portfolio	Councillor	Address	Telephone no.	Email
Leader, Strategy, Regeneration, Partnerships and Devolution	Graham Henson	Labour Group Office Room 102, PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Mobile: 07721 509916 Group Office: (020) 8424 1897	Email: graham.henson@harrow.gov.uk
Deputy Leader Finance & Resources	Natasha Proctor	Labour Group Office Room 102, PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Group Office: (020) 8424 1897	Email: natasha.proctor@harrow.gov.uk
Adults & Social Care	Simon Brown	Labour Group Office Room 102, PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Group Office: (020) 8424 1897	Email: simon.brown@harrow.gov.uk
Business, Property and Leisure	Keith Ferry	Labour Group Office Room 102, PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Mobile: 07922 227147 Group Office: (020) 8424 1897	Email: keith.ferry@harrow.gov.uk

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Portfolio	Councillor	Address	Telephone no.	Email
Community Cohesion, Crime & Enforcement	Peymana Assad	Labour Group Office Room 102, PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Group Office: (020) 8424 1897	Email: peymana.assad@harrow.gov.uk
Community Engagement, Accessibility & Customer Services	Sue Anderson	Labour Group Office Room 102, PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Mobile: 07875 094900 Group Office: (020) 8424 1897	Email: sue.anderson@harrow.gov.uk
Education and Social Services for Children and Young People	Christine Robson	Labour Group Office Room 102, PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Group Office: (020) 8424 1897	Email: christine.robson@harrow.gov.uk
Environment & Climate Change	Varsha Parmar	Labour Group Office Room 102, PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Mobile: 07764 681987 Group Office: (020) 8424 1897	Email: varsha.parmar@harrow.gov.uk
Equalities and Public Health	Krishna Suresh	Labour Group Office Room 102, PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Mobile: 07967 565477 Group Office: (020) 8424 1897	Email: krishna.suresh@harrow.gov.uk

Housing	Phillip O'Dell	64 Marlborough Hill HARROW HA1 1TY	Tel: (020) 8861 0090 Group Office: (020) 8424 1897	Email: <a href="mailto:phillip.odell@harrow.gov.uk">phillip.odell@harrow.gov.uk</a>
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**PROGRESS ON SCRUTINY PROJECTS**

Review	Methodology	Type of report	Expected date for report to Cabinet	Comments
<p><b>Joint Overview &amp; Scrutiny Committee (JHOSC) for Shaping a Healthier Future Programme</b></p>	<p>Joint Committee</p>	<p>Update reports will be provided for O&amp;S/ Health and Social Care sub committee and Cabinet (for information)</p>	<p>As required</p>	<p>JHOSC members and officers held an informal meeting on 25 May to plan for the year ahead. The next formal JHOSC meeting will be on 14 July (hosted virtually by Hounslow). This meeting will also appoint a new chair as Cllr Collins (Hounslow) is stepping down. Pending formal approval at JHOSC, the new chair will be Cllr Sheth (Brent).</p> <p>Harrow has agreed to host the JHOSC meeting on 14 December.</p>
<p><b>Shared Services</b> – Lessons learnt, other councils' experiences, impact on savings and improving quality</p>	<p>Review</p>	<p>Report to Cabinet</p>	<p>By September 2021</p>	<p>The final report of the review was considered by O&amp;S on 20 April, with a relaxation on the timescales for an Executive response (by September 2021).</p>

<p><b>Development and delivery of the Harrow Strategic Development Partnership</b></p>	<p>Review</p>	<p>Single-item O&amp;S meetings</p>	<p>As required</p>	<p>A model of informal briefing from the services followed by formal scrutiny through committee (O&amp;S), prior to the relevant report going to Cabinet, has been adopted. This allows scrutiny to formally consider and comment on HSDP progress to Cabinet. There was a special O&amp;S meeting on 1 September to consider the phase one report on progress and another special O&amp;S on 17 May to consider the accommodation strategy (phase two).</p> <p>Regular meetings between the Chair and Vice-Chair of O&amp;S and the Corporate Director and services continue. There is regular informal feedback on progress through Scrutiny Leadership Group.</p> <p>Informal briefings and passage through formal scrutiny committee for the final phase have been arranged, in line with Cabinet dates – with a briefing on 8 June and special O&amp;S on 21 June to consider contract close and establishment of the HSDP (phase 3) .</p>
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**Contact:** Nahreen Matlib, Senior Policy Officer. **Email:** nahreen.matlib@harrow.gov.uk



**Report for: Cabinet**

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<b>Date of Meeting:</b>	17 <sup>th</sup> June 2021
<b>Subject:</b>	Edgware Growth Area Supplementary Planning Document – consultation outcomes and amended version for adoption
<b>Key Decision:</b>	Yes - affects more than one ward (Edgware & Canons)
<b>Responsible Officer:</b>	Mark Billington, Acting Corporate Director, Community
<b>Portfolio Holder:</b>	Cllr Graham Henson, Leader of the Council, and Strategy, Regeneration, Partnerships and Devolution Portfolio Holder
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	Yes
<b>Wards affected:</b>	Edgware and Canons
<b>Enclosures:</b>	Appendix 1 – Consultation Statement Appendix 2 – Schedule of Representations and Responses Appendix 3 – Edgware Growth Area Supplementary Planning Document – amended version for adoption

**Section 1 – Summary and Recommendations**

This report documents the outcomes of consultation on the draft Supplementary Planning Document (SPD) for the Edgware Growth Area (11<sup>th</sup> January 2021 to 22<sup>nd</sup> February 2021), a joint document between the London Borough of Barnet (as lead borough / author) and the London Borough of Harrow. This report outlines the responses from the two Local Planning Authorities to the consultation outcomes, and recommends Cabinet that adopts the SPD, subject to a number of amendments in response to the outcomes of the consultation.

The purpose of the SPD is to set out expectations for the Edgware Town Centre, in terms of regeneration and development, such as improvements to public realm, night-time economy and leisure, highways, and the provision of new housing and infrastructure. Its content provides detail to policies in the London Plan, and Barnet and Harrow Local Plans.

**Recommendations:**

Cabinet is requested to:

1. Note the representations received in response to the consultation on the draft SPD and the Councils' responses to these set out in Appendix 2.
2. Adopt the revised Edgware Growth Area SPD attached at Appendix 3, which responds to the consultations responses received.
3. Delegate authority to the Interim Chief Planning Officer, in consultation with the Leader of the Council, and Strategy, Regeneration, Partnerships and Devolution Portfolio Holder to consider and agree to any necessary further amendments to the amended document arising as a result of Barnet Council's formal consideration of the amended document.
4. Delegate authority to the Interim Chief Planning Officer following consultation with the Leader of the Council, and Strategy, Regeneration, Partnerships and Devolution Portfolio Holder, to make typographical corrections and any other necessary non-material amendments to the Edgware Growth Area SPD prior to formal publication of the SPD.
5. Delegate authority to the Interim Chief Planning Officer, in consultation with the Leader of the Council, and Strategy, Regeneration, Partnerships and Devolution Portfolio Holder to undertake any necessary statutory actions required for the formal adoption of the document.

**Reason: (For recommendations)**

To amend the document where appropriate to reflect the outcomes of the consultation process and to formally adopt the SPD to ensure that it is afforded weight as a material planning consideration guiding development for Edgware Town Centre.

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## **Section 2 – Report**

### **Introduction**

- 2.1 Edgware Town Centre is located across both the administrative boundaries of London Borough of Barnet and London Borough of Harrow, with the majority of the designated area within the London Borough of Barnet. Edgware Town Centre is detailed within the London Plan 2021 as a Major Centre. A Major Centre generally contains over 50,000sqm of retail, leisure and service floorspace with a relatively high proportion of comparison goods relative to convenience goods. They may also have a significant employment, leisure, service and civic functions.
- 2.2 In recognition of the regeneration potential of the Edgware Town Centre, and its highly sustainable location, London Borough of Barnet bid to the Mayor of London, through the Homebuilding Capacity Fund, to bring forward a SPD which among other things, would proactively assist in the delivery of housing. Notwithstanding the ambition to deliver housing within the Edgware Town Centre to help meet the new London Plan's increased housing targets for both Barnet and Harrow, the SPD would also ensure that optimum use of the sites would be achieved, and deliver improvements across the town centre for the residents within and surrounding Edgware Town Centre.
- 2.3 Although it is classified as a Major Town Centre, Edgware has experienced a significant loss of major comparison goods retailers in recent years. The overall town centre and retail experience has declined. The main street, Station Road, is often very congested with vehicles; a situation exacerbated by the bus station access being situated in the heart of the centre, leading to conflict with pedestrians and increased levels of noise, pollution and congestion. Whitchurch Lane has become very run-down.
- 2.4 In recent years changes to retail the retail sector have seen falling demand on high streets around the country, and Edgware has not been immune to this trend, for example with Marks and Spencer closing in the Broadwalk Centre in 2018. With the town centre mainly focused on retail, Edgware is currently lacking the cultural and entertainment options to draw visitors to the town centre. While there are a number of community services and facilities in the centre, in many cases these are not well-integrated to the urban fabric. Edgware also suffers from poor public realm and there is a lack of shared community space such as a town square, or small park/s. Furthermore, anti-social behaviour on the town centre streets has also become an issue that is detrimental to Edgware as a place to visit.
- 2.5 Edgware has a key role in supporting growth requirements. To achieve significantly higher housing targets, both Barnet and Harrow need to deliver housing at high densities in suitable locations that have high levels of public transport accessibility (PTAL), and where the urban context is appropriate for medium-rise and tall buildings. The SPD provides an opportunity for Edgware to reinvent itself, particularly through an improved leisure and cultural offering, along with improved public realm and more sustainable, integrated transport.

- 2.6 To achieve these aims, the (SPD) will provide Edgware town centre with more detailed planning guidance than in the either Local Plan (LB Barnet's or LB Harrow's), along with additional supporting evidence base.
- 2.7 The SPD does not (cannot) introduce new policy, rather it provides guidance to adopted policy(ies). Within Harrow, the Edgware Town Centre (and SPD area) is located within the Edgware & Burnt Oak Sub Area, as set out in the Harrow Core Strategy (2012). Specifically, Core Strategy Policy CS8 sets out a number of policies (CS8A/C/D/H/I) that all promote appropriate development within the scope of the SPD area. These policies provide the basis on which the SPD may be brought forward, and therefore, the SPD will assist in giving effect to, and delivering against these policies within the area.

### **Consultation on the draft Edgware Town Centre SPD**

- 3.0 The preparation of the Edgware Growth Area SPD has been led primarily by London Borough of Barnet, who are the principal author of the document as the majority of the town centre area and largest landholdings / potential development sites fall within Barnet. Furthermore, London Borough of Barnet were the successful bidder in obtaining grant funding for the project from the Greater London Authority.
- 3.1 Cabinet considered the draft SPD at its meeting of 17<sup>th</sup> December 2020 and gave authority for public consultation.
- 3.2 Due to the COVID19 global pandemic a minor amendment to the Harrow Statement of Community Involvement was made by the Portfolio Holder for Regeneration, Planning and Enterprise (under delegated authority) to reflect that Covid-19 may mean that not all the traditional avenues for consultation will be possible due to social distancing requirements. Specifically, face to face meetings and public meetings were unable to be held. In this context, the following consultation steps were undertaken;
- Emails sent to consultees on the Local Plan database, who have indicated they are interested in Planning Policy consultations;
  - A total of 23,000 Flyers sent to all properties within 1km of the SPD boundary
  - Two online public presentations that included snap polls / question and answer session – 28<sup>th</sup> January 2021 (6pm – 7.30pm) and 10<sup>th</sup> February 2021 (6pm – 7pm);
  - Cross borough Ward Councillor Workshop – 18<sup>th</sup> February 2021
  - Young people's event (x3) – 18<sup>th</sup> February 2021
  - Documents available on the Harrow (and Barnet) Council website
  - Harrow Press notice (21<sup>st</sup> January 2021)
- 3.3 The Council does not normally write to individual adjoining / nearby properties on strategic documents such as SPDs - this happens when a Planning Application for a development is submitted to the Council. This is because the contents of an SPD or Local Plan document can cover or affect a very large proportion of the Borough, making identifying and

writing to every property that could be considered as being affected disproportionately resource intensive. However, in this instance given the area-based nature of the SPD (rather than a specific issue / policy), letters were sent to all properties within the SPD area, and also within a 1km radius of it – both within LB Harrow and LB Barnet

- 3.4 The actions outlined above met and exceeded the statutory requirements for consultation on a draft SPD.
- 3.5 Given the timeframes and joint-borough coordination associated with the preparation of the document and joint approval processes, it has not been practical to formally present to the Planning Policy Working Group (PPWG). However, and as noted above, Ward Councillors were provided a number of workshops and presentations throughout the pre-consultation and formal consultation process.

### **Consultations Outcomes**

- 3.6 As a result of the consultation arrangements outlined above, there were a total of **77** email responses to the consultation, and **142** completed online questionnaires. With regard to the two online consultation sessions a total of **155** participants took part. In comparison with previous consultations on SPDs and in the context of the Covid-19 pandemic, this level of response / engagement was considered positive.
- 3.7 The substantive points raised in the responses are detailed, alongside the Councils' responses, in the Schedule of Representations and Responses at Appendix 2 to this report. The main issues raised and proposed responses are summarised below.
- Additional reference to the strategic context of the London Plan supporting Edgware Town Centre as a sustainable location for intensification.
  - Update to the Broadwalk Centre and Station design guidance in Chapter 5 to add clarity and ensure sufficient flexibility.
  - While numerous local residents raised concerns over tall buildings and density, Edgware Town Centre is identified as a tall building location (within the Barnet part of the centre)<sup>1</sup>, with the SPD requiring that the design must be of excellent design and demonstrate an appropriate relationship with other town centre buildings and the surrounding low-rise suburbs. The scope for tall buildings within the Harrow part of the centre is limited by its surrounding context and this is reflected in the SPD.
  - Transport and movement updates as raised by TfL, including additional references to a Healthy Streets Approach and the ongoing need for the London Underground rail infrastructure to support operations.

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<sup>1</sup> Barnet Core Strategy 2012, Policy CS5

- Concern by local residents over loss of car parking – the provision of car parking for town centre uses is expected to continue and should be based on evidence of need.
- More references to managing flood risk and environmental improvements.
- Strengthen references to tackling climate change
- Increased references to heritage assets in the area.
- Local residents raised concerns over pressure on community facilities due to the rising population – strengthened the text in response.
- Should make specific reference to requiring active design (Sport England)
- Public safety – more detail of the Security by Design approach.
- Public health – requirement to meet the PHE guidance document.
- Young people concerns – making the town centre more appealing to visit; more local jobs suitable for young people.

#### **Ward Councillors' comments**

3.8 Virtual consultation events were held for both Barnet and Harrow Ward Councillors with regard to the developing SPD as set out above. Comments received have been taken into consideration in the drafting of the SPD to date. Comments received from Ward Councillors are included within the Schedule of Representations and Responses attached as Appendix 2.

#### **4. Proposed amendments**

- 4.1 In light of the representations received and the Council's response to them (summarised in section 3 above and detailed in Appendix 1 and 2), the following are key issues raised and officer responses to them.
- a) Requested further reference to the strategic context of the London Plan supporting Edgware Town Centre as a sustainable location for intensification (Savills on behalf of Ballymore & TfL)  
*Included additional reference to the strategic context of the London Plan and Good Growth in Chapter 1.*
  - b) Concern that design guidance for the Broadwalk Centre and tube station is too restrictive (Savills on behalf of Ballymore and TfL)  
*Update the design guidance in Chapter 5 to add clarity and ensure sufficient flexibility*

- c) Concerns raised over tall buildings and increasing density negatively impacting the character and amenity of Edgware Town Centre (raised by local residents)  
*Edgware Town Centre is identified as a tall building location within the Barnet Local Plan. However, is not identified as such within the Harrow Local Plan. The SPD does not specify building heights nor given the design principles, is anything of substantial height likely to occur within the Harrow side.*
- d) Transport and movement issues including further references to the Healthy Streets Approach, expectation of increased bus usage, and the need to maintain London Underground rail infrastructure (TfL).  
*Added references to a Healthy Streets Approach, consideration of bus priority, and the ongoing need for the London Underground rail infrastructure to support operations.*
- e) Concerns by loss of car parking and the impact on peoples ability to access the town centre (local residents)  
*Some provision of car parking for town centre uses is expected to continue but should be based on evidence of need*
- f) Provide more references to managing flood risk and environmental improvements (Environment Agency)  
*Added references to managing flood risk and environmental improvements, including in the Objectives and Development Principles*
- g) Strengthen references to tackling climate change (Environment Agency)  
*More reference to climate change in the Context chapter and the Development Principles*
- h) Additional and improved references to heritage assets in the area (Historic England, Historic England Archaeology, residents).  
*Further reference to heritage assets in the area including archaeology, the opportunities to make better use of heritage assets, and the need to consider context.*
- i) Concerns over pressure on community facilities due to the rising population (local residents)  
*Strengthen the text on community facilities*
- j) Should make specific reference to requiring active design (Sport England)  
*Reference Active Design Principle and the Active Design Checklist for development to support health and wellbeing*
- k) Strengthen references to public safety and Security by Design (Met Police – Designing Out Crime Officer)  
*Provided more detail on the Security by Design approach in the Development Principles*
- l) Requirement to meet the PHE guidance document (Public Health)

*Added reference to meeting the PHE document*

m) Young person concerns – Edgware Town Centre does not provide a good offer to young people; need more access to suitable local jobs.  
*Reference the need to making the town centre more appealing to visit for young people. Importance for local jobs for students and young people.*

4.2 Prior to final publication, the SPD will be subject to desktop publishing to improve its legibility. It should be noted that some additional, or minor, modifications to the SPD have also been made. These are minor changes that have been made to provide clarity, improve grammar, spelling corrections and factual changes where needed (for example, the document no longer being in draft form, final publication of the London Plan in March 2021).

## **5.0 Options Considered**

5.1 There is one alternative option to the adoption of an SPD which is to do nothing (i.e. not to adopt the amended SPD). If the ‘do-nothing’ option was pursued Council officers, the Planning Committee and in certain cases, Planning Inspectors, would continue to exercise judgement when making decisions on specific proposals that developers put forward, but without the guidance the SPD would provide. However, such an approach without this overall agreed framework for future development within Edgware Town Centre may give rise to greater uncertainty for both developers and also the public, and longer decision making.

5.2 The absence of a SPD would not allow for the more strategic consideration of the Edgware Town Centre as a whole, including giving guidance on key land use principles, scale of development, approach to public realm, transportation infrastructure and landscaping. Specifically, without an agreed framework as set out in the SPD, there would not be a consistent and coherent approach across both boroughs. The comments received as part of the consultation and the proposed amendments to the SPD, will still ensure that the objectives for undertaking the SPD would be achieved.

## **Performance Issues**

5.3 The London Borough of Harrow’s adopted Core Strategy contains a detailed schedule of monitoring indicators, with associated targets, triggers and contingency actions, to ensure that the delivery of Harrow’s spatial vision remains on track (and if necessary, brought back on track) throughout the plan period (2009-2026). These indicators are monitored through the continuing publication of the Authority’s Monitoring Report (AMR).

5.4 The purpose of the proposed SPD is to assist Harrow (& LB Barnet) in firstly meeting the delivery of housing that is set for each of the boroughs within the London Plan (2021). Furthermore, it will also seek to enhance the town centre offer for residents, whereby ensuring the vitality and

vibrancy of the centre. This must be achieved whilst ensuring the preservation of a number of heritage assets within the SPD area. Again, there are a number of targets within the AMR that relate to these matters. These indicators will therefore be used to monitor the impact of this SPD.

## Environmental Implications

- 5.5 Sustainability appraisals for supplementary planning documents are only required in exceptional circumstances, but the Council must still consider whether there is a requirement for strategic environmental assessment (SEA). The proposed SPD does not (cannot) introduce new policy but simply supplements / guides new development within the designated town centre (and wider) and adopted town centre policies within the Local Plan.
- 5.6 LB Barnet as the lead author of the SPD, has undertaken a Sustainability Appraisal Scoping Report, which seeks to determine the scope and level of detail of the information to be included in the sustainability appraisal report. This document has been produced as Barnet's Core Strategy policies (2012) were not subjected to a SA. A SA is therefore required for this SPD to test how well the planning document considers the social, environmental and economic issues in order to achieve sustainable development.
- 5.7 The Harrow Core Strategy (2012) and the policies contained within it were subject to a Sustainability Appraisal. However, given that the SPD would span both the Barnet and Harrow, a Sustainability Appraisal Scoping Report is required.

## Data Protection Implications

Consultation was undertaken in a manner that complies with the relevant requirements of the General Data Protection Requirements, including the collection, processing, retention and disposal of personal data of those responding.

## Risk Management Implications

Risk included on Directorate risk register? No  
 Separate risk register in place? No

The relevant risks contained in the register are attached/summarised below.  
**n/a**

The following key risks should be taken onto account when agreeing the recommendations in this report:

Risk Description	Mitigations	RAG Status
Non-compliance with	▪ Public participation	Green

statutory requirements for the preparation of the SPD	<ul style="list-style-type: none"> <li>▪ Recognition that the SPD is not new policy</li> <li>▪ Consultation managed to ensure it complies with statutory requirements</li> </ul>	
Residents and Members not satisfied with the Council's response to key issues raised during the consultation	<ul style="list-style-type: none"> <li>▪ Consultation feedback addressed and amendments made to SPD to address appropriate comments received. Proposed amendments discussed with ward members.</li> <li>▪ Main issues and responses set out in Section 3 above</li> <li>▪ Full consultation response and amended SPD detailing the changes as a result of the consultation feedback shown in Appendix 1 and 2</li> </ul>	Green
Consultation process inadequate due to Covid-19 restrictions (unable to undertake face to face and public meetings)	<ul style="list-style-type: none"> <li>▪ The consultation undertaken, including two on-line public presentations meeting and exceeded the statutory requirements for consultation on a draft SPD.</li> </ul>	Green

5.8 As noted above, public participation is one of the statutory requirements for the preparation of an SPD, and both the Regulations and the NPPF are clear about the secondary (non-development plan) role of SPDs. The amended SPD the subject of this report has been prepared recognising that it cannot introduce new policy or add to the burden upon development. Officers managed the consultation and adoption of the SPD to ensure that it complies with statutory requirements for the preparation of the SPD. Proper application of the SPD to relevant proposals should significantly reduce the chance of any appeals being submitted.

5.9 In developing an SPD jointly with LB Barnet, the risk at this stage of the process is in relation to the feedback received through the consultation process. Section 3 above sets out the consultation that was undertaken, with main issues and responses set out in Section 4. Attached as Appendix 2 and 3 respectively is the full consultation response and amended SPD detailing the changes as a result of the consultation feedback.

5.10 The consultation feedback as set out above, and the proposed amendments to the SPD are considered to address where appropriate comments received. Furthermore, the proposed changes to the SPD are considered to ensure that the document would continue to deliver against Harrow Council's priorities and the intent of the GLA homebuilding capacity funding.

## **Procurement Implications**

5.11 The SPD is funded by the Mayor of London's Homebuilding Capacity Fund, which was successfully secured by LB Barnet. By reason of part of the designated Edgware Town Centre being located within Harrow, the SPD is being brought forward jointly, with Barnet leading on its preparation. Any external consultancy support for specialist studies (i.e. transport) has been procured by Barnet. Consequently, it is considered that there are limited procurement implications for Harrow as a result of the project nor this Cabinet report.

## **Legal Implications**

5.12 Section 38(6) of the Planning and Compulsory Purchase Act (2004) states that, if regard is to be had to the development plan for the purpose of any determination to be made under the planning Acts, the determination must be made in accordance with the plan unless material considerations indicate otherwise.

5.13 Although the proposed SPD is not a development plan document it will, on adoption, be a material consideration in the determination of proposals for development within the Edgware Town Centre and the defined SPD area (as delineated by the red line boundary).

5.14 The Council is required by law to consult on the SPD and to take into account all consultation responses received before adopting the SPD. As soon as reasonably practicable after adopting an SPD, the Council must (i) make available the SPD and an adoption statement and (ii) send a copy of the adoption statement to any person who asked to be notified of the adoption of the SPD.

## **Financial Implications**

5.15 The cost of preparing the SPD is funded by the Mayor of London's Homebuilding Capacity Fund, which was successfully secured by LB Barnet. By reason of part of the designated Edgware Town Centre being located within Harrow, the SPD is being brought forward jointly. Barnet is leading on the preparation of the SPD with Harrow providing input to Barnet to progress the process, including reviewing the accompanying evidence base work that informs the draft SPD, the draft SPD itself, participating in stakeholder engagement (members, residents), and then undertaking the relevant internal governance required. By reason of this, part of the successful bid was on the basis that a funding of £17,500 was provided from Barnet to Harrow to cover the cost of Harrow officer time in the process. This funding is considered to broadly reflect required officer input / consultation costs. Failure to adopt the amended SPD would

however most likely result in the grant funding having to be repaid to the GLA.

## **Equalities implications / Public Sector Equality Duty**

5.16 By definition, supplementary planning documents cannot introduce new policies nor modify adopted policies and do not form a part of the development plan. Rather, their role is to supplement a 'parent' policy in a development plan document. The amended SPD the subject of this report supplements adopted policies within The Core Strategy and Local Policies Plan. A full equalities impact assessment was carried out at each formal stage in the preparation of the Core Strategy.

## **Council Priorities**

5.17 The Cabinet Report of 17<sup>th</sup> December 2020 sought authority to consult on the draft Edgware Town Centre Supplementary Planning Document, which set out how the draft SPD would achieve the council priorities. This report was subsequently agreed by Cabinet.

5.18 The draft SPD has now been through the formal consultation process, with feedback now collated and considered. Where appropriate, the draft SPD has been amended to positively respond to the consultation feedback. However, officers consider that the amendments, whilst where appropriate provide a response to the consultation received, they nonetheless ensure that the original purpose of the SPD would still be achieved. Furthermore, officers also consider that by achieving this, the amended SPD would continue to achieve the Council priorities as set out and agreed within the previous Cabinet Report.

5.19 By reason of the above, this current Cabinet Report for the authority to adopt the amended SPD as detailed above, does not re-provide the appraisal against the Council priorities.

## **Section 3 - Statutory Officer Clearance**

**Statutory Officer: Jessie Man**

Signed on behalf of the Chief Financial Officer

**Date: 28<sup>th</sup> May 2021**

**Statutory Officer: Patrick Kelly**

Signed on behalf of the Monitoring Officer

**Date: 28<sup>th</sup> May 2021**

**Statutory Officer: Lisa Taylor**

Signed on behalf of the Head of Procurement

**Date: 27<sup>th</sup> May 2021**

**Statutory Officer: Mark Billington**

Signed by the Acting Corporate Director

**Date: 2<sup>nd</sup> June 2021**

**Statutory Officer: Susan Dixon**

Signed by the Head of Internal Audit

**Date: 2<sup>nd</sup> June 2021**

## **Mandatory Checks**

*Ward Councillors notified: YES - Canons and Edgware Members*

*EqlA carried out: NO - Equalities Impact Assessment carried by LB Barnet*

*EqlA cleared by: n/a*

## **Section 4 - Contact Details and Background Papers**

**Contact:** Callum Sayers, Planning Policy Officer,  
[callum.sayers@harrow.gov.uk](mailto:callum.sayers@harrow.gov.uk)

### **Background Papers:**

- Edgware Supplementary Planning Document: Equality Impact Assessment (June 2021)
- Edgware Supplementary Planning Document: Sustainability Appraisal (June 2021)
- Harrow Core Strategy (2012)

## **Call-in waived by the Chair of Overview and Scrutiny Committee**

**NO**

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# **Edgware Growth Area SPD**

## **Public Consultation Statement**

**June 2021**

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## 1. Introduction

- 1.1 Barnet and Harrow councils have prepared the Edgware Growth Area SPD to guide how Edgware Town Centre can successfully undergo renewal and better serve as a place for local residents and businesses. It will provide a clear but flexible planning framework and will, once adopted, be a material consideration in determining future planning applications.
- 1.2 This consultation statement has been prepared accompany the final version of the SPD for adoption. It sets out what consultation and engagement was undertaken and how this has influenced the content of the final SPD.
- 1.3 Early engagement was undertaken to inform the draft SPD:
  - A Barnet Local Plan presentation at St Margaret’s Church in March 2020;
  - An online cross-borough Member workshop in May 2020 which sought the views of local Councillors in Barnet and Harrow;
  - An online local stakeholder event in July 2020 which provided an update on the emerging SPD and sought the views of local businesses and community groups;
  - A Designing Out Crime Visual Audit of Edgware Town Centre in September 2020, undertaken with the Metropolitan Police’s Designing out Crime team, along with Community Safety and Planning officers, to identify potential crime reduction recommendations relating to the built-environment which could help reduce crime and the fear of crime.
- 1.4 The feedback received helped to shape the draft SPD in terms of understanding the issues faced within Edgware, such as poor public realm, traffic congestion, and anti-social behaviour. It also provided a sense of the importance of the town centre to local people, and how they might like to see certain changes, for example the desire for developers to provide community amenities such as improved and new public spaces.

### Scope of the consultation

- 1.5 Following approval by Barnet’s Policy and Resource Committee on 8 December 2020 and Harrow’s Cabinet on 17 December 2020, a consultation on the Edgware Growth Area SPD was held between 11 January and 22 February 2021. During this six-week consultation period, views were sought from the local community and other stakeholders on the contents and scope of the draft plan.

### Statutory requirements

- 1.6 The consultation was carried out in accordance with the Town and Country Planning (Local Planning) (England) Regulations 2012, most particularly:

- **Regulation 12** - Public Participation – Before a LPA adopt a SPD it must prepare a statement setting out: the persons the LPA consulted when preparing the SPD; a summary of the main issues raised by those persons; and how those issues have been addressed in the SPD. Copies of this statement and the SPD itself must be made available in accordance with Regulation 35 and at least four weeks must be allowed for representations to be made to the LPA.
- **Regulation 35** - Availability of documents – a document is taken to be made available by a LPA when (a) made available for inspection at their principal office and at such other places within their area as the LPA consider appropriate, during normal office hours, and (b) published on the LPAs website

1.7 SPDs are not subject to independent examination but require Council agreement before adoption.

1.8 The purpose of this statement is to set out how the councils carried out engagement with local communities, voluntary bodies, businesses and other organisations in the preparation of the draft SPD.

1.9 Before a local planning authority adopt a supplementary planning document it must prepare a statement setting out:

- (i) the persons the local planning authority consulted when preparing the supplementary planning document;
- (ii) a summary of the main issues raised by those persons; and
- (iii) how those issues have been addressed in the supplementary planning document.

1.10 All consultation and engagement activities have been carried out within the context of paragraph 16 (c) of the National Planning Policy Framework (NPPF) which states that plans should:

*“be shaped by early, proportionate and effective engagement between plan-makers and communities, local organisations, businesses, infrastructure providers and operators and statutory consultees”*

1.11 This document summarises how the councils consulted, who was invited to make representations, the comments that were received and how these have responded to these in the Edgware SPD.

1.12 In summary, Barnet and Harrow Councils consulted for six weeks and gave the community and other stakeholders significant opportunities to provide input and comment on the draft Edgware SPD. During the consultation period, 77 comments were received, 142 questionnaires completed and approximately 160 people/ organisations attended online consultation events.

### **Conformity with Statement of Community Involvement and Barnet's Consultation and Engagement Strategy**

- 1.13 Barnet's Consultation and Engagement Strategy (2016) seeks to build upon processes already in place across the Council. It aims to provide a framework for co-ordinating consultation and engagement and embed best practice to maximise the benefits of engagement for all stakeholders.
- 1.14 The consultation documents note that consultation and public participation is a valuable part of policy development. Early discussions with statutory consultees, as well as continued engagement with other stakeholders has been undertaken by the councils in accordance with these documents.
- 1.15 The councils' statements of Community Involvement (SCI) guides the approach to consultation. Barnet's SCIs can be found here:
- [https://www.barnet.gov.uk/sites/default/files/sci\\_2018.pdf](https://www.barnet.gov.uk/sites/default/files/sci_2018.pdf) ; and addendum here:
  - [https://www.barnet.gov.uk/sites/default/files/addendum\\_to\\_barnets\\_statement\\_of\\_community\\_involvement\\_sci\\_2018.pdf](https://www.barnet.gov.uk/sites/default/files/addendum_to_barnets_statement_of_community_involvement_sci_2018.pdf)
- 1.16 Harrow's SCI can be found here:
- <https://www.harrow.gov.uk/downloads/file/23243/local-development-scheme-statement-of-community-involvement-adopted-mar-2013>

## 2. Consultation on the Draft Edgware SPD

### Date of consultation

- 2.1 Consultation on the Barnet’s Draft Local Plan took place over a six-week period between Monday 11 January and Monday 22 February 2021.

### Consultation Documents

- 2.2 The consultation invited comments on the joint Barnet and Harrow Edgware Growth Area SPD. The draft plan was accompanied by a number of evidence studies and supporting documents including the Sustainability Appraisal and Equalities Impact Assessment. Table 1 shows all of the documents that were published as part of the consultation. All of the information that was published is available on the councils websites:

- <https://www.barnet.gov.uk/planning-and-building/planning-consultations#title-1>
- <https://www.harrow.gov.uk/planning-developments/edgware-town-centre-spd>

Table 1: Documents that were published as part of the Edgware SPD Consultation

<b>Documents published</b>
• SPD
• Edgware Town Centre Economic Strategy
• Edgware SPD Design Guide
• Edgware SPD Transport Strategy
• Edgware Transport Strategy Appendix 1
• Edgware Transport Strategy Appendix 2
• Consultation Statement
• Equalities Impact Assessment
• Sustainability Appraisal
• Q&A responses

- 2.3 Due to Covid-19 restrictions the SPD and accompanying documents were available to view online and printed copies were only made available on request where individuals were unable to access the internet.

- 2.4 Part 2 of the Town and Country Planning (Local Plan) (England) Regulations 2012 specifies that the following bodies must be consulted in accordance with Section 33a of the Planning and Compulsory Purchase Act 2004 in the preparation of local development documents:

- Mayor of London
- Adjoining Local Planning Authorities
- Environment Agency
- Historic Buildings and Monuments Commission for England (known as Historic England)

- Homes England
- Natural England
- Clinical Commissioning Group
- Transport for London
- London Enterprise Partnership
- Highways Agency
- Relevant sewerage and water undertakers e.g. Thames Water
- Relevant telecommunications companies
- Relevant gas and electricity companies Network Rail

### How were stakeholders consulted

- 2.5 The draft Edgware SPD consultation was promoted through a wide variety of methods which are summarised in Table 2.
- 2.6 The councils maintain planning database of organisations and people who have expressed an interest in being consulted on or being kept informed of the progress and development of planning documents. These databases are continuously updated.

Table 2: Main consultation methods

Method	Detail
Engage Barnet website ( <a href="https://engage.barnet.gov.uk/">https://engage.barnet.gov.uk/</a> ) and linked via the Planning policy pages	Information and relevant Local Plan documentation was uploaded on to the Barnet Engage website.  Notification on the councils' webpages; for Barnet the 'Planning Policy - Local Plan review' and for Harrow on 'Planning Developments'
Emails and letters	Emails and letters sent out to: <ul style="list-style-type: none"> <li>• those registered on the policy consultation databases including statutory consultation bodies</li> <li>• local businesses</li> <li>• the voluntary and community sector</li> <li>• neighbourhood plans forums</li> <li>• Residents Associations</li> <li>• Statutory consultation database</li> <li>• landowners (including people with a leasehold interest in sites); and</li> <li>• Residents/businesses who are in close proximity to the proposed sites (considered to be within 100 metres).</li> </ul> <p>Copies of these letters are available to view in Appendix A.</p>

Public notice	Public notices were published in the local press. Copy of these notices can be found in Appendix B.
Local Media	A press releases was issued and published as an article in the 20 January in the Harrow Times and 27 January in the Barnet Times. Copies of these can be found in Appendix C.
Social media	A targeted social media campaign was carried out using Barnet's social media accounts on Facebook and Twitter.
Community events / meetings	Two community meetings / events took place online. These events targeted all sections of the population and approximately 160 people attended these events. A summary of the events and findings is outlined in Appendix E.
Targeted consultation events	<p>Three young person focused events were held online:</p> <ul style="list-style-type: none"> <li>• Two on-line focus group sessions were conducted with young people (one with young people aged 12 to 19) and young adults (aged 18 to 24) on Thursday 18 February</li> <li>• Barnet Youth Board 22 February (8 participants)</li> </ul> <p>A summary of the targeted young person events can be found in Appendix E.</p>
Online survey and feedback	Consultees were able to provide feedback through an online survey and submission of letters or emails. A copy of this survey is included in Appendix D and a summary of responses can be found at Appendix F.

## Feedback and questionnaire

2.7 Feedback from stakeholders was sought through a number of methods; comments could be submitted:

- Online via the Barnet Engage website (<https://engage.barnet.gov.uk/>);
- In writing via Planning Policy Team, 7th Floor, 2 Bristol Avenue, Colindale, London, NW9 4EW; or
- by email to [forward.planning@barnet.gov.uk](mailto:forward.planning@barnet.gov.uk).

2.8 A breakdown of representation is provided in Table 3.

Table 3: Breakdown of consultation responses

Consultation Statement

Method	Total representations
Online questionnaire	142
Email	77

### 3. Consultation Responses

#### Summary of Respondents

3.1 The 77 email respondents included statutory consultees, local organisations, and residents:

1. Avison Young on behalf of the owner of 360 Burnt Oak Broadway
2. Barnet Borough Arts Council
3. Canal & River Trust
4. Centro Premier House
5. Chairman Canons Park Estate
6. Environment Agency
7. HADAS (Hendon and District Archaeological Society)
8. Highways England
9. Historic England
10. Historic England Archaeology
11. Metropolitan Police - Designing Out Crime Officer
12. Natural England
13. NHS HUDU
14. Owner – Ballard Mews
15. Residents (58 responses)
16. Savills on behalf of Ballymore Group and TfL Commercial Development
17. Sport England
18. The Barnet Eye (Blogspot)
19. TfL (Infrastructure Protection)
20. Transport for London (TfL)

#### Feedback Received and Council Responses

3.2 This section provides a summary of the key feedback received and the councils' responses. A full table of email feedback and responses can be viewed in the accompanying document *Edgware SPD Responses*. The comments received were assessed and used to inform and update the SPD

#### Local Residents

3.3 Overall, local residents expressed support for the Vision, Objectives and Principles in the SPD, and the need to support investment in the town centre. There is a desire to see an improved environment with more green spaces and trees, and to create a better place for cyclists and pedestrians. Concern was expressed over the lack of pedestrian crossings, with existing crossings often poorly sited, phased and managed. There is a desire for improved security around the town centre. People would like more culture and leisure activities, and suggested drawing on local community, cultural and artistic groups. Key concerns expressed were that new development would be high density and include tall buildings, negatively affecting the character of Edgware Town Centre. Increasing population was seen as an issue in

adding to pressure on community services such as doctors and schools, while increasing congestion. Loss of car parking for shopping was raised as a concern due to making access more difficult, particularly for less mobile people.

Issue	Response
<ul style="list-style-type: none"> <li>Concern over increasing population leading to more pressure on community facilities.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen the text to emphasise that renewal of the town centre should support and, where necessary, improve community facilities.</li> </ul>
<ul style="list-style-type: none"> <li>There is an issue in the area with a lack of pedestrian crossings, and that the crossings which are there are poorly sited, phased and managed.</li> </ul>	<ul style="list-style-type: none"> <li>Add reference for pedestrian road crossings to be reviewed and improved, including the potential for new crossing points to provide a better and safer experience. This is particularly needed across the High Street/ A5 to connect the Harrow and Barnet parts of the town centre, along Station Road, and at the eastern end on Hale Lane and Edgwarebury Lane.</li> </ul>
<ul style="list-style-type: none"> <li>Concerns raised over tall buildings and increasing density negatively impacting the character and amenity of Edgware Town Centre</li> </ul>	<ul style="list-style-type: none"> <li>Edgware Town Centre is identified as a tall building location, with the SPD requiring that the proposals must be of excellent design and demonstrate an appropriate relationship with other town centre buildings and the surrounding low-rise suburbs.</li> </ul>
<ul style="list-style-type: none"> <li>Loss of car parking is a concern as it will the impact people's ability to access the town centre.</li> </ul>	<ul style="list-style-type: none"> <li>Provision of car parking for town centre uses to continue but should be based on evidence of need. More efficient car park designs will be sought, e.g. basement or podium parking.</li> </ul>

## Young People

3.4 The consultation sessions with young people led to more specific concerns over the town centre, including the lack of space to sit out and meet with friends for food and leisure. There is also a desire for more local jobs for younger people to avoid travelling out of the area for work, and to support student studies. As with the wider community, there was concern over congestion, pollution and noise, and anti-social behaviour.

Issue	Response
<ul style="list-style-type: none"> <li>Edgware town centre does not provide a good offer for young people and does not always feel safe.</li> </ul>	<ul style="list-style-type: none"> <li>Add reference to the need to making the town centre more appealing for young people, including through providing positive and safe places for young people to meet.</li> </ul>
<ul style="list-style-type: none"> <li>Would like to have more access to suitable local jobs.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen text to emphasise the importance of local jobs for students and young people.</li> </ul>

## Transport

3.5 Further references to sustainable transport were requested by stakeholders, particularly relating to supporting cycling and pedestrians, improving bus access, and maintaining key London Underground infrastructure.

Issue	Response
<ul style="list-style-type: none"> <li>Better public transport (buses) will be needed for local travel as well as for 'those coming from further afield' as not everyone can walk or cycle.</li> </ul>	<ul style="list-style-type: none"> <li>Update Objective 3 text to reflect that bus use is also an important option for local travel to the town centre for those less able to walk or cycle.</li> </ul>
<ul style="list-style-type: none"> <li>Objective 3 should be more ambitious in trying to reduce traffic congestion.</li> </ul>	<ul style="list-style-type: none"> <li>Amend Objective 3 so that it seeks to ameliorate traffic congestion.</li> </ul>
<ul style="list-style-type: none"> <li>The importance of the Healthy Streets Approach should be emphasised.</li> </ul>	<ul style="list-style-type: none"> <li>Added references to a Healthy Streets Approach.</li> </ul>
<ul style="list-style-type: none"> <li>It important that the operational LU land remains available for the longer term.</li> </ul>	<ul style="list-style-type: none"> <li>Clarify the need for development of the site to preserve LU infrastructure for long-term operational purposes.</li> </ul>

### Environmental Issues

3.6 The need to strength environment issues was raised by stakeholders, in particular in relation to flood risk, tackling climate change, and supporting biodiversity.

Issue	Response
<ul style="list-style-type: none"> <li>The vision lacks an ambitious approach to improve the local environment in a wider sense.</li> </ul>	<ul style="list-style-type: none"> <li>Insert text to reference environmental issues as part of the Vision.</li> </ul>
<ul style="list-style-type: none"> <li>An opportunity has been missed to combine the principle of creating public open spaces with a sense of greenery and nature.</li> </ul>	<ul style="list-style-type: none"> <li>Expand to include reference to a wider range of environmental benefits.</li> </ul>
<ul style="list-style-type: none"> <li>It's important to recognize within this SPD that the different sources of flooding interact and can exacerbate flood risk.</li> </ul>	<ul style="list-style-type: none"> <li>Recognise the potential for increased flood risk from development, and that different sources of flood risk can interact and exacerbate the issue.</li> </ul>

### Landowners

3.7 Landowners sought further reference to the strategic context of intensification within accessible town centre locations. There was also a desire for clarification over design guidance and the need for flexibility to achieve optimal redevelopment of the site.

Issue	Response
<ul style="list-style-type: none"> <li>There should be clearer reference to the strategic context of the London Plan supporting Edgware Town Centre as a sustainable location for intensification.</li> </ul>	<ul style="list-style-type: none"> <li>Include additional reference to the strategic context of the London Plan and Good Growth in Chapter 1.</li> </ul>

<ul style="list-style-type: none"> <li>Concern that design guidance for the Broadwalk Centre and tube station is not sufficiently clear.</li> </ul>	<ul style="list-style-type: none"> <li>Update to the design guidance in Chapter 5 to add clarity and ensure sufficient flexibility.</li> </ul>
---	--

## Heritage

3.8 Stakeholders commented on the need to expand references to heritage, protecting the context of heritage assets, while using Edgware’s history to support renewal.

Issue	Response
<ul style="list-style-type: none"> <li>The SPD should make reference to the setting of heritage assets generally.</li> </ul>	<ul style="list-style-type: none"> <li>Update the text to reference the need for development proposals to consider the context and setting of heritage assets.</li> </ul>
<ul style="list-style-type: none"> <li>The SPD must recognise the archaeological heritage of the area.</li> </ul>	<ul style="list-style-type: none"> <li>Add further reference on the need for proposals to consider archaeological assets.</li> </ul>
<ul style="list-style-type: none"> <li>Heritage, including archaeology, can be used to enhance the experience of an area by telling the story of the areas heritage through sympathetic and imaginative public realm design.</li> </ul>	<ul style="list-style-type: none"> <li>Add a bullet point to highlight the potential for archaeological assets to enhance the experience of the area through sympathetic public realm design.</li> </ul>

## Security

3.9 There was widespread support for greater security in the town centre and the need to take a ‘Secured by Design’ approach.

Issue	Response
<ul style="list-style-type: none"> <li>Extremely useful if further and more detailed reference the Security by Design approach is included within the SPD.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen reference to the Security by Design approach that is vital to making Edgware Town Centre feel like a safer place to live and visit.</li> </ul>
<ul style="list-style-type: none"> <li>Support further reference to the Security by Design principles and checklist.</li> </ul>	<ul style="list-style-type: none"> <li>Reference Active Design Principles and the Active Design Checklist for development proposals to support health and wellbeing in Edgware Town Centre.</li> </ul>

## Analysis/ Breakdown of online questionnaire responses.

3.10 The main questionnaire contained a mix of multiple choice/ selection questions and open questions (see appendix D for a copy of the questionnaire), with an additional section with questions on the profile of people responding.

Figure 1: Response to online questionnaire on the Vision

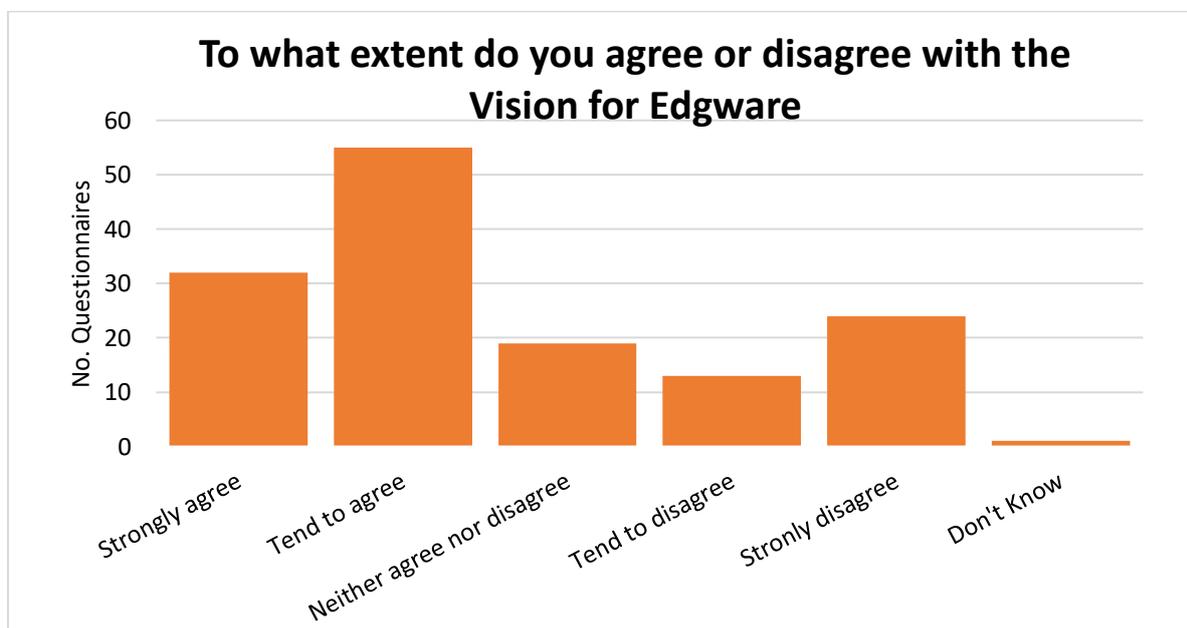


Table 4: Responses to Defined-Answer Questions

	Strongly agree (%)	Tend to agree (%)	Neither agree nor disagree (%)	Tend to disagree (%)	Strongly disagree (%)	Don't Know (%)
To what extent do you agree or disagree with the Vision for Edgware	32	55	19	13	24	1
To what extent do you agree or disagree with the Objectives	33	54	15	8	17	2
Development Principle 1 - Town Centre Renewal	53	38	8	7	11	1
Development Principle 2 - Transport & Movement Improvement	50	35	11	9	12	2
Development Principle 3 - Housing Delivery	17	25	28	18	30	1
Development Principle 4 - Design & Heritage	70	26	14	2	6	1
Development Principle 5 - Public Realm & Spaces	64	34	8	4	6	2

## Consultation Statement

Development Principle 6 - Community Facilities	56	38	12	2	9	1
Development Principle 7 - Economy & Jobs	62	37	9	2	7	0
Development Principle 8 - Environmental Issues	69	25	13	3	8	1
Development Principle 9 - Connected Communities	45	35	26	3	7	2
To what extent do you support or oppose the approach to the key site the Broadwalk Centre and the Station	26	27	16	13	15	4
To what extent do you support or oppose the approach to the key sites at Forumside	27	25	26	13	9	5
To what extent do you support or oppose the approach to key sites at Lidl and the Masons Arms	28	30	20	8	10	6
To what extent do you support or oppose the Public Realm Guide	34	30	14	11	10	3
To what extent do you support or oppose the Transport and Movement Guide	30	26	14	13	14	2
To what extent do you support or oppose the Draft SPDs approach to Delivery and Implementation	13	26	26	8	16	6

3.11 A summary of the written comments received to the questionnaire is provided in appendix F.

3.12 Table 4 shows the broad support for many aspects of the SPD, with the main concern raised over Principle 4 Housing Delivery. This accords with the written responses to the questionnaire and feedback received during the public consultation sessions.

## Appendix A – Letters sent to stakeholders

**Email/ Letter 1 – Sent to all stakeholders on the councils’ databases (Barnet version; a slightly modified version was prepared for Harrow):**

Dear Consultee

### **Town and Country Planning (Local Planning) (England) Regulations 2012 Draft Supplementary Planning Document – Edgware**

Barnet and Harrow Councils are jointly preparing a Supplementary Planning Document (SPD) to guide how Edgware Town Centre can successfully undergo renewal and become a more attractive place for local residents and businesses.

Edgware Town Centre has a diverse character, vibrant community and excellent shopping opportunities. The planning framework will support redevelopment of key sites to reflect Edgware’s status as a major town centre, reinforce the role of the high street, provide new public spaces and make the street environment more attractive. The environment for pedestrians and cyclists will be improved, providing better options for more sustainable transport and safe and active movement. The town centre will also provide opportunities for new high-quality homes, including affordable housing.

Barnet and Harrow Councils welcome your input on a document which will have an impact on the people who live, work, operate a business or visit Edgware.

### **Consultation Details**

The six-week consultation period runs from **11 January to 22 February 2021**.

The Edgware SPD and accompanying documents can be viewed online at <https://engage.barnet.gov.uk/>

Due to Covid19 restrictions we are strongly encouraging use of the online documents; please contact us if you wish to discuss document access.

### **Consultation Responses**

Any comments (known as representations) should be made using the questionnaire available online (<https://engage.barnet.gov.uk/>) You are encouraged to use the questionnaire or structure of the questionnaire to comment. In commenting you can let us know how the Draft SPD should be changed. Alternatively, representations can also be submitted by using the following methods:

By email to: [forward.planning@barnet.gov.uk](mailto:forward.planning@barnet.gov.uk)

By post to: Planning Policy Team, 7th Floor, 2 Bristol Avenue, Colindale, London, NW9 4EW

Any representations must be submitted before midnight **22 February 2021**.

## Consultation Events

The Planning Policy Team will also be available online to discuss the draft Edgware SPD at the following times:

Thursday 28 January, 6.00-7.30pm

Wednesday 10 February, 6.00-7.30pm

For joining details for these events please see <https://engage.barnet.gov.uk/>.

For further information contact the Planning Policy Team by emailing [forward.planning@barnet.gov.uk](mailto:forward.planning@barnet.gov.uk) or calling planning enquires on 0208 359 3000.

Finally, please note that you have been contacted as a registered consultee with Barnet Council's Forward Planning consultation database. Should you not wish to be contacted by the Council in relation to planning policy matters in future please email [forward.planning@barnet.gov.uk](mailto:forward.planning@barnet.gov.uk) to be removed from the database.

Yours faithfully

Nick Lynch  
Planning Policy Manager

## Letter 2 – sent all addresses within 100m of proposed sites

Strategic Planning  
London Borough of Barnet  
2 Bristol Avenue  
Colindale  
London  
NW9 4EW

11 January 2021

Dear Sir/ Madam

**Town and Country Planning (Local Planning) (England) Regulations 2012**  
**Draft Supplementary Planning Document – Edgware**

Barnet and Harrow Councils are jointly preparing a Supplementary Planning Document (SPD) to guide how Edgware Town Centre can successfully undergo renewal and become a more attractive place for local residents and businesses.

Edgware Town Centre has a diverse character, vibrant community and excellent shopping opportunities. The planning framework will support redevelopment of key sites to reflect Edgware's status as a major town centre, reinforce the role of the high street, provide new public spaces and make the street environment more attractive. The environment for pedestrians and cyclists will be improved, providing better options for more sustainable transport and safe and active movement. The town centre will also provide opportunities for new high-quality homes, including affordable housing.

The planning framework includes sites where there is potential for new development to take place; this letter is being sent to you because the address above is within 200 metres of the site boundary.

Barnet and Harrow Councils welcome your input on a document which will have an impact on the people who live, work, operate a business or visit Edgware.

## Consultation Details

The six-week consultation period runs from **11 January to 22 February 2021**.

The Edgware SPD and accompanying documents can be viewed online at <https://engage.barnet.gov.uk/>

Due to Covid19 restrictions we are strongly encouraging use of the online documents; please contact us if you wish to discuss document access.

## Consultation Responses

Any comments (known as representations) should be made using the questionnaire available online (<https://engage.barnet.gov.uk/>) You are encouraged to use the questionnaire or structure of the questionnaire to comment. In commenting you can let us know how the Draft SPD should be changed. Alternatively, representations can also be submitted by using the following methods:

- By email to: [forward.planning@barnet.gov.uk](mailto:forward.planning@barnet.gov.uk)
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Any representations must be submitted before midnight **22 February 2021**.

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For further information contact the Planning Policy Team by emailing [forward.planning@barnet.gov.uk](mailto:forward.planning@barnet.gov.uk) or calling planning enquires on 0208 359 3000.

Yours faithfully

Nick Lynch  
Planning Policy Manager

## Appendix B – Public notice

**PLANNING AND COMPULSORY PURCHASE ACT 2004  
PUBLIC NOTICE INVITING REPRESENTATIONS  
DRAFT THE BURROUGHS AND MIDDLESEX UNIVERSITY SUPPLEMENTARY  
PLANNING DOCUMENT (SPD) and  
DRAFT EDGWARE GROWTH AREA SUPPLEMENTARY PLANNING DOCUMENT  
(SPD)**

**Monday 11<sup>th</sup> January 2021 – Monday 22<sup>nd</sup> February 2021**

Notice is hereby given that the London Borough of Barnet has published two draft SPDs and is inviting representations on both pursuant to Regulations 13 of the Town and Country Planning (Local Planning) (England) Regulations 2012.

The draft The Burroughs and Middlesex University SPD seeks to support the ambitions of enhancing the educational and civic offer The Burroughs provides to its existing communities in Hendon and as home to Middlesex University.

The draft Edgware Growth Area SPD sets out the planning framework to support redevelopment of key sites to reflect Edgware's status as a major town centre, reinforce the role of the high street, provide new public spaces and make the street environment more attractive. The environment for pedestrians and cyclists will be improved, providing better options for more sustainable transport and safe and active movement. The town centre will also provide opportunities for new high-quality homes, including affordable housing.

The two draft SPDs will both be the subject of a six-week period of formal public consultation from **Monday 11 January** until **Monday 22 February 2021**. Details of public events can be found at <https://engage.barnet.gov.uk>.

Comments should be submitted in writing by midnight on Monday 22nd February 2021, to:

Emailing: [forward.planning@barnet.gov.uk](mailto:forward.planning@barnet.gov.uk)

Post to: Planning Policy Team, 2 Bristol Avenue, Colindale, London NW9 4EW

Please note that representations will be made publicly available.

When submitting your representation, you may also request to be notified of the adoption of The Burroughs and Middlesex University SPD and/or the Edgware Growth Area SPD.

The draft The Burroughs and Middlesex University SPD and the draft Edgware Growth Area SPD can be downloaded from the Councils website: <https://engage.barnet.gov.uk>

Alternatively, the document can be made available to you by contacting the Policy Team by either emailing [forward.planning@barnet.gov.uk](mailto:forward.planning@barnet.gov.uk) or phoning 0208 359 3000. Please ensure you provide your name and address.



**PLANNING AND COMPULSORY PURCHASE ACT 2004  
PUBLIC NOTICE INVITING REPRESENTATIONS  
DRAFT EDGWARE GROWTH AREA SUPPLEMENTARY PLANNING DOCUMENT (SPD)  
Monday 11 January – Monday 22 February 2021.**

Notice is hereby given that the London Borough of Harrow (in conjunction with London Borough of Barnet) has published a draft SPD and is inviting representations pursuant to Regulations 13 of the Town and Country Planning (Local Planning) (England) Regulations 2012.

**Title of the Document:**

Draft Edgware Growth Area Supplementary Planning Document (SPD)

**Subject Matter of the Draft Supplementary Planning Document**

The draft Edgware Growth Area SPD sets out the planning framework to support redevelopment of key sites to reflect Edgware's status as a major town centre, reinforce the role of the high street, provide new public spaces and make the street environment more attractive. The environment for pedestrians and cyclists will be improved, providing better options for more sustainable transport and safe and active movement. The town centre will also provide opportunities for new high-quality homes, including affordable housing.

**Period of Consultation**

The London Borough of Barnet are the lead authority in the preparation of this document and will receive any representations regarding the SPD on behalf of both boroughs. The draft SPD will be the subject of a six-week period of formal public consultation from **Monday 11 January** until **Monday 22 February 2021**. Details of public events can be found at <https://engage.barnet.gov.uk>.

**Making Representations**

Comments should be submitted in writing by midnight on 22 February 2021, to:

Email: [forward.planning@barnet.gov.uk](mailto:forward.planning@barnet.gov.uk)

Post to: Planning Policy Team –2 Bristol Avenue, Colindale, London NW9 4EW

Please note that representations will be made publicly available. When submitting your representation, you may also request to be notified of the adoption of the Edgware Growth Area SPD.

**Inspecting the Documents**

The Draft Edgware Growth Area SPD can be downloaded from the Councils websites: <https://engage.barnet.gov.uk> or <https://www.harrow.gov.uk/planning-developments>

## Appendix C – Press release

# HARROW **TIMES**

## **Views sought on plans to improve Edgware town centre**

By [Anthony Matthews](#) [Ant Watford](#) Community Content Editor

### **Views are being sought on proposals to improve Edgware town centre and its environment.**

The London Borough of Harrow, in conjunction with the London Borough of Barnet, has published a notice in this week's edition of the Harrow Times seeking representations on the Draft Edgware Growth Area Supplementary Planning Document (SPD).

The proposal sets out the planning framework to support the redevelopment of key sites with the goal of reflecting "Edgware's status as a major town centre, reinforce the role of the high street, provide new public spaces and make the street environment more attractive".

Stressing the environment for pedestrians and cyclists "will be improved", it states the town centre will also provide opportunities for new homes, including affordable housing.

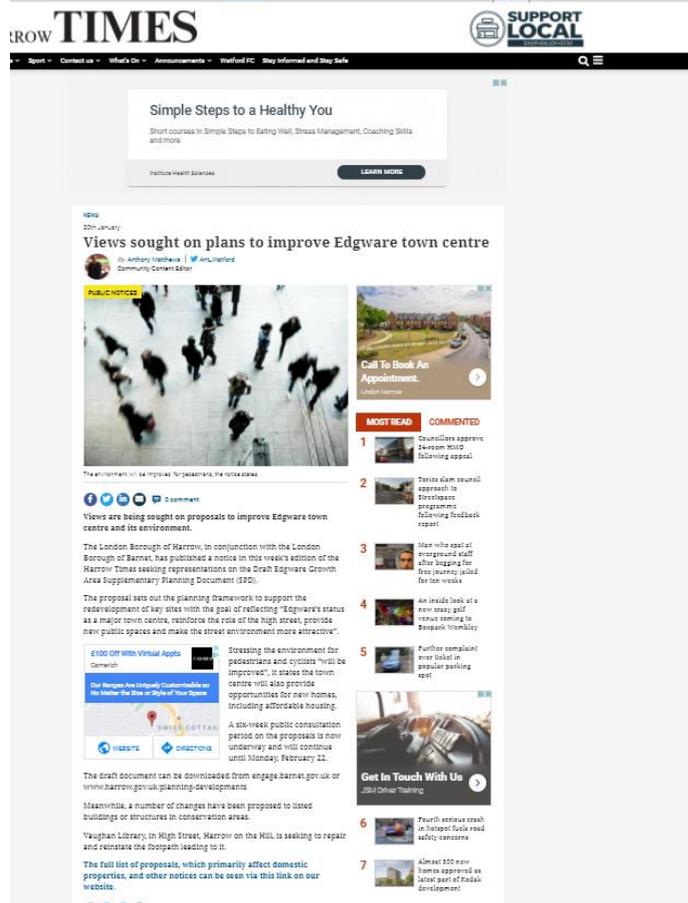
A six-week public consultation period on the proposals is now underway and will continue until Monday, February 22.

The draft document can be downloaded from [engage.barnet.gov.uk](http://engage.barnet.gov.uk) or [www.harrow.gov.uk/planning-developments](http://www.harrow.gov.uk/planning-developments)

Meanwhile, a number of changes have been proposed to listed buildings or structures in conservation areas.

Vaughan Library, in High Street, Harrow on the Hill, is seeking to repair and reinstate the footpath leading to it.

**[The full list of proposals, which primarily affect domestic properties, and other notices can be seen via this link on our website.](#)**



## Strategy drawn up for future of Edgware town centre

By [James Cowen](#) @JCowen96Reporter



Edgware town centre

**Two councils have drawn up a strategy for the future regeneration and renewal of a town centre.**

Barnet and Harrow Councils have announced plans for Edgware town centre, including improving its leisure and cultural attractions, reviving its high street, developing new public open spaces and creating more attractive street environments.

Better options for public transport, walking and cycling, as well as new high-quality homes – including affordable housing – and opportunities to celebrate Edgware’s heritage buildings are also being considered.

Both councils are now encouraging residents and businesses to have their say on the plans.

Councillor Shimon Ryde, Chair of Barnet Council’s Strategic Planning Committee, said: “We’re really keen to hear what residents and businesses think of our plans. Once adopted, this strategy will form a key part of how we decide future planning applications in this area.

“That could have a direct impact on residents and businesses in Edgware – so please do give us your feedback now so we can take it into consideration.”

Public consultation on the strategy – called the Edgware Growth Area Supplementary Planning Document (SPD) – will run until Monday, February 22 at [engage.barnet.gov.uk](https://engage.barnet.gov.uk).

People can learn more and submit feedback on the website and at two events on Zoom, where council staff will present the key proposals and invite questions from attendees.

The first will run from 6-7.30pm on Thursday this week (January 28) and the second from 6-7.30pm on Wednesday 10 February. You can find the link to join the meetings at [engage.barnet.gov.uk](https://engage.barnet.gov.uk) or register your interest in joining by emailing [forward.planning@barnet.gov.uk](mailto:forward.planning@barnet.gov.uk)

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# TIMES

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NEWS  
27th January

## Strategy drawn up for future of Edgware town centre

By James Cowen | @JCowen96  
Reporter



Edgware town centre



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AN ARRAY OF CLASSES  
NEW PREMIUM FREE WEIGHT EQUIPMENT  
FEEL SAFE & AT EASE  
IMMERSIVE YOURSELF  
RELAX & INDULGE

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**Appendix D - online survey**

**Barnet & Harrow  
Councils  
Draft Edgware Growth  
Area Supplementary  
Planning Document  
(SPD)  
Consultation**

**11 January– 22 February 2021**

Consultation Questionnaire

## Introduction:

Thank you for taking the time to look at the joint Barnet and Harrow planning framework to guide any proposals that may come forward for renewal and development in Edgware Town Centre. Your thoughts, views, ideas and comments on the Draft Supplementary Planning Document (SPD) are important in shaping the final document.

For more information on our detailed proposals, please read the Draft Edgware SPD, and then complete this short questionnaire.

To ensure personal information about you is secure, your answers will be treated in the strictest confidence and will be stored securely in an anonymous format.

Thank you for your time – your participation in this important consultation is greatly appreciated.

Further information is available from the Planning Policy team at [forward.planning@barnet.gov.uk](mailto:forward.planning@barnet.gov.uk) or call 020 8359 3000.

## Data protection:

The council does not collect personal information in this questionnaire which means the information you provide is anonymous. We do not ask for your name, address, email address, telephone number, full post code or any other information that would allow us to identify you. The information you choose to give us in the equalities questions is also anonymous so we cannot identify you from it.

Since the data we collect is anonymous, it is not considered to be personal data under data protection legislation (such as the General Data Protection Regulation or the Data Protection Act 2018).

Please be assured all your answers will be stored in accordance with our responsibilities under the General Data Protection Regulation and Data Protection Act 2018.

You can read more about Barnet's privacy statement here: [www.barnet.gov.uk/privacy](http://www.barnet.gov.uk/privacy).

If you have any questions about this statement, please email [first.contact@barnet.gov.uk](mailto:first.contact@barnet.gov.uk).

## Instructions for completing questionnaire

We have tried to make the questionnaire as easy as possible to complete.

Many of the questions have a range of options for you to choose from. Please choose the option closest to your opinion and tick the relevant option or options.

If you find you need more space to write your comments, please include any additional pages with this questionnaire, indicating which question you are commenting on.

Alternatively, please email your comments to [forward.planning@barnet.gov.uk](mailto:forward.planning@barnet.gov.uk).

### Section 1: Vision

Edgware Town Centre will become a vital and vibrant destination open to all and which supports communities across Barnet, Harrow and beyond.

It will provide an outstanding place for modern urban living in a wider suburban context. The environment will feel safe and welcoming at all times.

Edgware's status as a major town centre in North London will be reinforced as a destination for leisure, culture and civic offerings that supports the day and evening economy. The centre will be home to a new thriving commerce – a place in which companies start up and want to move to.

The town centre will celebrate Barnet and Harrow as family-friendly boroughs, meeting the diverse needs of local communities and people of all ages and circumstances.

Edgware will be a healthy town centre with substantial new and integrated public spaces and landscaping to support wellbeing, to encourage visitors to stay, and to bring people together to relax and play.

Improved connectivity will see a move towards more sustainable options by providing pleasant and easily understandable routes for pedestrians and cyclists, alongside effective public transport improvements including a better transport interchange experience.

Edgware's renewal will be enabled by growth, with new homes delivering an inclusive mixed-use approach that makes better use of brownfield land and brings new life into the town centre.

Residential development must unlock social and economic town centre opportunities while being integrated with the surrounding residential areas. High quality public realm, design and architecture will be essential to creating a diverse, distinctive and attractive feel to the area, and will draw on local character and heritage where appropriate to the surrounding context.

**For more information on our Vision, please refer to Draft Supplementary Planning Document (SPD) Chapter 2, page 12.**

**1. To what extent do you agree or disagree with the Vision for Edgware** (Please tick one option only)

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**2. Please provide any further comments on the Vision:** (Please write your answer below)

## Section 2: Objectives

Objective	Description
<b>Objective 1</b>	Major Town Centre status retained and enhanced.
<b>Objective 2</b>	A significant cultural and leisure offering, including support for the evening economy.
<b>Objective 3</b>	Improving transport options.
<b>Objective 4</b>	New public transport interchange.
<b>Objective 5</b>	Efficient land use.
<b>Objective 6</b>	Deliver new homes on well-connected, brownfield land.
<b>Objective 7</b>	High quality design that will stand the test of time.
<b>Objective 8</b>	Celebrate local heritage.
<b>Objective 9</b>	New and improved public spaces.
<b>Objective 10</b>	Meet the need for local community infrastructure.
<b>Objective 11</b>	Economic growth and local jobs.
<b>Objective 12</b>	Tackle climate change and pollution.
<b>Objective 13</b>	Increase biodiversity and environmental resilience.
<b>Objective 14</b>	A safe place to live, work and visit.
<b>Objective 15</b>	Support health & wellbeing.
<b>Objective 16</b>	A diverse and family-friendly community.

**For more information on the Objectives for Edgware please refer to the Draft Supplementary Planning Document (SPD) Chapter 2, page 12.**

**3. To what extent do you agree or disagree with the Objectives for Edgware Town Centre?** (Please tick one option only)

- |                          |                          |                            |                          |                          |                          |
|--------------------------|--------------------------|----------------------------|--------------------------|--------------------------|--------------------------|
| Strongly agree           | Tend to agree            | Neither agree nor disagree | Tend to disagree         | Strongly disagree        | Don't know               |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

---

**4. Please provide any further comments on the Objectives:** (Please write your answer below)

## Section 3: Development Principles

To achieve the SPD objectives a set of principles will guide sustainable development to meet the needs of Edgware. The principles are inter-locking with each one supporting the others to bring forward the renewal of the town centre.

**For more information on the Development Principles for Edgware please refer to the Draft Supplementary Planning Document (SPD) Chapter 4, page 25.**

### 5. To what extent do you agree or disagree with the Development Principles for Edgware? (Please tick one option only)

	Strongly Agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Not sure/ Don't know
Principle 1: Renewal of the Town Centre and High Street as a Major Destination	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Principle 2: Improved Transport & Movement Options	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Principle 3: Enable Diverse Housing Delivery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Principle 4: Ensure High Quality Design and a Sensitive Approach to Heritage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Principle 5: Improved Public Realm and New Public Spaces	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Principle 6: Deliver Community Facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Principle 7: Promote Economic Growth and Local Jobs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Principle 8: Tackle Environmental Issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Principle 9: Connected Communities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 6. Please provide any further comments on the Development Principles: (Please write in below)

## Section 4: Key Sites Design Guide

The Design Guide seeks to provide a closer focus on key opportunity sites within the SPD area where there is greater development potential. How these key sites are developed in design terms is critical to the future success of the town centre. The Design Guide establishes broad parameters for development in terms of context, scale and massing, layout and movement.

**For more information on the Key Sites Design Guide please refer to the Draft Supplementary Planning Document (SPD) Chapter 5, page 36.**

- 7. To what extent do you support or oppose the approach to the key site the Broadwalk Centre and the Station? (For more information please refer to Chapter 5, page 38 of the SPD). (Please tick one option only)**

Strongly support

Tend to support

Neither support nor oppose

Tend to oppose

Strongly oppose

Don't know

- 
- 8. Please provide any further comments on the key site the Broadwalk Centre and the Station: (Please write in below)**

- 9. To what extent do you support or oppose the approach to the key sites at Forumside? (For more information please refer to Chapter 5, page 41 of the SPD) (Please tick one option only)**

Strongly support

Tend to support

Neither support nor oppose

Tend to oppose

Strongly oppose

Don't know

**10. Please provide any further comments on the key sites at Forumside:** (Please write in below)

**11. To what extent do you support or oppose the approach to key sites at Lidl and the Masons Arms?** (For more information please refer to Chapter 5, page 42 of the SPD)  
(Please tick one option only)

Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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**12. Please provide any further comments on the key sites at Lidl and the Masons Arms:**  
(Please write in below)

## Section 5: Public Realm Guide

The experience for pedestrians and cyclists within Edgware Town Centre is often not as good as it should be in terms of wayfinding, signage, planting and street furniture. Improvements to the public realm is a key development principle for the Edgware SPD.

**For more information on the Public Realm Guide please refer to the Draft Supplementary Planning Document (SPD) Chapter 6, on page 45.**

**13. To what extent do you support or oppose the Public Realm Guide (Chapter 6)?**  
(Please tick one option only)

Strongly support	Tend to support	Neither support nor oppose	Tend to oppose	Strongly oppose	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**14. Please provide any further comments on the Public Realm Guide below:** (Please write in below)

## Section 6: Transport and Movement Guide

Improving the transport and movement options is a critical element in improving Edgware Town Centre and making it a more attractive and sustainable destination. The Transport and Movement Guide provides further detail to the approach established in the Objectives and Development Principles.

**For more information on Transport and Movement Guide please refer to the Draft Supplementary Planning Document (SPD) Chapter 7, on page 49.**

**15. To what extent do you support or oppose the Transport and Movement Guide?**  
(Please tick one option only)

- |                          |                          |                               |                          |                          |                          |
|--------------------------|--------------------------|-------------------------------|--------------------------|--------------------------|--------------------------|
| Strongly support         | Tend to support          | Neither support<br>nor oppose | Tend to<br>oppose        | Strongly<br>oppose       | Don't<br>know            |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
- 

**16. Please provide any further comments on the Transport and Movement Guide:** (Please write in below)

## Section 7: Delivery and Implementation

Successful implementation will be achieved through council engagement with landowners, developers and local stakeholders including businesses, community groups and residents.

**For more information on Delivery and Implementation please refer to the Draft Supplementary Planning Document (SPD) Chapter 8, on page 53.**

**17. To what extent do you support or oppose the Draft SPDs approach to Delivery and Implementation** (Please tick one option only)

- |                          |                          |                               |                          |                          |                          |
|--------------------------|--------------------------|-------------------------------|--------------------------|--------------------------|--------------------------|
| Strongly<br>support      | Tend to support          | Neither support<br>nor oppose | Tend to<br>oppose        | Strongly<br>oppose       | Don't<br>know            |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
-

**18. Please provide any further comments on Delivery and Implementation below:** (Please write in below)

## Section 8: Additional comments

**19. Do you have any other comments about the Draft SPD?** (Please write in below)

## Section 9: About you

When consulting with our residents and service users Barnet and Harrow councils need to understand the views of our different communities.

So that we can analyse the findings by different locations in the boroughs, please can you provide the Barnet or Harrow ward that you live in.

Please be assured that all your answers will be treated in the strictest confidence and will be stored securely in an anonymous format. All information is stored in accordance with our responsibilities under the Data Protection Act 2018.

**20. Which ward do you live in? If you live outside Barnet or Harrow please select other and specify .... (Please select one option only)**

**Barnet:**

Brunswick Park
Burnt Oak
Childs Hill

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Colindale
Coppetts
East Barnet
East Finchley
Edgware
Finchley Church End
Garden Suburb
Golders Green
Hale
Hendon
High Barnet
Mill Hill
Oakleigh
Totteridge
Underhill
West Finchley
West Hendon
Woodhouse
Other

**Harrow:**

Belmont
Canons
Edgware
Greenhill
Harrow on the Hill
Harrow Weald
Hatch End
Headstone North
Headstone South
Kenton East
Kenton West
Marlborough
Pinner
Pinner South
Queensbury
Rayners Lane
Roxbourne
Roxeth
Stanmore Park
Wealdstone
West Harrow
Other

**21. Are you responding as a:** (Please tick one option only)

Barnet or Harrow resident	<input type="checkbox"/>	Go to Q 24
Barnet or Harrow business	<input type="checkbox"/>	Go to Q 26
Barnet or Harrow resident and business	<input type="checkbox"/>	Go to Q 25
Representing a voluntary/community organisation	<input type="checkbox"/>	Go to Q 22
Representing a public sector organisation	<input type="checkbox"/>	Go to Q 23
Other (please specify) .....	<input type="checkbox"/>	Go to Q 24

**22. Please specify the type of stakeholders or residents your community group or voluntary organisation represents:** (Please write in your answer)

**23. Please specify the type of public sector organisation you are representing:** (Please write in your answer)

**24. Are you currently employed, self-employed, retired or otherwise not in paid work?**  
(Please tick one option only)

An employee in a full-time job (31 hours or more per week)	<input type="checkbox"/>
An employee in a part time job (Less than 31 hours per week)	<input type="checkbox"/>
Self-employed (full or part-time)	<input type="checkbox"/>
On a Government supported training programme (e.g. Modern Apprenticeship or Training for Work)	<input type="checkbox"/>
In full-time education at school, college or university	<input type="checkbox"/>
Unemployed and available for work	<input type="checkbox"/>
Permanently sick or disabled	<input type="checkbox"/>
Wholly retired from work	<input type="checkbox"/>
Not in work and not available for work, e.g. in a carer role	<input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>
Doing something else .....	<input type="checkbox"/>

**25. Does your household own or rent your accommodation?** (Please tick one option only)

Owned with a mortgage or loan	<input type="checkbox"/>
Owned outright	<input type="checkbox"/>
Other owned	<input type="checkbox"/>
Rented from Council	<input type="checkbox"/>
Rented from a Housing Association or another Registered Social Landlord	<input type="checkbox"/>
Rented from a private landlord	<input type="checkbox"/>
Other rented or living here rent free	<input type="checkbox"/>
Part rent and part mortgage (shared ownership)	<input type="checkbox"/>
Don't know	<input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>

## Section 10: Diversity monitoring

The Equality Act 2010 identifies nine protected characteristics: age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation, and requires the council to pay due regard to equalities in eliminating unlawful discrimination, advancing equality of opportunity and fostering good relations between people from different groups. We ask questions about the groups so that we can assess any impact of our services and practices on different groups. The information we collect helps the council to check that our policies and services are fair and accessible.

Collecting this information will help us understand the needs of our different communities and we encourage you to complete the following questions.

All your answers will be treated in confidence and will be stored securely in an anonymous format. All information will be stored in accordance with our responsibilities under the Data Protection Act 2018.

For the purposes of this questionnaire we are asking all the questions regarding the protected characteristics included in the Equality Act 2010.

**26. In which age group do you fall? (Please tick one option only)**

16-17	<input type="checkbox"/>	55-64	<input type="checkbox"/>
18-24	<input type="checkbox"/>	65-74	<input type="checkbox"/>
25-34	<input type="checkbox"/>	75+	<input type="checkbox"/>
35-44	<input type="checkbox"/>	Prefer not to say	<input type="checkbox"/>
45-54	<input type="checkbox"/>		

**27. Are you: (Please tick one option only)**

Male	<input type="checkbox"/>	Go to Q 30
Female	<input type="checkbox"/>	Go to Q 29
Prefer not to say	<input type="checkbox"/>	Go to Q 30

**28. If you prefer to use your own term please provide it here: (Please write in your answer)**

**29. Are you pregnant and/or on maternity leave?** (Please tick one option on each row)

	Yes	No	Prefer not to say
I am pregnant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am currently on maternity leave	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**30. Is your gender identity the same as the sex you were registered at birth?** (Please tick one option only)

Yes, it's the same	No, it's different	Prefer not to say
<input type="checkbox"/> Go to Q36	<input type="checkbox"/> Go to Q35	<input type="checkbox"/> Go to Q36

**31. If you answered no, please enter the term you use to describe your gender:** (Please write in your answer)

**32. What is your ethnic origin?** (Please tick one option only)

<b>Asian / Asian British</b>		<b>Other ethnic group</b>	
Bangladeshi	<input type="checkbox"/>	Arab	<input type="checkbox"/>
Chinese	<input type="checkbox"/>	Any other ethnic group .....	<input type="checkbox"/>
Indian	<input type="checkbox"/>	<b>White</b>	
Pakistani	<input type="checkbox"/>	British	<input type="checkbox"/>
Any other Asian background .....	<input type="checkbox"/>	Greek / Greek Cypriot	<input type="checkbox"/>
<b>Black / African / Caribbean / Black British</b>		Gypsy or Irish Traveller	<input type="checkbox"/>
African	<input type="checkbox"/>	Irish	<input type="checkbox"/>
British	<input type="checkbox"/>	Turkish / Turkish Cypriot	<input type="checkbox"/>
Caribbean	<input type="checkbox"/>	Any other White background .....	<input type="checkbox"/>
Any other Black / African / Caribbean background .....	<input type="checkbox"/>	<b>Prefer not to say</b>	<input type="checkbox"/>

<b>Mixed / Multiple ethnic groups</b>	
White & Asian	<input type="checkbox"/>
White & Black African	<input type="checkbox"/>
White & Black Caribbean	<input type="checkbox"/>
Any other Mixed / Multiple ethnic background .....	<input type="checkbox"/>

The Equality Act 2010 defines disability as ‘a physical or mental impairment that has a substantial and long-term adverse effect on his or her ability to carry out normal day-to-day activities’.

In this definition, long- term means more than 12 months and would cover long-term illness such as cancer and HIV or mental health problems.

**33. Do you consider that you have a disability as outlined above?** (Please tick one option only)

Yes	<input type="checkbox"/>	Go to Q38
No	<input type="checkbox"/>	Go to Q39
Prefer not to say	<input type="checkbox"/>	Go to Q39

**34. If you have answered ‘yes’, please select the definition(s) from the list below that best describes your disability/disabilities:**

<b>Hearing</b> (such as deaf, partially deaf or hard of hearing)	<input type="checkbox"/>	<b>Reduced Physical Capacity</b> (such as inability to lift, carry or otherwise move everyday objects, debilitating pain and lack of strength, breath energy or stamina, asthma, angina or diabetes)	<input type="checkbox"/>
<b>Vision</b> (such as blind or fractional/partial sight. Does not include people whose visual problems can be corrected by glasses/contact lenses)	<input type="checkbox"/>	<b>Severe Disfigurement</b>	<input type="checkbox"/>
		<b>Learning Difficulties</b> (such as dyslexia)	<input type="checkbox"/>

<b>Speech</b> (such as impairments that can cause communication problems)	<input type="checkbox"/>	<b>Mental Illness</b> (substantial and lasting more than a year, such as severe depression or psychoses)	<input type="checkbox"/>
<b>Mobility</b> (such as wheelchair user, artificial lower limb(s), walking aids, rheumatism or arthritis)	<input type="checkbox"/>	<b>Physical Co-ordination</b> (such as manual dexterity, muscular control, cerebral palsy)	<input type="checkbox"/>
<b>Other disability, please specify:</b> .....			
<b>Prefer not to say</b> <input type="checkbox"/>			

**35. What is your religion or belief?** (Please tick one option only)

Baha'i	<input type="checkbox"/>	Jain	<input type="checkbox"/>
Buddhist	<input type="checkbox"/>	Jewish	<input type="checkbox"/>
Christian	<input type="checkbox"/>	Muslim	<input type="checkbox"/>
Hindu	<input type="checkbox"/>	Sikh	<input type="checkbox"/>
Humanist	<input type="checkbox"/>	No Religion	<input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>	Other religion/belief .....	<input type="checkbox"/>

**36. What is your sexual orientation?** (Please tick one option only)

Heterosexual	<input type="checkbox"/>	Other	<input type="checkbox"/>
Gay or Lesbian	<input type="checkbox"/>	Prefer not to say	<input type="checkbox"/>
Bisexual	<input type="checkbox"/>		

**37. In addition, if you prefer to define your sexuality in terms other than those used above, please let us know below:** (Please write in your answer)

**38. What is your marital status?** (Please tick one option only)

Consultation Statement

Single	<input type="checkbox"/>	Widowed	<input type="checkbox"/>
Co-habiting	<input type="checkbox"/>	In a same sex civil partnership	<input type="checkbox"/>
Married	<input type="checkbox"/>	Prefer not to say	<input type="checkbox"/>
Divorced	<input type="checkbox"/>		

Thank you for taking part in our questionnaire.

Please return your questionnaire to

**London Borough of Barnet,**

**Planning Policy, 7th Floor, 2 Bristol Avenue, London, NW9 4EW**

to arrive before **22 February 2021**

## Appendix E - Consultation events

The table below provides an overview of all consultation events which were held throughout the draft Edgware Growth Area SPD consultation.

### Edgware Supplementary Planning Document (SPD): Public Consultation Sessions

#### Summary of proceedings

##### Report by Public Perspectives

**Date:** Thursday 28<sup>th</sup> January and Wednesday 10<sup>th</sup> February 2021

**Time:** 6pm-7.30pm

**Location:** On-line, via Zoom

#### Objectives

Barnet and Harrow councils are jointly preparing the draft Edgware Growth Area Supplementary Planning Document (SPD) to guide how Edgware Town Centre can successfully undergo renewal and serve as a destination for local residents and businesses. The draft SPD has been informed by an evidence base, including pre-consultation sessions with stakeholders and councillors.

The public consultation began on the 11<sup>th</sup> January 2021 and ends on 22<sup>nd</sup> February 2021.

As part of the consultation process, which also includes a consultation questionnaire amongst other activity, the purpose of the public consultation sessions was to:

- Introduce and discuss, as part of the public consultation process:
- SPD purpose, key issues, vision, objectives and development principles.
- Key sites design guide, public realm guide, transport and movement guide and delivery and implementation.
- Signpost to the on-line consultation questionnaire and associated documents.

**The discussions at the public consultation sessions will feed into the councils' decision-making, alongside other consultation findings and the wider evidence base and issues behind the SPD.**

Please note: The following report tends to accentuate the concerns of participants. This is partly because the nature of such a consultation will typically home in on concerns and issues.

### Approach

Due to Covid-19 and the social distancing measures in place, the public consultation sessions were held on-line via Zoom.

The sessions were hosted and facilitated by Mark Yeadon, Director of independent research and consultation organisation Public Perspectives, who are supporting the SPD consultation.

The sessions began with a presentation by James Gummery, Principal Policy Planner, who is leading on developing the SPD on behalf of Barnet and Harrow councils, about the SPD and the proposed Vision, Objectives and Development Principles to guide the future of Edgware. This was followed by a facilitated discussion and question and answer session involving a panel of council representatives, both verbally and using the 'Chat' function in Zoom.

The second half of the sessions then moved to a presentation and discussion/Q&A about the proposed key sites design guide, public realm guide, transport and movement guide and delivery and implementation.

In addition, polls were used to gauge the general sentiment of participants about improving Edgware Town Centre, and views about the proposed SPD.

### Participants

The public consultation events were promoted through social media, on-line through the councils' websites and via a leaflet drop to thousands of local addresses. In addition, both the councils and Public Perspectives promoted the events to a targeted list of business, community, institutional and Town Team stakeholders, and other interested parties.

At the first session on Thursday 28<sup>th</sup> January, there were approximately 65 attendees and at the second session on Wednesday 10<sup>th</sup> February there were approximately 90 attendees, plus council officers and facilitators from Public Perspectives (not all the attendees were unique from one session to the next, with a small number choosing to participate in both sessions, despite the content being similar).

### Key themes and points raised

#### Introductory points

- There is **general agreement about the need to improve the town centre**, as the following poll results highlight, with **almost two-thirds stating that it is very important to renew Edgware and a further quarter stating it is quite important**. This level of support reflects the view of several participants that Edgware “has deteriorated and needs to be improved” and that “it is not a matter of ‘if’ Edgware needs improving, but ‘how’ it is improved”. As one participant said: “I am here because I am a lifelong resident of Edgware Town Centre. During this period I have seen the town centre go into decline.”
- Just 4% said it is not that important or not important at all to renew or regenerate Edgware (with indications through the chat function that this is because they do not have any issues or concerns with Edgware and/or they are worried about over-development of the area). A further 5% said they ‘don’t know’, and indications through the chat function suggest this is mainly because it depends on the nature of the regeneration and development.

#### Vision, objectives and development principles

- **Participants were split about the proposed vision, objectives and development principles**, with 37% at least tending to agree with them and 41% tending to disagree with them (and 15% neither agreeing nor disagreeing and 6% stating 'don't know').
- Some participants raised **concerns with the proposed vision about Edgware becoming a 'destination'**, with this not in keeping with its size or nature and that the focus should be on "repairing the area not overreaching" and on **ensuring "benefits and improvements for local people"**.
- Relatedly, a couple of participants indicated that the **proposed vision and objectives are broad and therefore not necessarily meaningful or deliverable**: "There's no actual vision as to what Edgware stands for and who it is for, and how this might have changed because of Covid. It can't be all things to all people. The point I made about the 16 objectives is that they are all well intentioned but too broad. Which ones are the priority? Where should Edgware accept that certain town centres are better for some of those objectives and do fewer well."
- Similarly, a couple of participants raised **concerns that the development principles are broad and will not manage to ensure appropriate regeneration**: "The problem with the principles is that they can be interpreted in so many different ways."
- The main concern expressed was around **housing-led development, the risk of high-rise and dense housing not sympathetic to the local area, and associated concerns around population growth, with a negative impact on the local infrastructure, public realm, environment, and community** i.e. in other words, housing and development not resulting in public benefit to local residents:

"It is troubling to hear that the focus appears to be on developing for housing, rather than meeting the needs of those who live and use Edgware."

"There's been massive development of tall buildings in Edgware but no planning gain in terms of public amenities. Why?"

"Tall buildings = high density residency = congestion = pollution = increased crime = insufficient commercial, retail and cultural support."

"What we will end up with, is high density housing, with poor parking and limited additional green space and leisure facilities."

“I appreciate that we may need more housing in London but we need to maintain our community feel. The problem is that the current big builds (like in Colindale) don't have that and that is an issue. High rises do not create communities.”

“The plan sounds OK in principle but the implementation is crucial particularly the point of limiting high rise buildings.”

“Premier House has been an eyesore in Edgware for decades. It should have been demolished, not joined by further towers. These proposals are alarming and show no concern or regard for the suburban feel of Edgware.”

“Could you not reassure the people of Edgware that there should be a limit on the height of buildings and the number of high-rise buildings.”

- That said, some participants **appreciated the demand for housing and regional housing targets**: “Housing is needed in this area and young people struggle to get on the housing ladder. Flats are a good way of meeting need. It is also worth looking at the housing waiting lists for Barnet and Harrow Councils.”
- Similarly, a couple of participants said that **housing mix is important, in that sufficient family housing is developed due to a current perceived lack of supply**: “Housing should not just be flats, but also family housing, which is in short supply locally.”
- There were also some questions and calls for **affordable housing, especially for local people**. “While the redevelopment is really appreciated and long awaited. Further housing is much needed however to whom will the properties be sold? While I appreciate this is an unknown, the Premier House development was mainly sold to overseas buyers. So what are the benefits for UK potential purchasers and local people? What guarantees are there for affordable housing provision?”

[Key sites design guide, public realm guide, transport and movement guide and delivery and implementation](#)

- Some questions were raised about **the Broadwalk Shopping Centre, amongst other key sites (as too Edgware Community Hospital site), with particular concerns raised around high-rise housing and lack of associated infrastructure to accommodate population and housing growth:** “There isn't enough infrastructure for the existing population, so this is a recipe for overcrowding. How many high rises are planned? Will the new infrastructure be put in place before starting on more housing?”
- There were calls for ensuring **high quality public realm**, including a “**balance between the built and natural environment, including public and green space.**”
- There was some support for **improving the cultural and leisure offer, and preserving the history and heritage of the area, including the Railway Hotel, alongside renewal:** “This should be about preserving, not regenerating.”
- Similarly, there was some support for an **improved retail offer, albeit with perhaps a focus on independent and local retailers:** “Retail should be geared towards supporting independent trade rather than chains. The idea of the “Heritage Quarter” is lovely but consideration needs to be given to what that area would comprise.”

**Whilst several participants said they did not have many issues navigating and moving around Edgware, including between the bus and train stations, some concerns were raised around**

- **existing traffic and congestion, including on the A5 and through the town centre, and concerns this could get worse with housing growth:**

“The single biggest issue in the area – alluded to in the documents but not addressed fully – is the appalling siting, phasing and management of the traffic lights and crossings at the Station Road/A5/Whitchurch Lane junction?”

“When the M1 is blocked for any reason, e.g. accident, all traffic comes down the Edgware Road/Stonegrove/A41 and brings the whole of Edgware to a halt. How will you cope with this in addition to the increased traffic from all the housing you intend to build?”

- Whilst some participants said that **more parking should be provided to support local shops and accommodate population and housing growth, some others said they wanted a move towards more sustainable forms of transport and travel, with the general view that travel and movement should meet a variety of needs:** “Cycle lanes are important, but they need to be planned to coexist with current traffic flow” and “Travel and transport needs to be inclusive, for the whole community.”

### Concluding points

- **Although some participants were supportive of the proposals and SPD, others were not confident that the SPD would be effective in providing a coherent and strategic approach to developing the town centre, and guiding change:**

“I wonder is there is any evidence (from other locations in Barnet/Harrow or elsewhere) that having an SPD plan in place makes a difference?”

“Is there going to be some information about what is actually being proposed?”

“The SPD and what's been discussed tonight is just so high level and conceptual. I would have thought there would be more concrete proposals to show people.”

“How influential can the council be, given they are not a landlord locally?”

“As good as it is that we are having this opportunity, my gut feeling is that the developers are king, and that Edgware will just dominated by high density development.”

- In part, some of these views stem perhaps from **a lack of appreciation about the role of an SPD**, that it is not a master plan and that individual proposals will be subject to specific consultation and consideration, albeit influenced by the SPD.
- **Overall, 30% of participants tended to support the proposed SPD and 55% tended to oppose** (with 15% neither supporting or opposing and 2% stating ‘don’t know’).
- In summary, **the main concerns raised by participants were around housing-led development, high-rise and high-density housing, associated population growth and density, and a lack of associated infrastructure, undermining the local public realm, environment and community spirit, and not providing public benefit to local people.**

- In short, participants wanted to ensure **renewal and regeneration benefits local people, with local people prioritised for high quality, affordable housing and having increased access to family housing, an improved public realm and local retail, cultural and leisure offer, alongside improved community and travel infrastructure**: “Although we’d like Edgware to be improved because it’s gone downhill a lot in the last 10 years, but I’m concerned about the quality and type of housing, including high-rise development. All the development that has happened recently has not necessarily helped the area or local people. We’re just worried you’re going to make it worse than better. So far I haven’t heard much of what will benefit the existing residents at all.”
- Finally, there were several comments raised about **whether the councils will listen to the concerns of local residents and whether the consultation will influence the SPD**:

“Previous consultation has been tokenistic and not listened to the concerns of residents, so I’m concerned that this consultation will not influence the SPD and future development.”

“Under planning law - is it now the case that planning applications will only be disallowed under exceptional circumstances. In which case, once this SPD goes through, will local residents have any leverage in trying to counter the specific applications?”

## **Edgware Growth Area Supplementary Planning Document (SPD) Consultation: Young People Sessions**

### **Summary of key findings**

**Date:** Thursday 18<sup>th</sup> February 2021

**Time:** 4pm to 5.30pm and 7.50pm to 9.30pm

**Location:** Via Zoom video conferencing

### **Introduction**

#### **Background**

As part of the Edgware Growth Area Supplementary Planning Document (SPD) Consultation process, Barnet and Harrow Councils commissioned independent research and consultation organisation, Public Perspectives, to engage with young people and young adults that live in, nearby or visit Edgware. This is in recognition that young people and young adults are less likely to engage in open invite public consultation sessions, regardless of efforts to maximise involvement.

#### **Approach**

Consequently, a targeted approach was undertaken to engage with young people and young adults, involving using traditional market research recruitment techniques, including the use of incentives/thank you payments to encourage participation.<sup>1</sup>

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<sup>1</sup> Due to the Covid-19 pandemic, local schools or youth groups were unable to support the consultation process by providing access to their young people, consequently alternative engagement methods were adopted.

Two on-line focus group sessions were conducted with young people (one with young people aged 12 to 19) and young adults (one with young adults aged 18 to 24), each lasting approximately 90 minutes, on Thursday 18<sup>th</sup> February (during the SPD consultation window - January 11<sup>th</sup> to February 22<sup>nd</sup> 2021). The sessions involved:

- 21 young people/young adults.
- 12 women / 9 men.
- 8 aged 12-16 / 7 aged 17-19 / 6 aged 20-24
- 14 live in Edgware / 7 live near Edgware and/or visited Edgware regularly for school, travel, shopping or recreation.

### Objectives

The sessions discussed the proposed draft SPD in a deconstructed way, to ensure the content was understandable and accessible. The discussions covered:

- Experience, issues and concerns, as well as positives, about Edgware currently.
- Vision and Objectives for the future of Edgware, and views around the proposed future Development Principles.
- Views about issues more likely to concern younger people, such as: personal and road safety, leisure/recreation, public realm, transport/movement, climate change and the environment.
- Opportunities to raise other points and questions about the draft SPD not directly related to the above discussion points.

A discussion guide was developed to ensure the above points were discussed in-depth and consistently across the two groups.

### Key findings

#### Experience, issues and positives about Edgware currently

- The young people/young adults in the sessions tended to say they **experience Edgware in a practical and mission focussed way**, for example school, travel or shopping:

“I used to go to school in Edgware and my little sister goes to school there, so we go in to pick her up. We sometimes do shopping, but that’s about it. There’s no other reason to go there.”

*Male, aged 12-16, Lives in Edgware*

“The only reason I go into Edgware is to catch a bus or train. The buses are good to get you around the local area and there’s the Northern Line into Central London. But other than that I don’t really spend time or money in Edgware itself. There’s not much to do there.”

*Female, aged 17-19, Lives near Edgware*

“I’d say a typical trip into the town centre [Edgware] for me would be Sainsbury’s, Superdrug and the nail bar. That’s about it really. I’m in and out as quick as I can be. I don’t see friends there or spend any time there that I don’t have to. It’s all about being practical, mission focussed.”

*Female, aged 20-24, Lives in Edgware*

“At the moment it’s just neutral at best. It’s got the basics and you can get what you want out of it, but that’s all. There’s not much else there. If you want to go out, socialise, do sports, go to good shops, or good restaurants, you have to look out because there’s no choice to stay here.”

*Male, aged 20-24, Lives near Edgware*

- Several of the young people/young adults had **negative perceptions of Edgware**, with views that there are a **lack of things to do there**, that it **feels busy**, with some mentioning **issues around road and personal safety**, and that the **look and feel of the area is not positive**:

“Edgware is boring. It feels like a place for older people. There is not much there for our generation, for teenagers, young people and young adults like us, or young families. There’s a Nandos and a Starbucks, but that is about it. There’s nothing to do at night, no cinema or bars. There’s a few nice parks, but in this weather you can’t really make use of them. There’s no real reason to go into Edgware or nothing to do with family or friends.”

*Male, aged 17-19, Lives in Edgware*

“It always feels really busy, chaotic. Lots of people, lots of noise, lots of disorder. There’s lots of cars, which can make it feel noisy and unsafe crossing the road. It can sometimes take you 10 minutes to cross the road to get to the bus stop, when it should only take a minute.”

*Female, aged 12-16, Lives in Edgware*

“Edgware doesn’t feel very safe to me. I wouldn’t walk there alone at night. It’s an area that attracts lots of different groups, people from different backgrounds and it can feel quite dangerous. I hear about lots of crime and issues happening in the area.” *Female, aged 20-24, Lives near Edgware*

“Edgware always feels really dark and dull, outdated. I travel to it regularly to get the bus or train, but I don’t like spending much time there. You want to get in and out because it doesn’t feel like a very nice or welcoming place to be. There’s a lot nicer, cleaner, brighter, calmer, more modern places in London to go. I like spending time in Central London.” *Male, aged 20-24, Lives near Edgware*

- Consequently, most participants in the sessions tended to be **‘outward focussed’, spending more time and money outside of Edgware** because there is not much ‘pulling’ them into the area:

“If I want to go out with friends or family, we’ll often go to Borehamwood. There’s a cinema there. There’s nothing like that in Edgware.” *Female, aged 12-16, Lives in Edgware*

“I go to Watford. It’s got everything. Cinema, shops, entertainment. It feels like a nice place to be and lots to do compared to Edgware.” *Female, aged 17-19, Lives near Edgware*

“I tend to go anywhere but Edgware. Brent Cross for shopping, Hampstead if I want a different environment, Central London for a day or night out, or Watford. I may pop into Edgware to get something quick, but I won’t spend much time there.” *Male, aged 20-24, Lives in Edgware*

- This all noted, some participants, especially younger ones, said that **Edgware is still their ‘home’, and they recognised the positives as well as the negatives**. Consequently, they hinted that any changes need to consider the existing positives of the area and be sensitive to existing local people:

“I love Edgware. I know that some people can be critical of it, but it’s my home. I’ve lived here all my life. I went to school here. All my friends are here. We’ll meet up in Starbucks or Nandos, or spend time in the park. It’s what you make of it. I can see it could be improved, but they should keep the good bits and realise that it is ‘home’ to people like me, before it’s completely ripped up.” *Female, aged 17-19, Lives in Edgware*

“It’s got its ups and downs. There’s some good parts, but leisure wise there’s not a lot to do here. There’s the Broadwalk but it’s a bit rundown, lots of empty shops. There’s a couple of parks. The transport links, especially into London, are good. It would be good to make Edgware more fun, more things to do, but overall it is ‘home’, it’s what I know, and I like it here.” *Male, aged 12-16, Lives in Edgware*

### **Vision, Objectives and Development Principles for the future of Edgware**

- Young people/young adults in the sessions generally said they wanted Edgware to have **more leisure, entertainment and things to do, including a better choice of shops and restaurants, which would encourage them to spend more time and money in Edgware with family and friends**:

“The main thing I think Edgware needs, which is currently missing, is more things to do. More entertainment and leisure activities, more choice of restaurants and shops. At the moment there isn’t a lot on offer for people my age. That’s why I don’t spend much time there. If there was more on offer, like a cinema, like better shops and restaurants, then I’d spend more time with my family and friends there.” *Male, aged 12-16, Lives in Edgware*

“You’ve got Starbucks and Nandos, and some chain shops like New Look, but that’s pretty much it. There’s not much choice or variety and not a lot that makes Edgware stand out. I’d like there to be more local, high quality shops and restaurants. Something that makes you

want to visit the high street, which feels like it's not very exciting. It's been in decline for a while and feels outdated." *Female, aged 17-19, Lives near Edgware*

- Similarly, older young people in the sessions said they would like to see an **improved evening offer, with better restaurants, bars and pubs**, which are currently lacking:

"There's just one pub. That's it. There's also a few Shisha cafes. If you want a night out with your friends or family there is nothing on offer in Edgware. I'll go into Watford, Borehamwood, Harrow, Wembley or Central London. Basically anywhere other than Edgware. You have no choice. I don't think Edgware needs to become like Watford, but there's no reason it can't have its own thing that encourages you to spend an evening there. It would be nice for local people like me to be able to do that, instead of travel outside the area." *Male, aged 20-24, Lives in Edgware*

- Whilst almost all of the younger age groups and most of the participants in the sessions supported the above points, **some of the older participants had mixed views about Edgware becoming a 'destination' for leisure and entertainment**. Some were 'used' to Edgware as it is and **did not want notable change and were concerned about population and housing growth**, other than strengthening existing positives such as travel and transport. While **some others were 'fatalistic' or 'pessimistic' and could not see how Edgware could change so much for the good:**

"Edgware definitely needs to be improved. It's been in decline for several years. But I don't think we should be making lots of changes. Edgware is what it is. It's already quite busy, so I don't think we should be attracting more people to live or visit. I'd like to see them make improvements to the things that are already good about it. Like improving the train station, which is pretty outdated at the moment. I guess what I'm trying to say is that Edgware feels like a commuter town, and that's possibly its best option rather than trying to make it a destination, which I'm not sure is realistic." *Male, aged 20-24, Lives in Edgware*

"I just can't see how you can make such big changes. Edgware doesn't have a lot of space. So what are you going to knock down to bring all this leisure and housing to the area? I'm used to Edgware how it is. It could do with some smarting up and small improvements, but I

don't think it should be changed a lot or that it is possible to change it so much." *Female, aged 20-24, Lives in Edgware*

- The young people/young adults in the sessions were asked to reflect on the proposed Vision as outlined in the draft SPD. On reflection, they reiterated the above points, and generally stated that the Vision was aligned to their views. However, **whilst there was general support for the proposed Vision, there were uncertainties about how realistic the Vision is and whether it is achievable:**

"I like that they have a Vision. It's positive and exciting. It's a good starting point or framework. But it also raises a lot of questions about how they will achieve it and whether it can be achieved. It feels a bit vague. How are they going to get there and plan to achieve this? How will this actually look like in practice?" *Female, aged 12-16, Lives near Edgware*

"The Vision is bold and ambitious. That's probably a good thing. But I just can't imagine it. Thinking about what Edgware is like now, I can't see how they can achieve it. It's good to have optimism, but I'm not sure it's realistic." *Male, aged 17-19, Lives in Edgware*

"It all just feels a bit vague and generic, like anywhere. It sounds like they're describing Watford. I'm not sure that Edgware should become like Watford or could become like it. I think it needs to be its own place. It can't compete with places like Watford. So I think the focus should be on improving what we already have. Small steps and changes, rather than these big changes." *Male, aged 20-24, Lives in Edgware*

- In general, the young people/adults in the sessions **support the proposed SPD Objectives and Development Principles**, stating that they reflected their earlier views about improving Edgware:

"Most of this sounds like good ideas and the sorts of things we brought up before, like around leisure, entertainment, transport and the way the area looks." *Female, aged 17-19, Lives in Edgware*

- However, some of the older aged participants in the sessions **suggested that there is a conflict between some of the different Objectives and Principles and that it cannot all be achieved.** Consequently, implicitly some of these participants did not support all of the Objectives and Principles:

“The Vision and Objectives are ambitious and sound good on paper. But I can’t see how they can do it all. It feels like it’s over promising, over ambitious. Some of the Objectives are in conflict with one another. For example, there just isn’t space for Edgware to be both a cultural destination, with lots of new leisure, and also have lots of new housing and public spaces. Something’s got to give. How can they have all these nice things at the same time? What are they going to knock down to achieve all this? What will happen to the Broadwalk Centre? That’s the one good thing about Edgware currently, but I’ve heard they are planning to turn some of that into housing.” *Female, aged 20-24, Lives in Edgware*

- Relatedly, a couple of these older participants also said that the **Objectives and Principles seemed focussed on housing and growth, and that it would not be possible to achieve the Objectives around climate change, pollution, bio-diversity and the environment:**

“This all feels like it’s just really about housing and economic growth. They have Objectives in there about climate change and the environment, but we all know that is only lip service. These things are always further down the list when it comes to housing and economic growth. The two can be done together [housing/growth and environmentally friendly approaches] but I doubt that will happen in reality. I think they could be stronger around these issues. It would be great if Edgware was a leader in environmental issues, but I can’t see it if I’m honest.”  
*Male, aged 20-24, Lives in Edgware*

- Some participants **questioned the Objectives around heritage, architecture and design, supporting them in principle but uncertain about what it means in reality:**

“I know Edgware used to have history and heritage, but I don’t really know what that is. So what do they mean by that?” *Male, aged 12-16, Lives in Edgware*

“I’m intrigued about the high quality architecture and the design. Edgware is short of this at the moment, so what are they going to do? Knock everything down that is already there? What will this mean for people already living there?” *Female, aged 20-24, Lives near Edgware*

- There were **mixed views expressed about Objectives and Principles related to housing**. On one level, some young people/young adults in the sessions said that they wanted **more housing in the area, as long as it benefited local people**. While others, especially older young people, said they **did not want to attract more people to the area and that the type of housing that would be developed, such as flats, would only attract a transitory population and not benefit local people**:

“I know there’s a need for more housing. So I think it is good that is in the plan, but it needs to be for local people. At the moment, it is hard to get on the housing ladder. When I finish university and leave home there is no way I could afford to stay here. I’d like to, but I’m resigned to moving away from my family. If there was more housing and it was made available to local young people, then that would be a good thing.” *Male, aged 17-19, Lives in Edgware*

“I don’t think Edgware needs more housing. It’s busy enough as it is and I don’t think it could manage more people. It’s already difficult enough to police the area and there’s already lots of traffic and not enough parking. The type of housing that will be built are flats. They’ll not be for local people like me, they’ll be bought by landlords for buy-to-let and attract new people into the area. It will be transitory with these people moving on after a couple of years. It is the sort of place you live in as a stepping stone, not forever. I’d consider staying here, but I doubt that’s possible so my mind is already looking beyond Edgware.” *Female, aged 20-24, Lives in Edgware*

- Some of the older participants in the sessions **supported the Objectives and Principles around economic growth and local jobs**, creating opportunities for local people (especially young people and adults) to work locally and thrive economically:

“I’m glad that they have things in there about economic growth and jobs. There’s lots of local small businesses in the area that need support. The high street is in decline, with lots of poor or empty shops and businesses closing and opening all the time. If these businesses are supported, then it will create local jobs, especially for young people like us. I’d like to work locally if I could, but there’s so few opportunities, so I end up having to travel out of the area.”

*Male, aged 20-24, Lives in Edgware*

### Travel and transport

- Most participants **spoke positively about the public transport links in Edgware**, both into London and within the local area and to neighbouring areas. They felt this is a strength of the area that should be improved upon:

“One of the best things about Edgware is its travel links. It’s really easy to get to by bus or train. I like the fact you can get a train into Central London on the Northern Line. And the bus links are really good. You can get to almost anywhere you want locally or nearby towns. I’d support anything that improved this.” *Male, aged 17-19, Lives in Edgware*

- Some young people/young adults in the sessions mentioned, almost in passing, that **Edgware is car dominated and busy, with implications for road safety and discouraging sustainable forms of travel:**

“I think the roads are busy. It doesn’t make the area very nice. It can be really difficult to cross the road sometimes. It feels unsafe.” *Male, aged 12-16, Lives near Edgware*

“I don’t see many cyclists in Edgware. I wouldn’t want to cycle. There’s too many cars. I don’t think there’s much of an incentive to cycle there.” *Female, aged 20-24, Lives in Edgware*

- Relatedly, one or two participants in the sessions mentioned **support for initiatives to encourage cycling:**

“It would be good if they had the bike sharing scheme, to encourage more people to cycle, and bigger paths and cycle lanes. It would be better for the health of local people and the environment.” *Female, aged 12-16, Lives in Edgware*

- However, in contrast, **some other participants in the sessions spoke about relying on driving into, through or around Edgware and the related parking challenges**, which they thought would get worse with more housing:

“I don’t see Edgware as somewhere you can really cycle or walk to and it’s too far to bring your shopping back on the bus. We always drive to the shops or the station. Parking is a bit of an issue though and I think they should increase the parking if they want to encourage more people to visit and use the shops.” *Female, aged 20-24, Lives near Edgware*

“I know everyone talks about climate change and the environment and it is important, but Edgware isn’t really the place to set the example. It is car dominated for a reason. My concern is that if they build more housing, will there be enough space for more parking? The roads will get busier and there will be more pressure on parking spaces – there’s already issues with that.” *Female, aged 17-19, Lives in Edgware*

## **Concluding points**

There is **general support for improving Edgware and therefore, implicitly at least, the concept of the SPD and the associated proposed Vision, Objectives and Development Principles**. This is especially the case around **improving Edgware’s culture, leisure and recreation offer, including evening offer, as well as the choice, variety and quality of shops and the high street and the associated public space**.

The current lack of such a leisure offer, means that **young people and young adults tend to look outwards, away from Edgware, because little is pulling them in**. Consequently, they tend to spend time and money outside of the area.

There is also **support for improving transport links and hubs, which are already seen as one of the major strengths of the area**. There were mixed views about encouraging sustainable travel over car use, with a sense that Edgware does not currently lend itself to walking and cycling and consequently is car dominated, with implications for road safety and parking.

Some young adults also **support Objectives around housing and local jobs, especially if they provide opportunities for local young people/adults to live and work in the area**, whereas currently they tend to see their future outside of the area due to a lack of local possibilities.

There are some **concerns about whether the ambitions can be achieved in reality, which in part is because they have got used to Edgware as it is and cannot imagine it changing so much**. Similarly, some young people/young adults in the sessions said that some of the Objectives and Principles conflict with one another. This included **concerns that Edgware cannot be both a cultural/leisure destination, experience housing growth and be a transport hub due to limited space and concern about population growth**. Relatedly, a couple of these older participants also said that **the Objectives and Principles seemed focussed on housing and growth, and that consequently it would not be possible to achieve the Objectives around climate change, pollution, bio-diversity and the environment**.

Several young people/young adults in the sessions indicated that **improvements to Edgware should benefit local people**. This includes being sensitive to existing local people, keeping the good that already exists, dealing with underlying issues and concerns, and providing improved experiences and opportunities to local young people and young adults, which in turn will encourage young people and young adults to become more Edgware-focussed, spending more time and money with family and friends locally:

“There’s no incentive to spend time locally or stay in the area when I get older. There’s little reason to visit the town centre and nothing to keep you in Edgware. Young people like me don’t have the incentive to stay here and there’s not the sort of jobs, leisure or housing opportunities to keep us here. I’d like that to change. I’d like to spend more time locally and live here when I’m older. But I just don’t see my future here currently. There’s nothing special about it and it’s not a place I can imagine my future in. And anyway I don’t really have the choice to stay here because of a lack of jobs and housing locally. So any improvements that are made, have to help local people as the priority.” *Male, aged 17-19, Lives in Edgware*

## **Edgware Growth Area and Hendon & Middlesex University SPDs**

### **Youth Board Workshop Notes**

**22 February 2021**

**6.00-7.30pm**

**Held on MS Teams**

*Council officers: James Gummery, Nick Lynch, Ngaire Thomson, Rebecca Morris*

8 young people attended the session on mainly to talk about the Hendon and Edgware SPDs but also to discuss issues about the future of Barnet. Attendees at the session were familiar with the specific areas from attending school or college, or living nearby, travelling through mainly by bus, visiting for shopping or attending places of religion. The young people mainly visited on weekdays.

#### **Opening**

- Council officers introduced themselves.
- JG provided an overview of the session.
- YB attendees introduced themselves. Some lived in Edgware; all were familiar with the Edgware and Hendon areas.

#### **Slides presentation**

- Presentation by NT summarised previous involvement of the YB with the Local Plan in 2020. NT and JG presented a summary of each SPD.

#### **Discussion**

- YB attendees were invited to share their thoughts on a range of issues affected the SPD areas.

#### **Visiting the Area**

- **Edgware** generally not considered attractive and enticing to young people. It's a place for changing buses, but it doesn't encourage people to stay and spend time. There's a lack of places to sit and activities to enjoy. Highlighted that a food court, public square, cinema and a more attractive and substantial retail offer would be beneficial and make them stay longer. Looking for a range of shops, e.g. New Look was referenced. Harrow is a more attractive

town centre with Primark a key draw. In favour of a wider selection of eating out and take-away places – currently more likely to visit neighbouring town centres which have a better variety.

- There is a lack of space to sit out in Edgware; would like a public square, benches, more green spaces; place to meet friends and eat food.
- Generally view Edgware as busy, dirty and noisy, carbon heavy and polluted, lacking in any sense of calm due to traffic, particularly buses and pedestrian congestion.
- After school there are lots of young people in the area and if there was a more interesting town centre offer, particularly in terms of food, they could be better dispersed.
- **Hendon** is considered a place to pass through rather than visit. Brent Cross is the nearby attraction.
- Acknowledge the issue of student numbers and the need for better lighting to make place feel safer at night.
- In terms of Brent Street there is not much of a retail offer for young people, no activities to entice them to visit. Could learn from the Spires with simple facilities such as permanent table tennis tables, areas for informal play. Better sports provision would be welcomed.
- Again, green infrastructure raised as part of an improved draw to the town centre.
- Locals could sponsor a tree.

#### Getting around

- In terms of getting around Barnet the group mainly used buses for travelling independently. Only 2 participants cycled and 3 used the Northern Line. Although 2 participants lived in households with no access to a car, most of them benefited from lifts by parents.

- Cycling would be more attractive to them if it was safer from vehicles in transit and when parked inconsiderately. Narrow cycle paths put them off cycling.
- The bus was easy to use when they had access to information about bus times. Not all bus stops have bus time info.
- Support improved pavements in terms of width and quality, though not sure if that in itself would encourage more walking.

**Personal Safety and wellbeing**

- Concerns expressed about anti-social behaviour particularly in Edgware.
- Some form of visible stewarding would make people feel safer - can feel uncomfortable when there are groups of men hanging around – a particular feature along the A5/ Edgware Road.
- Police not visible enough to reassure young people of their safety and need to engage more with this age group. Edgware Police Station made people feel safer.
- Places to avoid were the alleyway near the Broadwalk Centre and subways in Hendon

**Environment**

- Mental health support and wellbeing was raised as an issue. Access to specific town centre facilities with space for youth, arts, cultural and creative activities and counselling support for young people.

**Close**

- Thanked YB members for attending
- The next round of Local Plan consultation is expected later this year and we look forward to working with the YB again.

**Appendix F – Summary of comments received via online questionnaire**

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<b>Any further comments on the Vision:</b>
There are a number of areas in Edgware that could be improved especially between the station and the Edgware Road. There is a vital need to keep a large supermarket and with supermarket shopping now a mainly weekly pass time, there needs to be adequate car parking. Reducing car parking spaces would be counter-productive.
Don't like idea of more tall skyscrapers and densification.
Will make it very busy and road infrastructure cannot cope.
Total overdevelopment of an already overcrowded and over congested area.
I would like more medical facilities. Please do not allow any more betting shops in the area. We have enough problems with poverty this increases the risk of social deprivation and domestic violence. We need less of the £1 type stores. Edgware is becoming a bazaar. Cycle lanes MUST only be for cycles so should have a double yellow line otherwise it is useless. A double storey car park would encourage people to park and take the train. We need more parking to facilitate this so we have less air pollution. Safe storage for bicycles outside shops with regular security please. The problem by the Railway pub is down to not allowing a purchaser to regenerate/renovate which has allowed for unsocial behaviour. I like the idea of regeneration. Its been a long time coming.
I would like to see any proposed building should be high quality and low rise, like less than 5 storey to reflect the good environment we can enjoy.
I am doubtful if a redevelopment centred on the TfL land will make a significant difference unless there is an increase in leisure facilities that will attract families such as a cinema.
There is a distinct lack of connection between the so called vision and the points that you have made above. The vision's key objectives which are the first objectives stated relate to the maintaining of Edgware as a major town and its attraction through enhanced cultural and leisure offering, however your points made above mainly relate to residential development. The two are not the same and nor should they be treated the same.
The new housing should be low density and contain it's own parking and garden. Low quality housing without these amenities leads to severe overcrowding and poor living standards.
While I accept the need for increased availability of housing this must be done in conjunction with it being available for local people to purchase unlike Premier House which was marketed overseas, increasing need for affordable housing, what additional availability of schools, medical support etc will be available, more people will mean more cars in an already heavily congested.

<p>The Railway hotel pub, could house part of a model railway and engineering museum, with the possibility of being an attraction for Edgware. There could be part hotel, or restaurant, and the rest devoted to the museum, being a possible major attraction for surrounding shops.</p>
<p>Range of local shops and places to eat with a public library.</p>
<p>I agree that Edgware is in desperate need of regeneration. Currently the Broadwalk shopping center and car park is on quite an expanse of land. On the proposals and in the consultation meeting, you spoke about the need for more green space. This seemed to be followed by talking about planting trees. That does not quantify as green space. Green space means incorporating a park and play equipment for young and old to enjoy.</p>
<p>There is lack of infrastructure such as schools and doctors. Make the environment prettier, plant trees, green spaces, improve transport and be sympathetic to the environment. High risers are ugly and over bearing this is against everything your statement makes.</p>
<p>Current plans seem to be housing led and not focused on how to improve the quality of life for existing residents.</p>
<p>I have a concern about the development of an evening/night economy with all the associated security issues involved. These plans for the redevelopment of Edgware will reduce the quality of life for existing residents, given the increase in population and traffic.</p>
<p>No mention of any environmental clean up for the Brook in Edgware as well as separate public recycling bins next to the existing black bins.</p>
<p>The vision looks excellent and is badly needed as Edgware's environment has been on a downward spiral for some time. I am energised and encouraged by the vision outlined in the SPD.</p>
<p>The infrastructure must be upgraded to match the increase in housing capacity. The intention for new housing must be considered carefully as to not damage the local feel of the town, with the aim of enhancing open space rather than reducing it.</p>
<p>I attended the virtual consultation on 28 January and got the feeling that insufficient attention was being given to the Harrow side of the town.</p>
<p>The town centre would benefit hugely from green open space. SuDS should be included as part of this. Making it an easier and nicer place for cyclists and pedestrians to get to and around is vital. This should include well lit, safe walkways and cycleways.</p>
<p>I would like more detail on what is being redeveloped.</p>
<p>Thanks for informing me of current plan - please ensure we are regularly updated on the ongoing plan.</p>
<p>The area is in need of regeneration as has been for a long time. The main areas in need of improvement are the Tube station entrance, i would pedestrianise to whole front of the station forecourt. The Railway Hotel has long been an embarrassment for the local community and successive councils.</p>
<p>The rails along station road protect the pedestrians and should not be removed. When my nieces were little, before the railings a car mounted the pavement and narrowly missed the double buggy in which they were sat.</p>
<p>Edgware has been distinct and often not considered part of London to many.</p>

As a resident of 20 years in Edgware I agree with most points laid out in the SPD.
I want it to look great and modern.
There is no mention of parking for cars to encourage shoppers and their spending power to visit Edgware. Its fine for walking distance shoppers but not for older residents who use cars and for normal busy people who drive.
<b>Any further comments on the Objectives:</b>
To vague and unrealistic.
All it will achieve is more overcrowded of an already overcrowded and over congested area.
Based on the further information provided at the "consultation meetings" it sounded like they were not all as high priority and that the main thing was #6. If you want to meet objective 1 you need to start with objective 2 and 16. Make this town centre an environment that people want to be proud of. That will make it more attractive and lead to more potential for agreement to housing proposals (from locals). If you force through housing that doesn't fit into the context or create a community it will only lead to the failure of the majority (if not all) of your objectives.
Objective 2 is very important. In order to meet all the objectives and to help the economy safe leisure and evening activities are needed.
Objective 12. There is no way that by reducing the number of car parking spaces for each dwelling that that will have an impact on climate change and pollution. It just causes more disruption to everyone. Objective 6. Whilst i am not in disagreement about building homes on the site, i am opposed to building high density tower blocks, which often end up housing families in cramped conditions.
On paper the objectives appear valuable. However, it all depends on how they will be delivered.
I do agree with most of the objectives in principal, but without concrete details, it is difficult to judge.
Objectives 9, 12 and 13 should be much much higher. These should be at the core of the plan.
Culture/leisure: My children are primary school age. We are sad there isn't really a centre they can go to in Edgware for after school activities during the week or in a Sunday
I would prefer to see more public green spaces in Edgware than new homes. This is especially true of the land behind the Railway Hotel, referred to as Forumside.
Would really like to understand more on specifics around objective 3 and 4. Also strongly support objective 12, would love to see a reduction on cars and traffic within the town centre but still allow for residents and neighbouring residents the opportunity to drive and park without being penalised

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Objective 4 is problematic - you seem to be starting from the perspective that people want to walk and cycle more. Why do you think this is correct position? Cars are essential to the area; if you make it more difficult (even if not "substantially adverse") to use your car in Edgware, the area will suffer.
I don't have much confidence in the celebration of local heritage. The Railway Hotel has been left largely to rot and intervention by the public rather than the Council.
Surprised that you have not included stronger transport links to Mill Hill. The Old railway line from Mill Hill Broadway at Lyndhurst Park would provide easy walking/cycling route right into Edgware Station.
Needs to please be made more disability friendly and elderly person friendly.
Beyond mentioning Green areas for humans there is also a lot of local wildlife making use of the wilder areas and tree lines spread around the SPD area these are not mentioned/considered it appears.
We have no culture in Edgware eg Cinema Theatre music venue.
<b>Any further comments on the Development Principles:</b>
Creating a safe and community feel is key.
A cinema was promised in the broadwalk.
The area is already overdeveloped and totally over crowded. These plans will just make it even worse than it already is.
The mention of improved transport is unclear to what the reality will be as are the public spaces. The way that the bus system works is perfect for those commuting or wanting to visit the highstreet/ broadwalk.
Whilst diverse housing is important, I am concerned that this will be in conflict with high quality design, particularly in relation to the proposal for 14-storey high blocks. Current high rise developments have already completely changed the High St for worse, dwarfing and overshadowing other buildings. Building heights need to be limited to 8 storeys.
We need to be able to drop off and pick up from Edgware tube station so this must remain. Parking for shops must remain.
Edgware currently lacks a community hub which is something I think would be welcomed. Eg a sports centre / multi purpose activity area / arts and crafts classes with regular open air markets / live music at the heart of the community.
These are all good objectives. My main reservation on the overall plan is whether there will be the resources to deliver all of the changes needed in a meaningful way.
I believe there needs to be a focus on a massive increase in council housing and an affordable housing rental market which is in line with residents real wages.

For principle 2 you are assuming that people want to use cars less and bicycles more. Why? Maybe the reason people use cars in Barnet is because they want to? If you make it more difficult to use cars in Edgware, you will simply push people elsewhere where they can use their cars.
<b>Any further comments on the key site the Broadwalk Centre and the Station:</b>
Cars still need access to station forecourt.
Current 17 storey development is already choking the environs of the broadwalk and further high rise development not appreciated
I think that the mix of shops within The Broadwalk needs to move up-market and include a cinema providing a good range of programmes. Also it is high time that the Railway Hotel is brought back to life and makes a real contribution to Edgware town centre.
Car park is full and busy, you did the survey in pandemic, low cost housing will attract crimes , Already too many low grade shops around the all way surrounding it crime, please don't PUT any more high high flats in this area , there too much one site.
Whilst I welcome the improvement of routes around into and around the station and the introduction of more public space, I am still very concerned about the potential impact of very high rise blocks on the site.
I can see that there is wasted land on the Boardwalk /Sainsbury site and this could be sensitively developed, but not with high rises. Just because Premier House and 3 others are now being build does not necessarily give precedent to fill the whole Boardwalk car park with high rises!
The building is out-dated and needs modernisation. Planners promise a lot but don't deliver.
No more new housing. The new tower block is an eyesore. When you drive into Edgware. It's blocking the light, making everything feel drab. Redevelop the existing housing in surrounding areas but don't make the situation worse by building poor quality cheap new homes in the centre of Edgware.
This is the key site that will have to be redeveloped if real change is to happen. From the consultation it was clear that you need to do a lot more to explain why it has to be in the form of blocks of flats.
Where is the infrastructure for all of the people?
Shopping complex or similar should remain as a main place for people to socialise and shop.
Please don't close it's a lifeline for us Edgware residents and surrounding areas. My relatives come from Stanmore and Kenton to shop there as its got a good choice of everyday shops and convenience of parking.
The Broadwalk Centre needs to be more friendly. Places to eat out or entertainment are required, like cinema or bowling or leisure centre.
<b>Any further comments on the key sites at Forumside:</b>

This area is wasted at present.
How many storeys are the proposed buildings. Unless the balance is sympathetic to the 1920s and 1930s properties and does not overwhelm and overlook eclipsing rather than enhancing the heritage architecture.
I like to see Forumside should be high quality. Not to have too many cheap shops, cheap takeaways shop. Should have high quality shops, shop fronts, museums, art galleries. Buildings should be low rise, not more than 5 storeys.
It would be great to see the Railway Hotel back to it's former glory. I realise that it is privately owned but it would be great if it was turned into a communal space where there could be local events or local pop ups/arts exhibits etc. There is so much culture to be shared within our vibrant community and why not do this within a key landmark in our town.
The aspirations for this area and heritage housing are lofty but it is unclear as yet how the Railway Inn will be used.
I think in principle its a good idea, but the road infrastructure doesn't exist and any changes will impinge on the rest of the town, the traffic will have to go somewhere!
At the moment this space is a hub for flytipping and antisocial activities.
This area has been underused for many years and it would be good to see this area developed as part of the vision. It is important, however, to also ensure that the character is maintained as part of whatever developments take place here.
This needs to be a priority. Walking down the alley has become horrible with people drinking and walking next to fly tipping. Most people walk through car park, not very sensible but safer.
There are pressures on the Greenbelt so seems bizarre that we have a large brownfield area sitting derelict.
<b>Any further comments on the key sites at Lidl and the Masons Arms:</b>
Lidl and the former Social Security building are an eyesore. It would be good for them to be replaced provided it is in sympathy with the rest of the town.
I agree that Masons Arms should be refurbished in a high standard listed building. Lidl should not be increased in size or in height and should be refurbished in high standard.
Both sides of the A5 High Street need improvement. This is a major traffic route N-S through Edgware which mitigates against its shops being an integral part of the town centre.
This is out of date as the Masons Arms was redeveloped post March-2020 lockdown and is now the Luna Bar. It looks great and if the popularity of the shisha bar at the Madonna Halley and the Trilogy bar are anything to go by this should be successful once everything reopens post lockdown.
It would be good to make the Mason Arms more family friendly.
The whole area is run down and disgusting. It needs to be turned into something nice.

Please don't remove Lidl, if the new building is built in this area, make a provision for the shop on the ground floor.
I am not sure why you have taken such a limited view in relation to the Masons Arms. The adjoining car showroom and Edgware Police Station should also be considered.
The Masons Arms should be restored to a pub or restaurant. There is a real lack of a pub in the town centre.
The lidl is a key shopping location in Edgware and must be retained. However the busy junction near the Lild and Mason Arms should be redesigned as it has been the scene of many accidents or near misses.
Am very much in favour of the protection and revitalisation of our heritage buildings. It's so sad to see them in such a neglected state at the moment. Maybe ways could be found to better connect the centre of Edgware to the East of the A5 to the areas just to the West of it - where the heart of Old Edgware lies. As the SPD highlights, currently the A5 cuts the heart of Edgware in half.
<b>Any further comments on the Public Realm Guide:</b>
Very dangerous for pedestrians at present near station and junction of high street and Whitchurch Avenue.
Station Road to Hale Lane currently restricts traffic flow because of the entrances and exits to car parks, the station etc, There is a need for separated cycle lanes so road traffic layouts along its length needs careful planning and increases in width.
With this redesign of the town centre there is the opportunity to redesign the many alley ways of Edgware. Whilst they provide a very useful short cut, they have typically been plagued by anti social behaviour and fly tipping.
Whilst the proposal to increase public seating is positive, account needs to be taken of past anti-social behaviour by groups of drinkers using this type of public seating.
Bike lanes are needed.
Everywhere locally cycle lanes have gone in, they weren't used and the motorists were severely affected.
The town has developed an untidy appearance over the years and it would be good to rectify this as part of this.
The pedestrian facilities from Whitchurch Lane to Station Road (St Margarets Church side) are dismal and there is no pedestrian phase on the lights.
Don't believe that this is a key issue. Although it sounds very attractive planting tends to become neglected after a period of time.
No planters and must make sure not to obstruct.
The more plants and trees, the better! Plants attached to the street lights always look great.
<b>Any further comments on the Transport and Movement Guide:</b>
I fully support the promotion of active travel, walking and cycling. This development must take the opportunity to improve pedestrian links. Pedestrian short cuts should be made more attractive, with good lighting, well maintained and litter free. The "key access route"

	starting from Church Way and continuing over the tube line to Deans Lane (Transport Study p24 Figure 5 Schematic access and movement plan) should be a high quality and pleasant walking and cycling route with sufficient width for shared use.
	As shown in the SPD the parking is utilised by both commuters and those visiting the Broadwalk/ Edgware high street at a consistently high capacity. In other areas where there has been development this has impacted parking resulting in additional costs for minimal parking. This should not happen in this instance and the parking situation should maintain the same in order to ensure footfall. It should be noted that all forms of transportation be it walking, cycling, driving, tubing or bussing should be maintained in order to ensure footfall remains at a high rate.
	High levels of assessed 'walkability' indicate a substantial number of trips currently made by car within the area have the potential to be switched to walking. This is total rubbish!
	Cycle uptake in all outer London boroughs remains low. It's not simply a matter of introducing cycle lanes. Many residents are elderly and need to use cars to transport goods. Increasing cycle lanes increases traffic.
	Cycling, walking are lovely activities when the weather is good and you have little or nothing to carry. Whilst more people are accessing online shopping currently due to the pandemic, many will go back to shopping in the more traditional way. You have many elderly people who rely on their cars to get around. Will Sainsburys still be in the new town center and will there be ample parking to accommodate shoppers? Also lack of parking for residents in the new accommodation is a concern.
→ → →	We really need to keep and ideally improve the use of public transport. The current population is not of age where they can use bicycles, and it's not currently that safe to do so on local roads.
	While car park facilities need to be adequate to accommodate weekly food shoppers, there should be better transport for access to local shops rather than just the Broadwalk. As a cyclist I can testify that cycling facilities need improving to encourage this mode of transport. Pedestrian access also needs to be improved and feel safer, particularly in the numerous alleyways used by the public.
	Providing enhanced facilities for walking and cycling is a fantastic idea and I thoroughly support the plans.
	Need to address pinch point issues on approach to Edgware town centre. Having efficient access especially for buses will also discourage car travel. too often see vehicles parked on both sides of the road at Whitchurch Lane.
	tube station and access should be a major focus, looks old fashioned and dilapidated.
	The connection between Edgware underground station and Edgware bus station could be greatly improved.
	It is far too anti-car. It is a huge mistake.
	It simply doesn't go far enough. The opportunity exists to in part correct the woefully inadequate orbital links around Barnet, making developments so much more viable and strategic for the long term.
	Reducing the capacity for private cars will increase congestion.
	<b>Any further comments on Delivery and Implementation:</b>

<p>The CIL project list does not include new or improvement to existing pedestrian &amp; cycle routes such as the "key access route" in Fig 5 of the Transport Plan. Is there any reason why CIL funding could not be used for such purposes? The delivery timeline is rather slow for major active travel changes: these should be started in the short term.</p>
<p>Absent considerable cash input the objectives seem unattainable unless funded by private enterprise, which is unlikely to promise, far less deliver, on the proposals. Affordable housing is frequently mooted but rarely delivered</p>
<p>Based on the two consultations that I attended I have little faith that this will be successfully implemented as it was explained that the Council does not own any of the land it has little control other than providing guidelines for development.</p>
<p>While building works happen there will be TOO many trucks will affect young and old only this side off development.</p>
<p>So will you be swayed by a company that wishes to build and gain maximum profit from their investments, if they agree to build a "park" or something else that section 106 money can go on?</p>
<p>Local stakeholders including residents should be consulted.</p>
<p>I am concerned about the length of time of the redevelopment and the resulting disruption to existing residents.</p>
<p>I am in agreement with the principles but there is a lack of detail in how delivery will be implemented. There is a surprising lack of mention of sustainability in the entire document that I find astounding considering that central government has spoken of its commitment to the importance of tackling climate change.</p>
<p>Would like to have more detail here to understand what is planned in what order and when. Very concerned about the inclusion of affordable housing in the list of developments. Would prefer to see quality housing included.</p>
<p>Pedestrian access must be improved between Whitchurch Lane (eastbound) and High street (southbound).</p>
<p>The item "Introduce speed-reduction measures" is designated as medium and long term. However I think this could be achieved in the short term ("early delivery") and would be a very desirable outcome from my point of view. It could be achieved by making the area a 20 mph zone, including speed cameras for enforcement. This would be particularly beneficial for High Street and Station Road.</p>
<p>The infrastructure priorities should not include prioritising walking, cycling and public transport. There should be balance between those and cars, recognising that a lot of people want to use their car!</p>
<p><b>Any other comments about the Draft SPD:</b></p>
<p>Edgware needs investment.</p>
<p>Light on visual representation for density and skyline impact.</p>
<p>I would have liked more time to study this document. We have only been informed about 2/3 weeks ago. So much to consider and discuss.</p>

I am glad this has been brought up, but as on previous occasions no account has been taken of local needs. A plan is needed, but for it to work the planners must sit down or zoom in with residents to discuss the issue.
Whilst i agree Edgware town center needs regeneration, i am concerned that the motives of the key players in this, including the company that has secured the Broadwalk for developement, do not have the needs of the local community at the heart of what they do.
There MUST be prior resident consultation before plans are drawn up. Its important to understand what local residents would like before introducing changes and 1000's of new residents.
Poor thought out document - no real vision. It's a housing led document, will provide no benefit for the existing residents of Edgware.
This is a golden opportunity to lead the way in a sustainable project, to make real change for the better, for the local economy to thrive, to show that Barnet is progressive, inclusive and forward thinking.
Please put focus on green areas, social life, new square and safety.
There is a very disappointing lack of mention of SuDS in the plan. More green open space including SuDS.
Full of good intentions. Recent planning decisions, especially regarding high rise flats in the area give cause for concern.
I'm just generally glad to see future planning for Edgware town centre being looked at - especially neglected sites such as the Railway Hotel, plus the potential for improved leisure facilities; a cinema plus improved bars/restaurants would be particularly welcome
Just make it a good place to socialise, safe and to shop.
None really the plan looks great.
This is very encouraging work. Thank you for drafting this and I hope we can see Edgware develop its potential very soon.
Burnt Oak has been left out of the considerations yet again.
It needs to take a more strategic view not just about Edgware but the connectivity areas within a 5 mile radius.
Please strongly consider the impact to those residents living literally meters away from the edge of the SPD area.
I have lived in Edgware for nearly 40 years and seen its decline. I am ashamed to say where I live. It would be lovely to see it regenerated.

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# **Edgware Growth Area SPD**

## **Schedule of Representations and Responses**

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**June 2021**

## Edgware SPD Responses

Rep No.	Organisation
1	Resident
2	TfL (Infrastructure Protection)
3	Resident
4	Resident
5	Resident
6	Resident
7	Resident
8	Resident
8a	Resident
9	Resident
10	The Barnet Eye (Blogspot)
11	Resident
12	Resident
13	Resident
14	Resident
15	Resident
16	Resident
17	Resident
18	Resident
19	Canal & River Trust
20	Resident
21	Resident
22	Natural England
23	Resident
24	Resident
25	Resident
26	Resident

27	Chairman Canons Park Estate
28	Metropolitan Police - Designing Out Crime Officer
29	HADAS (Hendon and District Archaeological Society)
30	Resident
31	Resident
31a	Resident
32	Residents
33	Resident
34	Resident
35	Highways England
36	Avison Young - 360 Burnt Oak Broadway
37	Residents
38	Sport England
39	Resident
40	Residents
41	Resident
42	Resident
43	Resident
44	Resident
45	Resident
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58	Resident
59	Resident
60	Resident
61	Resident
62	Resident
63	Historic England
64	Resident
65	Resident
66	Resident
67	Barnet Borough Arts Council
68	NHS HUDU
69	Savills on behalf of Ballymore Group and TfL Commercial Development
70	Centro Premier House
71	Resident
72	Historic England Archaeology
73	Environment Agency
74	TfL
75	Owner – Ballard Mews
76	Resident
77	Local Worker

Rep No.	Representor	Section	Summary of Comments	Councils Response
1	Resident	General	Residents are very proud of Edgware's history and to have it eradicated by the architect's futuristic vision that it should consist of bland concrete high rise flats is going to be a tipping point in view of the already massive eradication of buildings shops and sites to be replaced by over indulgence of high rise buildings on this side of the borough compared to the glaring lack in still picturesque, High Barnet.	Edgware's history and heritage are a key part of its appeal for local people and visitors. The SPD establishes parameters for high quality design that responds to the local context, while important but neglected heritage buildings - most notably the Railway Hotel - must be restored and brought back into use.
2	TfL (Infrastructure Protection)	General	We have no comments to make at this stage except that London Underground Infrastructure Protection needs to be consulted as Statutory Consultees on any planning application within London Underground zone of interest as per TOWN AND COUNTRY PLANNING, ENGLAND-The Town and Country Planning (Development Management Procedure) (England) Order 2015 issued on 16th April 2015. Also, where there are intended works in the Highway we would need to be notified of these so that we can ensure there is no damage to them.	Comments noted.
3	Resident	General	Our concern, which is shared by many of our friends in Edgware, is centred on the Broadwalk Shopping Centre, recently sold to private developers Our fear is that the Broadwalk will be reduced to a minimum of shops-Sainburys and not much else- and there will no longer be a range of shops, nor any parking for shoppers, as at present. If the Broadwalk goes, as a SHOPPING centre, that, by itself, will help to ruin Edgware, whatever other proposals are implemented.	The SPD seeks significant improvements to the environment to make a better town centre experience and encourage more people to visit and spend money in the local businesses.

4	Resident	General	Live in Burnt Oak and still waiting for regeneration to materialise. Viewed plans for the area some years ago which promised flower pots, limited parking and beautiful clean streets – none of this has been delivered.	The SPD is a framework for enabling positive change, shaping the future of the town centre.
5	Resident	General	<p>I recently saw that there is a plan to regenerate the Edgware high street area (e.g. Broadwalk etc.). I am strongly for the idea, as the area is in much need of TLC. I do have some thoughts:</p> <ul style="list-style-type: none"> <li>- I typically avoid the area because of Burnt Oak and the dangers around there (frequently people high on heavy drugs and fighting, carelessness of people in the area when it comes to littering and keeping the streets clean).</li> <li>- The centre is definitely rundown, and I feel like I'm walking into a residential elderly home when going into Broadwalk. The ventilation is so bad there, and lack of natural light is almost depressing. Something like this can be solved by looking towards modern architecture (e.g. look at the way Westfield Shepherds Bush incorporates large window walls/ceilings).</li> </ul> <p>Furthermore, I would like to raise the final concern around your affordable housing plan, which I can imagine involves large residential blocks now. With the growing amount of residential buildings that are ~10 floors high, there is becoming less and less sunlight passing through onto the streets. This is incredibly bad for the natural environment (one of your pillars in the redevelopment plans) and something that needs to be strongly considered by developers who build such buildings going forward. New building designs should start including designs that enable natural light to pass through every few meters. Please refer to this article in The Financial Times that demonstrates ideas upon which you can create building policies around. Concepts like "Atriums" for buildings should become commonplace.</p>	<p>The issues of crime and anti-social behaviour are addressed in the SPD. Renewal of the town centre and the regeneration of brownfield land will remove the spaces that can support these problems. The SPD supports a 'secured by design' approach such as ensuring that natural surveillance of places is achieved.</p> <p>While Edgware Town Centre is identified by the Local Plan as an area potentially suitable for tall buildings, the SPD and other planning documents require that the design of any tall building must be of excellent design and demonstrate an appropriate relationship with other town centre buildings and the surrounding low-rise suburbs.</p>

			Overall I am glad to see the redevelopment of the area, and to give background on myself, I am a mid-20s professional with focus on tech & sustainability in my day-to-day projects for a large scale retailer.	
6	Resident	General	<p>If we are not careful Edgware Town Centre will die more than it has, with so many good shops already closed forever. What keeps it alive is the good car park , free for one and half hours behind the shopping mall In my and many people I talk too views the most important item is to make sure that the number of parking spaces in the main car park is not reduced by ANY spaces and the free time &amp; current duration is confirmed. These two should be non negotiable in any plans put forward to the planning department.</p> <p>Secondly many high streets have already been ruined by poorly thought out cycle lanes , slowing cars and forcing many to find new places to shop.</p>	The SPD supports Edgware continuing as a Major Town Centre, with significant improvements to the shopping environment as well as more sustainable transport options. Car parking for town centre users will be assessed and designs will seek to make provision more efficient, e.g. through basement or podium parking.
7	Resident	General	<p>The document that has been circulated is optimistic about the current state of Edgware. It is in very poor condition, often dirty, full of charity shops and betting shops with very little heart. Most people use it for perfunctory purposes to get on the tube or buses or use the now depressing and bedraggled Broadwalk.</p> <p>The new proposed residential tower blocks squashed in next to an original commercial building converted in a perfunctory way to residential are disgraceful, compressed together with no green space or landscaping similar to the slum high rises removed from Spur Road for redevelopment making the centre even more depressing. So redevelopment is a good idea, somewhat overdue as word of mouth about Edgware currently is that it is a bedraggled centre with a small Kosher corner, three recent pizza places and three fish shops! Where is the planning there?</p>	The advantages and issues that characterise Edgware are highlighted. The SPD provides a framework to tackle the issues such as a lack of green spaces, an often poor quality street environment, etc, and guide development and to ensure that community benefits are realised, including new public open spaces and a much higher quality of environment. The renewal of Edgware seeks to improve the town centre offering, supporting Edgware as a destination for visitors. There will be an inclusive approach that provides a family-friendly place.

			<p>There should be a massive attempt to build a community for people of all ethnic origins and age groups, this is a last chance which must be grasped to raise standards, public satisfaction and keep everyone safe.</p> <p>I don't start with the need for housing although I am not against quality well planned housing. The Spur Road redevelopment is good and all new residents enjoy it those standards should be maintained. At the centre of that redevelopment is a Church/community centre it has a heart. Edgware needs a heart.</p> <p>There is currently nowhere and nothing for young people to do or any creative outlet for members of the public. Some food shops should be cheap and accessible for example a kosher/Halal/Vegan take away falafel shop healthier than chain outlets. A happy days style Coffee Shop warm and comfortable for older residents to meet up and have Coffee and Cake.</p>	<p>This includes the provision of community facilities which are key to supporting a successfully town centre. More places for people to meet and socialise are supported by the SDP, including new leisure and cultural offering.</p>
8	Resident	General	<p>I am very upset that you are ruining our area. Ever since I was a child I was aware that Premier House was such an eyesore. Instead of pulling it down, we now have an ugly twin going up besides it. Every time we drive up Manor Park Gardens it looms over the High Street, overshadowing the area like an inner city estate? It was bad enough when they got rid of the old Cinema and built that ugly Millennium House in its place, totally out of character with the surrounding area. What are the planners trying to do to our once pretty town center? Now they want to build 14 story tower blocks? Please stop!!! Edgware is not Colindale.</p>	<p>While Edgware Town Centre is identified by the Local Plan as an area potentially suitable for tall buildings, the SPD and other planning documents require that the design must be of excellent design and demonstrate an appropriate relationship with other town centre buildings and the surrounding low-rise suburbs.</p>
9	Resident		<p>Delighted that at long last the development of Edgware town centre is being considered.</p> <p>Two things immediately come to mind.</p> <p>If I read it correctly, you want to reduce off-street parking. But if you want people to use the town centre- you should be increasing it. People cannot carry their</p>	<p>More sustainable transport options are supported by the SPD to provide a much improved environment for pedestrians, cyclists and people using public transport. Car parking for town centre users will be provided through</p>

			<p>weekly shopping on public transport or carry it home. Edgware has both a young population with children in buggies - so carry shopping is impossible. Also it has an aging population with people who physically cannot carry a lot or walk far. For both groups, cycling is out of the question. Unless you live in the newly developed centre of Edgware, you really need to be able to park to use the town's facilities</p>	<p>more efficient designs, for example basement or podium parking.</p>
10	The Barnet Eye (Blogspot)	General	<p>This whole process should be put on the backburner until the Covid 19 crisis is out of the way. There are two reasons for this. The first is that no one can really be sure what the fallout from covid means for our town centres, transport, working arrangements or living arrangements. Working from home has become the norm for office workers. Retail has seen a massive shift towards online sales. Restaurants, cinemas, pubs, live music venues etc have been shut for the best part of a year. Many thriving businesses that may have been looking to expand a year ago, are in survival mode.</p> <p>I would love to see a cinema return to Edgware, but the better chains such as the Everyman will have a lot on their plate just rebuilding their existing business and balance sheet, let alone looking at new cinemas. My view of these sort of schemes is that they are often simply designed to attract developers to build luxury flats. The 'add ons' such as cinemas, leisure space etc are often the first thing to go one developers get planning permission. You only have to look at all of the so called 'minor changes' to the Barratts NIMR scheme in Mill Hill, to see what happens in the real world once developers get their hands on a site.</p> <p>With the massive increase in working from home, it is very likely that areas like Edgware will need a different mix of housing to the one which has emerged in the Borough over the last few years. Far fewer people will</p>	<p>The Council has continued to progress planning document during the Covid-19 restrictions. The impact of Covid-19 on the town centre is acknowledged in the SPD and approaches to recovery are included.</p> <p>The need for Edgware to provide a much-improved leisure and cultural offer is vital to renewal of the Town Centre, along with high-quality community facilities. The Railway Hotel is a distinctive local landmark building that the SPD fully supports bringing back into a sustainably use that is beneficial to the community.</p> <p>A mix of housing sizes and tenures will support a diverse and family-friendly town centre.</p> <p>The councils carried out extensive public consultation on the SPD. Online Zoom sessions were well attended, with high levels of feedback.</p>

			<p>need commuter pads and more will need homes with decent work spaces. This has not been mentioned, which implies that post covid planning has not been addressed in this document.</p> <p>Buried away in the section on community facilities, there is a rather ominous note that, to me at least, gives the game away, as to what the council and their development partners really want. In the first bullet point, I note the use of the word 'likely' rather than 'required'. As to the second bullet point, this implies that community facilities will be moved to 'more appropriate accomodation. My experience of this, from the experience of Watling Boys club, was that new accomodation is offered, then once the council got its hands on the space, the offer was withdrawn.</p> <p>One of our key issues is The Railway Hotel I believe there is huge potential for the space. We'd like to see the council enter a partnership with the owners to encourage a MicroBrewery to take over the space, using the upstairs space for community space and wedding venue usage. The owners have clearly bought the site to redevelop. As the site is grade II listed, it must be made clear to them that this will not happen and if anything happens to the building, they will need to rebuild it in its current form I agree with the Council that we need a plan. I agree that there are many issues that need addressing. I agree that we need to see modal change. I agree with many of the aspirations here. But I think the council should pause this process until we can ascertain the post covid landscape. That does not mean allowing assets like the Railway Hotel to deteriorate further. These should be addressed. But how can a council have proper engagement on such an issue with Zoom meetings? We doubt that this is properly inclusive. Many residents will not have the ability to join these. Proper public meetings are required for such important subjects, with online access for those</p>	
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			who can't attend in person. We believe the council will leave itself open to Judicial Review if they proceed at this time in this manner	
11	Resident	General	<p>There is already Pure Gym in Edgware, Canons Park with Lake Basin and OneStonegrove for the community besides other private community centres in the heart of Edgware and local small parks. We do not need anymore. We are all supporting local businesses including local charity shops and the Broadwalk shopping centre. This centre is vital which has indoors space for winter /rainy days. We do not need anymore</p> <p>New public open spaces are already in the above shopping centre so no need for any more as it gets too congested</p> <p>We need to ensure that the streets are well maintained with cleaning and flowerbeds so they are maintained well, pleasant and become attractive street environment. Celebrating local heritage - we are already doing this by protecting Canons Park and the Conservation area.</p> <p>We do not need more tower blocks stretching and putting huge demands on the utilities which are already at bursting point. Already huge block of flats have been built between Iceland and Sainsbury in Edgware, Spring villa park new homes and other residential roads. Huge development took place 5 years ago on Stonegrove. This must stop as the density is increasing and the users are still having cars, pressure on local roads and amenities.</p> <p>We have Edgware St. and Canons park station with ample transport links with a large bus station. We do not need anymore. Cyclist cannot be safe in the area as the A5 is not wide enough to have parked vehicles and vehicle users. There are just too many accidents that have happened in the local area especially on the Edgware high street.</p>	<p>New recreational activities and sports that would benefit local residents and the town centre are fully supported by the SPD. The planning framework supports Edgware's success as a Major Town Centre, with significant improvements to the environment to encourage more people to visit and spend money in the local shops. The changes include a better street environment. Edgware currently lacks open public spaces which can provide places for people meet, hold community events, and use for outside dining. Some heritage within the area is poorly maintained and at risk and must be protected and derelict buildings brought back in to use. A better environment for cyclists and pedestrians will enable people to move around the area more easily and safely. Edgware Town Centre is identified by the Local Plan as an area potentially suitable for tall buildings - the SPD and other planning documents require that the design must be of excellent design and demonstrate an appropriate relationship with other town centre buildings and the surrounding low-rise suburbs.</p>

12	Resident	General	The parking at the Broadwalk shopping centre is badly needed for local shopping, commuting, and to prevent spillover into the local area	More sustainable transport options are supported by the SPD to provide a much improved environment for pedestrians, cyclists and people using public transport. Car parking for town centre users will be provided through more efficient designs, for example basement or podium parking.
13	Resident	General	This is not the right time to do this, it should be discussed by the community, not for you to bulldoze it through. New Leisure & Culture attraction; this is a positive move. "Supporting High Street Shops". The way you are dealing with this problem, is gross stupidity you are killing the high street shops. "New Public open spaces" There are plenty of parks in the area so this is rubbish. In Station Road there are more blocks of flats being built at the moment, I believe one block is 17 stories, think where they are going to park their cars? Road Congestion the area is already grid locked in the morning and evening, Just look at the traffic in London Road (Canons Corner) and Stonegrove, have you thought about Doctors and surgery's.	Public consultation on the SPD sought widespread community involvement and discussion. The SPD supports Edgware continuing as a Major Town Centre, with significant improvements to the environment to encourage more people to visit and spend money in the local shops. These improvements include a much better street environment and providing new public spaces. Delivering new homes in accessible town centre locations will help to provide the housing needed by the boroughs in a sustainable location.
14	Resident	Chapter 7 Transport and Movement Guide	Remove the middle bays of the road taxi/car bays - those are used for other purposes - loading and unloading, causing an excessive hazard on the street and slowing down traffic. Traffic lights to facilitate the exit of buses from the bus station.	Parking in the centre of Station Road has been identified as an issue. <b>Amend:</b> additional text in Chapter 7 to reference tackling the parking issues in the central section of eastern Station Road. Text has also been added in relation to bus movement (see responses to TfL).
15	Resident	Development Principle 1 - Renewal of the Town Centre and High Street as a Major Destination	If the councils do choose in favour of tall buildings please give preference to buildings that have ground floors occupied by retail spaces. I like Edgware, but for me there is little to do here besides eating and [food] shopping.	Activated ground floor frontages are important for vibrant and successful town centre. <b>Amend:</b> include further text under Development Principle 1 to strengthen reference to active building frontages at the ground floor.

		<p>Key Site - Forumside</p> <p>And</p> <p>Principle 5 - Improved Environment and New Public Spaces</p>	<p>I really like the idea of a Heritage Quarter, and think that a great way to attract people to the town centre is by making the area behind Railway Hotel a pedestrianised open space with an amphitheater and a market. COVID-19 made us stay at home and as a result it made people more isolated (especially the elderly) and impacted their mental health. Therefore, having an open place that we can go to and actually meet our neighbours would be a wonderful addition to the town centre. If we have a cinema, we can all go there, watch a film in silence and return home. However, if we have an open air amphitheatre that can do dancing evenings, music concerts on the weekends, etc. that would give the local community a place to go and mingle. Actually talk to each other. This will help us build a better community. Therefore, by creating a heritage quarter that incorporates a multitude of things we would be able to create a unique area that attracts a diverse crowd of people and tailors to many tastes and preferences. At the same time, all of these could be designed in a way that they will generate an economic benefit to the town centre and the wider community (jobs, fresh farmers produce, entertainment, etc.</p>	<p>Providing more places for people to meet and socialise is important to the future success of Edgware and is full supported by the SPD, for example through more public spaces and an increase in cultural and leisure opportunities.</p>
16	Resident	General	<p>Flytipping, lack of maintenance of public land, lax enforcement of unlawful coach transit/drop off activity at the Railway Hotel – are a result of the local authorities’ own failings, whilst some of the latter need questioning and supplementing.</p>	<p>Regeneration of brownfield land and a much-improved environment to the rear of the Broadwalk Centre and Railway Hotel are key to tackling issues of environmental crime and anti-social behaviour, changes which the SPD planning framework will enable.</p>
		General	<p>In particular I would resist strongly the aim – which is apparently driving the entire SPD – for “a broader town centre experience [...] that draws visitors both locally and from the wider region.” Edgware is a small suburban high</p>	<p>Edgware is a Major Town Centre and the SPD seeks to support its success and improvement of the, for example</p>

			street area, closer literally and figuratively to a home counties market town than a 'destination', of which there are in turn very many within easy reach: Brent Cross, Borehamwood, Watford, etc. Partners should thus be aiming to improve Edgware within those boundaries, not turning it into a place like those others: repairing but not overreaching. Thus also omitted is recognition that the topography of Edgware – its height, the views, and especially the double curve (vertical and horizontal) of Station Road between the A5 junction and Peshurst/Hale Lane – are valuable and unique and should be considered specifically in relation to all other aspects of the proposals.	through providing a better shopping experience and an expanded cultural and leisure offering.
		Transport and Movement	The current linking of the tube station, bus waiting area and the Broadwalk via a continuous, mostly covered, pedestrian way is helpful and should be preserved but only subject to the pressing need to improve the bus entrance/exit to Station Road. Given other aims of the draft SPD, one obvious solution is to re-route buses behind Sainsbury's, along the far edge of the car park, to enter/exit using the current car route into/out – demolition of the old post office (a shame but probably necessary) would allow the road to be widened to allow this. This move would enable pedestrian-only access between Premier House and the tube station.	While Edgware benefits enormously from its tube and bus stations, the SPD supports improving the relationship of public transport to the wider town centre, in particular of the bus station.
		Principle 2 – Improved Transport and Movement Options  And  Chapter 7 Transport and Movement Guide	The single biggest issue in the area – alluded to in the documents but not addressed fully – is the appalling siting, phasing and management of the traffic lights and crossings at the Station Road/A5/Whitchurch Lane junction. The four pedestrian crossings, one in each road, are far too far down into the roads; they should be right up at the actual crossroads.	Safer and easier pedestrian crossings are important to improving the pedestrian environment. <b>Amend:</b> additional text to state that road crossings for pedestrians should be reviewed and improved, including the potential for new crossing points, to provide a better and safer experience. This is particularly needed across the High Street/ A5 to connect the Harrow

				and Barnet parts of the town centre, along Station Road, and at the eastern end on Hale Lane and Edgwarebury Lane.
17	Resident	Vision	I don't know if any of you actually live in Edgware. I would urge you to think again about the vision and instead base it on the attached posters which I think most Edgware residents are familiar with. It shows the promise of the town. The town should be recognisable when you juxtapose it with the posters. As you can see, in the poster the town has people, nature, and country but no motor vehicles, not even small ones.	Good design and celebrating Edgware's heritage are supported by the SPD, along with a much improved environment for pedestrians and cyclists.
18	Resident	General	The amount of rubbish and fly tipping in the centre, particularly around the Iceland area.	Regeneration of brownfield land and a much-improved environment to the rear of the Broadwalk Centre and Railway Hotel are key to tackling issues of environmental crime and anti-social behaviour, changes which the SPD planning framework will enable.
		Principle 2 – Improved Transport and Movement Options  And  Chapter 7 Transport and Movement	Lack of pedestrian lights at the major crossroads at A5/Whitchurch Lane/High Street. There is only one set of pedestrian lights to cover all four crossings.	Safer and easier pedestrian crossings are important to improving the pedestrian environment. <b>Amend:</b> additional text to state that road crossings for pedestrians should be reviewed and improved, including the potential for new crossing points, to provide a better and safer experience. This is particularly needed across the High Street/ A5 to connect the Harrow and Barnet parts of the town centre, along Station Road, and at the eastern end on Hale Lane and Edgwarebury Lane.

		General	Shops in Station Road tend towards cheap and cheerful. Lots of £1 shops and their equivalents. In the Broadwalk, where it's multiples, the closure of M&S was a blow and is sorely missed. No upmarket food shops eg M&S and Waitrose. The multiples tend towards the cheaper end of the market eg Clare, Poundland, Choice, Select etc. All the more upmarket shops have closed eg M&S, Body Shop, Panacea. Presumably they were not getting enough customers	Providing a better experience to encourage more visitors and shoppers will support a long-term viable town centre. With more leisure and culture as part of the offer, along with new public spaces and a better environment, the SPD seeks a successful future for Edgware.
		Principle 2 – Improved Transport and Movement Options  And  Chapter 7 Transport and Movement	Poor pedestrian access to Sainsbury's between 7 and 9am, when the Broadwalk opens. Pavement access at entrance to car park is very narrow and impossible with a buggy or wheelchair. General area from Station Road alongside Iceland and new development is dirty, full of overflowing bins and other rubbish. Pavements don't always have drop down area for buggies etc. when crossing roads Automated real-time bus arrivals sign in bus station is a good recent addition (I wrote several times to tfl to encourage this) but there is no linked bus arrivals sign in the station. Access to bus station from tube station is not easy.	Better access to and across Edgware Town Centre is a key element in the SPD. There is particular focus on a better environment for pedestrian and cyclists to make journeys safer and more pleasant. This includes access to the bus and train stations. Improving the relationship between the bus station and wider town centre is addressed in Development Principle 2 and Chapter 7.
19	Canal & River Trust	General	Do not manage or own any waterways that lie within the area covered by the SPD. We do, however, own and manage Brent reservoir and waterways that are downstream of Silk Stream and Deans Brook, which both lie within the SPD Policy area. Having reviewed the document, the content does not directly impact the Trust. However, we do welcome the content of Principle 8 with regards to the efforts to enhance biodiversity. Improvements to biodiversity connected to the existing green infrastructure network could help to enhance green and blue infrastructure networks downstream; including our network.	Comments noted.

20	Resident	Chapter 4 Development Principles  And  Chapter 5 Key Sites Design Guide	You mention in your report that you hope to 'Deliver Community Facilities', including 4.32 'locations for community organisations and activities', which 4.50 'enables effective, ongoing communication and engagement.' And also that, 5.4 'Cultural and leisure uses, shops, cafes, restaurants and community amenities can all add vibrancy to neighbourhood character.' I wondered if these aspirations might be partnered with the issue of: 5.35 'The listed buildings and Mason's Arms should be retained and restored/ brought back into use to preserve the local historic character of the location.' Perhaps the building could be restored and serve as some kind of community facility.	Bringing the Railway Hotel and Masons Arms back into use for the benefit of the community are strongly supported by the SPD.
		Principle 2 – Improved Transport and Movement Options  And  Chapter 7 Transport and Movement	And, secondly, I live on Edgwarebury Lane, and I cannot stress enough how dangerous, absurd and inconvenient it is that there are NO Zebra Crossings whatsoever from the centre of town (which is frequented by shoppers), through the entire length of the road to the A41, then from the A41 to the farm / park area — which is frequented by families, but especially children. Even the crossing with the A41 has no lights to cross over Edgwarebury Lane safely. I did not see any reference to this in your document, so wanted to highlight the issue.	Safer and easier pedestrian crossings are important to improving the pedestrian environment. <b>Amend:</b> additional text to state that road crossings for pedestrians should be reviewed and improved, including the potential for new crossing points, to provide a better and safer experience. This is particularly needed across the High Street/ A5 to connect the Harrow and Barnet parts of the town centre, along Station Road, and at the eastern end on Hale Lane and Edgwarebury Lane.
21	Resident	General	I am pleased that an attempt is being made to adopt a holistic approach to development in Edgware, in particular the active involvement of both Barnet and Harrow Councils. This could be an opportunity to put right some of the mistakes that have been made in the town centre and to encourage the local community and businesses to thrive.	Comments welcomed.

	Chapter 3 Spatial Context	The west side of Edgware High Street, within the municipal area of the London Borough of Harrow, is divided between two wards: Canons and Edgware. You refer to this in your preamble (paragraph 3.1 page 15) but then you ignore Canons in your analysis of the area profile.	There is a lack of information on Canons Ward and this will be changed. <b>Amend:</b> add reference to Canons Ward data in Chapter 3.
	Chapter 3 Spatial Context	The map of open spaces in the vicinity of Edgware (figure 10, page 20) you have ignored Canons Park, an important local amenity and one that has historical connections.	Figure 10 does show Canons Park on the left side of the plan.
	Consultation Statement	Disappointed to find that you have not included the Church of St Lawrence Little Stanmore (also known as St Lawrence Whitchurch) among your list of stakeholders in Appendix A of the SPD Consultation Statement (page 7). The eastern boundary of the parish of Little Stanmore is the Edgware Road and it extends from Camrose Avenue in the south to the M1 motorway in the north, so it includes all of the Edgware town centre that falls within the municipal area of Harrow.	Extensive public consultation was carried out, including contacting those organisations on the consultation databases of the London Boroughs of Harrow and Barnet, along with a leaflet drop to all addresses within 1km of the SPD boundary.
	Chapter 3 Spatial Context	There is no mention of the gate posts in Canons Drive near the junction with the High Street that once formed the entrance to the Canons estate. Although Canons Drive is just outside the area you have defined as the town centre, if you were looking for heritage assets to help define the area, these relics of the Ducal estate ought to be mentioned.	Heritage assets close the SPD boundary should be included. <b>Amend:</b> include reference to the date posts in Canons estate.
	Principle 2 – Improved Transport and Movement Options	For a document that sets out to adopt a holistic approach to Edgware town centre, including the areas within the municipality of both Barnet and Harrow, I thought that there was insufficient examination of ways in which the Harrow side of Edgware could be better integrated into the town centre.	Agree that more can be said on improving these linkages. <b>Amend:</b> expand reference to the need to improve connections with the surrounding residential areas, and between the Barnet and Harrow parts of the town centre.

	Chapter 3 Spatial Context	Figure 12, page 21 and the Design Guide (figure 1) which you have incorrectly described as Station Road in the 1920s. The photograph depicts a mature shopping centre and a cursory glance at the vehicles, the post-war traffic signs and the clothes that people were wearing should have told you that this photograph dates from the early 1950s.	This needs to be corrected. <b>Amend:</b> update Figure 12 caption to reference the mid twentieth century.
	Chapter 3 Spatial Context	In your survey of the development of Edgware you claim that the construction of the branch line from Finchley in 1867 marked the beginning of the growth of the town. In fact there is very little evidence that it made much difference for the next 20 or 30 years. It was not until the first decade of the twentieth century that there were the first signs of a significant increase in population and building activity. In paragraph 3.25 it would be more accurate to say, "Edgware remained largely rural and agricultural until after the First World War.	The history of change in Edgware can be expressed more clearly. <b>Amend:</b> text to shift the focus of development to the early twentieth century.
	Objective 1	While I agree that it is important to retain Edgware's viability as a shopping centre, I cannot support your case for enhancing the centre. Contrary to your claim in the Edgware Town Centre Economic Strategy, Edgware is not in direct competition with Brent Cross any more than it is in competition with London's West End. The strategy also draws comparisons with Harrow town centre and Watford. I have no wish to see Edgware developed along the lines of these town centres, both of which are shocking eye-sores. Let us retain Edgware as a centre that serves predominantly its local hinterland.	Edgware is s a Major Town Centre on the basis of its shopping floorspace. The councils support the town centre's status and seek to develop Edgware as a distinctive place that can attract locals and visitors to spend money and create a viable and sustainable town centre.
	Objective 2	There is nothing wrong with the aspiration in the heading of Objective 2 but then this is elaborated with the surprising statement: "Potential options include a new cinema, swimming pool and a diverse range of eating-out options." Cinemas across the western world are continuing to close in response to competition from the likes of Netflix. Are you sure that this is a sensible	The approach of a much improved leisure and cultural offer in Edgware Town Centre is set out in the SPD. While a cinema and swimming pool are suggested, further work will be carried out to identify which options are desirable and viable.

			suggestion? As for your idea of a swimming pool, you must surely be aware that we already have one in the middle of Edgware. It is within Pure Gym (in the building that replaced the old cinema). When Pure Gym acquired the LA Fitness site just over five years ago, the company closed the swimming pool because it was not financially viable.	
		Objective 4	I will admit that the Bus Station is looking a bit tired but I am not convinced that Edgware needs a completely new facility. Before the existing bus terminus was built (around 1990) all the bus stops were in Station Road and we had to wait in the cold for the buses. So it is a vast improvement on what we had before and I am sure that with some modest investment its appearance and functionality could be improved. I do not support the proposal for a major scheme to create a new transport interchange.	Edgware benefits from an effective public transport interchange that provides an excellent link between trains and buses. The SPD supports improving the relationship of the bus and rail stations with the surrounding town centre.
		Principle 1	The SPD needs to consider why the population growth that has already taken place in and around Edgware town centre has failed to stimulate the retail and leisure activity that you wish to encourage. Part of the reason will be socio-economic factors that are affecting all town centres but I believe it is also because both the private and public sectors have failed to maintain an adequate level of investment in the town (this partly reflects the underfunding of local government by successive governments). I fail to see how the creation of a new high density development will regenerate Edgware's retail and cultural environment unless there is adequate community engagement, policing and maintenance of the town infrastructure.	The accessible town centre sites do provide an opportunity for delivery of housing and investment which can renew the town centre and provide new community facilities, public spaces, leisure and cultural options.
		Objective 6 And	I am completely opposed to your proposal for a high-rise development in Edgware. In your Design Guide the area comprising the Broadwalk Centre and the Station is described as a site with the "potential for the creation of	Edgware Town Centre is identified by the Local Plan as an area potentially suitable for tall buildings - the SPD and other planning documents require that

		<p>Key site – Broadwalk Centre and the Stations</p> <p>And Principle 3</p>	<p>a modern urban environment with opportunities for tall building and higher densities in some parts" (paragraph 5.19 on page 39). This is madness. Edgware is an outer-London suburb that is still (just) on the edge of open country. Please do not allow high-rise buildings to deface our neighbourhood. Apart from destroying the character of the area, this will also increase the pressure on our overcrowded roads. In my opinion the idea that people living in close proximity to railway stations abandon all thought of owning a car is wishful thinking. In fact I see people from nearby roads parking their cars or service vehicles overnight in Montgomery Road because there is not adequate parking provision where they live. It seems to me that this gives the green light to overdevelopment and ought to be replaced by a statement that invites proposals that take account of local housing needs together with economic and environmental factors. I oppose the encouragement of developers to build a substantial number of new homes. 4.3.2 The SPD also aims to "Optimise sites to provide high quality housing in suitable locations" (paragraph 4.20, page 28). The wording is ambiguous. I hope that this means that all the sites approved for development will be high quality. I believe that any compromise on quality creates problems before very long.</p>	<p>the design must be of excellent design and demonstrate an appropriate relationship with other town centre buildings and the surrounding low-rise suburbs. The high levels of accessibility to public transport and town centre facilities reduce the need for car use.</p>
		<p>Principle 2</p>	<p>For both pedestrians and cyclists, crossing the Whitchurch Lane/Edgware Road junction is a risky undertaking. If a highways engineer can improve safety without creating more congestion it will be a major achievement. The document makes the observation that there is a "huge potential to improve cycling infrastructure" (paragraph 4.9, page 26). I agree. However, any development needs to ensure that this is not at the expense of pedestrian safety. I find that pavements are increasingly being used by</p>	<p>This key junction is an issue for pedestrians and cyclists and improvements supported by the SPD are needed to better link the town centre.</p>

			cyclists and people on electric scooters and this can be extremely hazardous. The development brief must endeavour to keep pedestrians, cyclists and motorised vehicles apart. Design Guide page 12 paragraph 3.25). I agree that the pavements along the High Street are unpleasant and ought to be improved. However, the document fails to mention that there is an important section of the pavement that is not wide. This is the pinch-point on the west side of the Edgware Road between Lidl and Whitchurch Lane.	
		Principle 4	I hope that the emphasis on preserving heritage assets is not being used as a sop to ease the passage of disastrous proposals for high-rise development in the middle of Edgware. 4.4.2 Paragraph 4.23 on page 29 states, "Edgware Town Centre within Barnet is identified by the Mayor of London as a tall buildings location, meaning there is potential for buildings higher than eight storeys, and for very tall buildings of over 14 storeys." I urge Barnet and Harrow Councils to resist this unreasonable and ill-conceived designation. Buildings of this height have no place in Edgware and will place intolerable additional burdens on the local community and infrastructure that are already under stress.	Edgware's heritage assets are highly valued and the councils would like to see them in good condition and sustainable uses that support the local community. Planning applications must take into consideration the context of heritage assets. The SPD references the need to retain the heritage buildings and to be sensitive to the nearby low-rise residential streets. <b>Amend:</b> strengthen SPD text to reference that redevelopment proposals must carefully consider the setting and context of heritage assets.
		Principle 4	I agree that the Railway Hotel is an attractive landmark and it would be a shame if it disappeared from the street scene.	The importance of the Railway Hotel as a landmark building is emphasised in the SPD.
		Principle 4	The listed buildings in the High Street are all that remains of old Edgware village. They give character to the street scene and help to make Edgware a nicer place in which to live and work. I am pleased that you have singled out the former White Hart Hotel for comment because this is the only one of Edgware's old coaching inns that still survives.	Edgware's heritage and history provide a unique and distinctive character that must inform the renewal of the town centre.

	Chapter 6	Public Realm Guide (Section 6 on page 45) to see what improvements are likely to be made to the street scene and found many that I can support. Paragraph 6.9 on page 46 states, "Along the southern part of the A5/ High Street the central reservation raised planted strip is not maintained and has a unkept [sic] appearance; unless it can be improved removal should be considered." I agree. It either needs to be planted with an attractive mix of shrubs and trees or removed. However, if it is removed, I hope a row of trees will feature in the replacement. The SPD seeks to "create a better sense of arrival in Edgware" (objective 4 on page 13) and this is an opportunity to smarten up the southern approach to Edgware.	Public realm improvements are vital to providing a more attractive and safer environment for the town centre.
	Chapter 6	I also agree with the statement in paragraph 6.12 that the example of tree planting already adopted in the eastern part of Station Road should be extended along the remainder of Station Road, Whitchurch Lane and the High Street.	More greenery will add greatly to the appearance and experience of people using Edgware Town Centre.
	Chapter 6	I am less enthusiastic about the provision of street planters (paragraph 6.14). While I like to see plants and flowers in public areas, planters require maintenance and are often the first amenity to suffer from budget cuts. If planters are to be made a feature of the street scene, care must be taken to ensure that they do not impede the safe passage of pedestrians.	Ongoing maintenance is vital for a better town centre over the long-term and is specifically referenced in the SPD.
	Principle 7	This includes the statement that "Edgware has a need to ... encourage the location of public sector service delivery hubs" (page 32, paragraph 4.45). I hope that if this aspiration is pursued there will be a joint provision of these facilities so that individuals and businesses in both Barnet and Harrow will benefit.	Comment welcomed.
	Principle 8	I agree that all development proposals should address the global crisis of climate change. Unfortunately, in my opinion the SPD, in advocating a high density	All major development are required to demonstrate accordance with Part L of the Building Regulations and London

			development in Edgware with high-rise buildings, will add to the problems of climate change rather than reduce them.	Plan policies SI2 and SI3 including compliance with the Mayor's net zero carbon targets.
		Principle 9	"Renewal and redevelopment require the participation of local communities and stakeholders to achieve success" (page 34, paragraph 4.50). I completely agree. Regrettably, many people in Montgomery Road were unaware of the development proposals until one of my neighbours circulated a letter to residents last week urging them to attend your next Zoom meeting. Maybe that reflects the fact that we are in Canons ward and only receive a passing acknowledgement in the SPD. We are very much affected by these proposals and have long-standing issues of parking, noise nuisance and anti-social behaviour associated with business premises in Whitchurch Lane. I hope that our views will be taken into account.	Public consultation was widespread and sought to inform a very wide range of stakeholders, including a leaflet drop to all addresses within 1km.
		Key Site - Broadwalk Centre and the Station	I have already expressed my dismay that the SPD advocates a development of high-rise buildings. I urge you to limit the height of any development within this site to six storeys.	Edgware Town Centre is identified by the Local Plan as an area potentially suitable for tall buildings - the SPD and other planning documents require that the design must be of excellent design and demonstrate an appropriate relationship with other town centre buildings and the surrounding low-rise suburbs. The high levels of accessibility to public transport and town centre facilities reduce the need for car use.
		key Site – Forumside	Broadly support the proposals but I disagree with the statement that "south western areas [of the site] have more potential for height" (paragraph 5.30, page 42). In my opinion the height of any new buildings should not loom over the existing buildings on the street frontage. The trick will be to produce a workable design so that competing uses in close proximity (residential,	All proposals must show design that is appropriate to the context.

			commercial and Edgware School) can coexist satisfactorily.	
		Key Sites - Lidl and The Masons Arms	<p>This really is a key site in terms of its visual impact at the junction of the High Street and Whitchurch Lane. There is an opportunity to produce an attractive scheme that sets the tone on the approach to what is now the town centre in Station Road. The omens are not good. Up to now, developments along the High Street have made the southern approach to Edgware look more like a drab industrial estate. Even the frontage to the Lidl supermarket is characterless and depressing. So I would like the planning brief for this site to be imaginative and to complement the existing listed buildings. I recognise the point that is made in paragraph 5.33 that occupancy on the site will be intensified. However, it will be vital to ensure that the height of new structures does not overwhelm the existing buildings or the street scene. Also, spare a thought for the impact on the houses in Handel Way. This used to be a pleasant residential street.</p>	The design guidance sets out broad parameters for the sites; more detailed work will be provided through a planning brief or masterplan.
			Whitchurch Lane: the Madonna Haley Hotel opposite Montgomery Road now operates a Shisha Garden that attracts a young and boisterous clientele. I fail to understand why nightclubs have been permitted to operate here when they are in close proximity to residential streets and there is little or no offstreet parking for their customers.	The need for a safe evening economy is recognised in the SPD.
		Chapter 8	The SPD calls for higher densities of both residential and business use in the town centre and also for more "drinking out outlets" (page 54). I recognise that this is tempered by the statement that Edgware needs to "support growth in the evening economy, balanced with the need to avoid issues of anti-social behaviour" (paragraph 4.45, page 32), but unless incompatible uses are sufficiently separated, this will not only be miserable	The evening economy provides opportunities for socialising and leisure, as well as jobs. The planning framework acknowledges that the needs of residents must be full considered.

			for the people living there but it will also create a long-term problem for the enforcement agencies.	
			The former White Hart Hotel: applaud the inclusion of Objective 8 in the SPD. However, the way in which the former White Hart Hotel has been allowed to deteriorate recently does not bode well for the delivery of this objective. There used to be at least five coaching inns along the High Street in Edgware village but this is the last one still standing. I think it is shocking that the structure has been allowed to deteriorate. I hope the preservation and reinstatement of this building will be a priority. There is a footpath that runs through the site, continuing alongside the Edgware Brook until it emerges in Methuen Close. If the stated aims of the SPD are to be taken seriously, then a "pleasant, clean and safe" route should be devised for the people living on this estate to reach Edgware town centre. This could be a pleasant walk beside the stream and through an attractive seventeenth century building.	This is an important historic building and the planning framework fully supports its protection and being brought back into use.
22	Natural England	General	<p>Whilst we welcome this opportunity to give our views, the topic of the Supplementary Planning Document does not relate to our remit to any significant extent. We do not therefore wish to comment.</p> <p>In principle SPDs should not be subject to the Strategic Environmental Assessment Directive or the Habitats Directive because they do not normally introduce new policies or proposals or modify planning documents which have already been subject to a Sustainability Appraisal or Habitats Regulations Assessment. However, a SPD may occasionally be found likely to give rise to significant effects which have not been formally assessed in the context of a higher level planning document. This may happen, for example, where the relevant high level planning document contains saved policies within a saved local plan which predates the need to carry out a SA or</p>	Comments welcomed.

			HRA and therefore no higher tier assessment has taken place. If there is any doubt on the need to carry out a SA or HRA a screening assessment should be carried out.	
23	Resident	NA	I agreed with everything Mr Stuart Cawthorne has said in his response to this consultation.	See responses to Item 21.
24	Resident	NA	I concur with and support every paragraph of Mr Stuart Cawthorne's response to the Draft SPD.	See responses to Item 21.
25	Resident	Chapter 1 And Objective 10 And Principle 6 – Deliver Community Facilities	Paragraph 1.26 on page 7 is far too weak and fails to address more than just the surface. For as long as I can remember, our health services, have been under immense strain. In the years since I move to Edgware, not only has the surgery in Manor Park Crescent closed but three local office blocks have been converted to residential use and at least 4 other major residential blocks have been built. More recently, so I understand, the Edgware walk-in centre has been closed, placing further strain on our existing GP surgeries. Under the circumstances, Developers must be forced to provide not 'be expected to support', and not just the items you mentioned, but also, telephones, water pressure, drainage, Internet, roads, parking - indeed the entire infrastructure required for each and every development, and to show how this has been calculated before any planning permission is granted. It is with this in mind that I turn to page 13 where the fact that it is only at that you begin to scratch the surface of this problem. This must be raised to a higher objective - it cannot be retrofitted.	Provision of community facilities is a key theme within the SPD but can be further strengthened <b>Amend:</b> strengthen wording in the Principle 6 to state that the renewal of the town centre should support and, where necessary, improve community facilities.
		Objective 12	The same comments apply - we have already seen the impact world-wide of climate change - if we are to make any sense of this development, this objective MUST come top of the list.	Climate change considerations are a key element in the SPD and the ordering of the objectives does not denote their importance.

		Chapter 3	Looking at the picture on page 21, I very much doubt that the vehicles shown picture a 1920's scene - more likely 1950's.	The image caption will be corrected. <b>Amend:</b> update Figure 12 caption to reference the mid twentieth century.
26	Resident	NA	I have been a resident in Edgware for 60 years and agree with all Stuart Cawthorne objections.	See responses to Item 21.
27	Chairman Canons Park Estate	General	Re-- Sky scrapers ---Regrettably there was insufficient consultation prior to the second and third tower block being built in the middle of the Broadwalk Centre 17 Floors high , even higher than Premier House which was built about 45/ 50 years ago as office space and recently converted to residential . To have these tower buildings sited within 1/2--1 acre of Land is dreadful, these buildings dominate the town, they can be seen from Stanmore, Mill Hill, Burnt Oak and all the entry roads to Edgware Station creating an eyesore. These buildings will accommodate about 300 families virtually 1000 people. We trust this new regeneration scheme is designed sensitively and does not have the same eyesore and dominating features and created with a design element rather than a concrete jungle. Your presentation in January indicated a number of buildings of 8 floors on the brownfield Lands. Developers seem to be focusing on the number of people they can squeeze into an area of say 4/5 acres, a commercial benefit. This should not be the criteria. During your Consultation Zoom meeting in January you had many negative objectors and rightly so. It was implied that a few minor adjustments might be made suggesting that the proposals which have not been shared with the community is virtually in stone. The tall buildings are a given ( too late in the day ) , everything else needs to be carefully considered .	Edgware Town Centre is identified by the Local Plan as an area potentially suitable for tall buildings - the SPD and other planning documents require that the design must be of excellent design and demonstrate an appropriate relationship with other town centre buildings and the surrounding low-rise suburbs.
		Chapter 3 Spatial Context	The catchment now embraces section of Edgware running down Hale Lane and Edgware going towards Burnt Oak and down Whitchurch Lane ,it completely	Agree that Cannons ward data should be added to the SPD.



		<p>Vision Objectives 1 and 2</p> <p>Principle 1 Renewal of the Town Centre and High Street as a Major Destination</p>	<p>The shopping centre should entice established retailers offering a range of fine products, this should be widened to accommodate small retail outlets for individual artists or craftsman encouraging a cottage industry. The area does not need 90% of restaurants, the high street is smothered with these outlets. Shops that offer a varied supply of goods and services. Easy transport, the bus station can be repositioned. We realise space is not a commercial investment however this is absolutely crucial. The regeneration can transform Edgware into an exclusive centre saving locals going to the west end or the city.</p>	<p>Edgware offering a diverse town centre experience, including a mix of shopping, leisure and culture. Eating out will provide a strong element within this as many people value the experience of using cafes and restaurants.</p>
			<p>The police or a private security team should be a feature in the area.</p>	<p>Improving the sense of security and safety is vital to the renewal of Edgware Town Centre, supported through better design and a cleaner, more pleasant street environment.</p>
		<p>Principle 4 Ensure High Quality Design and a Sensitive Approach to Heritage</p>	<p>At the consultation meeting, it was not confirmed what the Masons Arms and the Railway Hotel will be converted into?</p>	<p>The SPD strongly supports bringing the Railway Hotel and Masons Arms back into use; this could be as pub/ restaurant, or other uses that are beneficial for the community.</p>
		<p>Principle 1 - Renewal of the Town Centre and High Street as a Major Destination</p>	<p>There could be individual musicians who perform weekly or even once a month, the artist should be registered and approved by the organisers. It could be that local schools can display the works of students, arts, crafts, performances, provide places for community activities and leisure.</p>	<p>This idea is fully supported and should be part of the SPD. <b>Amend:</b> add reference to encouraging activities, exhibitions and performances by local community and artistic groups to bring people together and foster a sense of pride and inclusion.</p>
		<p>Principle 2 Improved Transport and Movement Options</p>	<p>There should be sufficient cycle lanes, sufficient Parking as now please confirm the present number of parking spaces and the numbers you are predicting, making consideration for several hundred additional residents. Developers should estimate the increased number of</p>	<p>Better cycle infrastructure will be part of Edgware's renewal. The high level of access to public transport and town centre facilities will reduce the need for car use for new residents. Car parking</p>

			people that will be accommodated in the scheme and coming into the area.	requirements will be assessed as part of the development process.
28	Metropolitan Police - Designing Out Crime Officer	Principle 4 – Ensure High Quality Design and a Sensitive Approach to Heritage	The report highlights ongoing concerns around crime and disorder at the rear of buildings, alleyways (eg. Church Way, Bakery Path) and within the public realm, briefly summarised in 1.28. As we identified within the environmental visual audit (EVA) and alluded to within your draft report, the designs of these alleyways are not ideal with long, narrow, winding pathways assisting crime and the fear of crime for legitimate users of these alleyways. A key Secured by Design (SBD) principle is to ensure that where a pathway is necessary, that these are as short, straight, wide and as well-lit as possible. They should also be devoid of potential hiding places and areas of concealment, with any provision for seating also carefully considered and avoided if possible.	Reducing crime and anti-social behaviour is vital to improving the experience for town centre users. <b>Amend:</b> referencing para. 4.24 to ‘Secured by Design’ approach.
		Chapter 1	It is very positive that section 1.31 includes and highlights one of the key aspects of the Barnet 2024 Corporate plan: Safe and strong communities where people get along well – tackling anti-social behaviour and environmental crime; a family friendly borough; support local businesses to thrive; focusing on the strengths of the community. The delivery of the Secured by Design scheme to both new and refurbishment projects within this area can greatly contribute towards this key aspect.	Comment welcomed.
		Principle 4 – Ensure High Quality Design and a Sensitive Approach to Heritage	The benefits of Secured by Design, supported by independent academic research, has consistently proven that SBD housing developments experience up to 87% less burglary, 25% less vehicle crime and 25% less criminal damage. It has also had a significant impact on anti-social behaviour (SBD - Homes 2019 guide).	Set out more clearly the benefits of Secured by Design within the SPD. <b>Amend:</b> include reference to the benefits of the ‘Secured by Design’ approach
		Objective 1	The application of Secured by Design, helping to influence the design of the built environment and by using proven crime prevention/reduction/target-	Comment welcomed.

			hardening measures can help to contribute towards a safer environment.	
		Objective 2	Secured by Design not only applies to residential dwellings but can also be applied to new commercial or refurbishment projects via our SBD 'Commercial 2015', 'Schools' guide and so on. With the incorporation of both physical security (target-hardening) measures and recommendations to the surrounding environment within site boundaries, this can help to prevent crime and disorder opportunities from potentially occurring.	Comment welcomed.
		Objective 6	With the inclusion of Secured by Design compliance for new build or refurbishment residential developments, this can help to contribute towards a safer and more secure environment, where communities can be allowed to flourish.	Comment welcomed.
		Objective 7	By applying Secured by Design to a development, this includes the need for the developer to incorporate physical security measures such as security-rated door/window-sets and so on that benefit from 'independent third party certification' from the fabricator of the product.	Comment welcomed
		Objective 9	Very similar to draft objective 1, by applying proven crime prevention methods at the design stage and with the application of Secured by Design measures at planning and through to completion, this can help to improve open and publicly accessible spaces. This includes assessing permeability, levels of activity and natural surveillance opportunities amongst other measures.	Comment welcomed
		Objective 10	With the different types of Secured by Design guidance and assistance from the local MPS Design Out Crime Officer (DOCO) at pre- application stage, planning and eventual SBD compliance and accreditation, this can help to enhance the safety and security for new or	Comment welcomed

			refurbishment projects and help to enhance the local community.	
		Objective 14	This objective is extremely helpful to aid the application of Secured by Design to new developments and to help shape the public realm. The services of an MPS DOCO are both free and impartial and this service is available to the local planning authority and those parties involved with relevant planning applications within this targeted growth area of Edgware.	Comment welcomed
		Objective 15	With an absence of crime and disorder within a local community, this can greatly improve the health and wellbeing of those in both the residential and commercial communities in Edgware. For instance, residents repeatedly targeted by anti-social behaviour may cause them such worry that it could lead to the use of medication, to help deal with the trauma that they could be experiencing. By designing out crime and disorder as early as possible and at the design phase, this could relieve a huge future burden on local services such as GP's, local authority services and so on.	Comment welcomed
		Section 3.1	Reflects some information regarding crime levels within the Edgware wards of both Barnet and Harrow. Burglary levels are high within each borough, whereby the local ward of Edgware (Barnet) recorded 147 burglaries within the last 12 months.	The information on burglaries will be changed. <b>Amend:</b> update Chapter 3 table to reflect that the prevalence of burglary within the Edgware area.
		Chapter 4	The Edgware SPD promotes a number of development principles, each helping to contribute towards sustainable development to help meet the needs of Edgware. These are clear and concise and will help to connect the local community together.	Comment welcomed
		Chapter 4	The early engagement of the LPA with key partners prior to this publication of this draft document is reflected within Section 4.51 and 4.52	Comment welcomed

		Principle 4 – Ensure High Quality Design and a Sensitive Approach to Heritage	Having also been invited to comment upon the draft SPD for ‘The Burroughs and Middlesex University’ within Barnet, it was really positive for the inclusion of the extracts as copied below. It would be extremely useful if an addition such as those reflected within sections 4.3.7 to 4.3.9 of the draft SPD for ‘The Burroughs and Middlesex University’ could be considered and incorporated within the Edgware (growth area) SPD, to help address levels of crime and disorder within the local area.	More specific guidance will be added. <b>Amend:</b> within Principle 4 include text from ‘The Burroughs and Middlesex University’ relating to Security by Design
29	HADAS (Hendon and District Archaeological Society)	Chapter 3	Paragraphs 3.22 to 3.29 on the Historic Character and Heritage Assets of Edgware are admirable as far as they go but fail to deal with that part of the heritage that is buried. In Barnet, part of Edgware Town Centre is in an Archaeological Priority Area (called an Area of Special Archaeological Significance in Policy DM06e) as listed in Table 7.2 and shown in the Map at Appendix 1 of Development Management Policies 2012; the whole of the Edgware Road is the line of Roman Watling Street. In Harrow there is an Archaeological Priority Area named Edgware Village.	Information on the APAs should be part of the SPD. <b>Amend:</b> include reference to the Archaeological Priority Areas.
		Principle 4 – Ensure High Quality Design and a Sensitive Approach to Heritage	The SPD must make it clear that in Barnet any development that may affect archaeological remains will need to demonstrate the likely impact upon the remains and the proposed mitigation to reduce that impact. This may mean that a condition is imposed on any planning application, requiring archaeological investigation before the development takes place. HADAS is not aware of the details of the regime in Harrow but it is likely to be very similar to that in Barnet. We ask for the draft SPD to be amended accordingly.	Update the SPD to reflect this feedback. <b>Amend:</b> include reference to the Archaeological Priority Areas and the potential need to carry out an assessment as part of a development proposal.
30	Resident	NA	I refer to the consultation on the project which, although it will have been running for six weeks from 11th January 2021 until 22nd February 2021, it has only just been brought to my attention and I am very concerned. I note	Extensive public consultation on the draft SPD was undertaken, including flyers delivered to all addresses within 1km of the SPD boundary.

			that there have been only two consultations - each lasting one hour but, due to the Covid situation, neither of these have been face to face. I am of the opinion that, on this basis, the matter should be adjourned for approximately twelve to eighteen months. This is mainly due to the fact that, going online to review this very complex matter, the average/lay person would not be fully able to understand the proposals, nor have a platform on which to challenge them.	Due to COVID-19 restrictions the two public consultation sessions were held online – these attracted a high attendance and participation.
31	Resident		<p>I am extremely concerned about the impact the proposed SPD for Edgware will have on the local area. Whilst Edgware centre needs regeneration it appears the main priority for the redevelopment is to meet the Mayor of London’s targets for new housing and new affordable housing and is not for the benefit of local residents. This translates into high density housing and tall buildings over 14 stories in the centre of Edgware.</p> <p>This is based on the fact that Premier House is already located in Edgware and Premier Place is being built. Both of these buildings are unattractive and not in keeping with the characteristics of the local area.</p> <p>High density housing over 8 stories (or even 5) would be totally not within the scale and character of Edgware and would adversely impact the area.</p> <p>There are brownfield sites in the centre of Edgware which can be used for redevelopment however the push to have high density housing which we were told in the online consultation would be “significant” will change the nature of the area completely and in a negative way.</p> <p>I urge you to limit the redevelopment to 5 storey buildings with proper provision for family living to ensure the nature of the area is preserved as is the welfare and safety of local residents.</p>	Edgware Town Centre contains brownfield sites which are identified for redevelopment, enabling a far better use of land that provides the environment, services and housing that the area needs. Edgware Town Centre is identified by the Local Plan as an area potentially suitable for tall buildings - the SPD and other planning documents require that the design must be of excellent design and demonstrate an appropriate relationship with other town centre buildings and the surrounding low-rise suburbs. The SPD seeks a family-friendly environment that is safe for residents and visitors.
32	Residents		I am extremely concerned about the impact the proposed SPD for Edgware will have on the local area. Whilst	

			<p>Edgware centre needs regeneration it appears the main priority for the redevelopment is to meet the Mayor of London's targets for new housing and new affordable housing and is not for the benefit of local residents. This translates into high density housing and tall buildings over 14 storeys in the centre of Edgware. (see Edgware SPD p29 para 4.23 Edgware Town Centre within Barnet is identified by the mayor of London as a tall buildings location, meaning there is potential for buildings higher than eight storeys, and for very tall buildings of over 14 storeys...)</p> <p>Also Edgware SPD Design Guide para 5.17 Proposals for tall buildings should locate them in the heart of the site where there is more potential to establish a high-quality urban design that achieves higher densities). This is based on the fact that Premier House is already located in Edgware and Premier Place is being built. Both of these buildings are unattractive and not in keeping with the characteristics of the local area. This however is not in line with the Mayor of London's document on "London Living Spaces and Places" which says that high rise buildings should:-</p> <ul style="list-style-type: none"> <li>• only be considered in areas whose character would not be affected adversely by the scale, mass or bulk of a tall or large building</li> <li>• relate well to the form, proportion, composition, scale and character of surrounding buildings, urban grain and public realm (including landscape features), particularly at street level;</li> <li>• individually or as a group, improve the legibility of an area, by emphasising a point of civic or visual significance where appropriate, and enhance the skyline and image of London</li> </ul> <p>High density housing over 8 storeys (or even 5) would be totally not within the scale and character of Edgware and would adversely impact the area.</p>	<p>Edgware Town Centre contains brownfield sites which are identified for redevelopment, enabling a far better use of land that provides the environment, services and housing that the area needs. Edgware Town Centre is identified by the Local Plan as an area potentially suitable for tall buildings - the SPD and other planning documents require that the design must be of excellent design and demonstrate an appropriate relationship with other town centre buildings and the surrounding low-rise suburbs. The SPD seeks a family-friendly environment that is safe for residents and visitors.</p>
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			There are brownfield sites in the centre of Edgware which can be used for redevelopment however the push to have high density housing which we were told in the online consultation would be “significant” will change the nature of the area completely and in a negative way.	
33	Resident	NA	For text and response see item no. 32 above	For response see item no. 32 above
34	Resident	NA	For text and response see item no. 32 above	For response see item no. 32 above
35	Highways England	NA	Given that this SPD includes only local highways and transport matters, we have no comments or objections to this consultation. Therefore, we are satisfied that the outcome of this consultation will not materially affect the safety, reliability and / or operation of the Strategic Road Network.	Comment noted.
36	Avison Young	NA	We write to provide representations on behalf of the owners of 360 Burnt Oak Broadway, Edgware, HA8 5AN. We support the vision, objectives and principles set out within the draft SPD. However, there is a key opportunity for it to go further in planning for the appropriate growth of Edgware in recognising that the area that immediately surrounds the town centre also offers significant capacity and potential for redevelopment, particularly for housing. We therefore recommend that the Growth Area boundary is extended to include 360 Burnt Oak Broadway as it can be demonstrated that this suitable, available and achievable site meets the criteria for a Key Site which would assist in achieving the objectives of the SPD.	The SPD boundary is largely aligned with the town centre boundary. Renewal of the town centre will not be enhanced by extending the boundary to include 360 Burnt Oak Broadway.
37	Residents	General	We have seen how overcrowded Edgware has become in recent years and wanted to understand what new infrastructure was going to be put in place to alleviate this situation.	New development within Edgware must be supported by the community facilities needed to support that growth, as required by the SPD.

			<p>The main purpose of the plan is to insert mass 'local affordable housing' into Edgware via multi high-rise blocks blighting the skyline. It is only a few years since the 3 monstrous tower blocks at the north end of Green Lane were dynamited and replaced by the modern attractive housing estate in the area between Green Lane and Stonegrove. This shows what can be achieved with creativity and imagination to the benefit of all.</p> <p>How do these plans for high rise buildings comply with the Mayor of London's London Living Spaces and Places which limits the occasions when high-rise buildings should be considered? Such buildings should not be where the character of the area would be adversely affected by such buildings' scale, mass or bulk; Neither would placing such buildings in Edgware town centre comply with the requirement that they emphasise 'a point of civic or visual significance where appropriate, and enhance the skyline and image of London'.</p> <p>Should the plans be revised to redevelop the area with low-rise buildings as has been done between Green Lane and Stonegrove, you will find local residents more supportive but all plans must include real plans to put more infrastructure in place per head rather than less.</p>	<p>Edgware Town Centre is identified by the Local Plan as an area potentially suitable for tall buildings - the SPD and other planning documents require that the design must be of excellent design and demonstrate an appropriate relationship with other town centre buildings and the surrounding low-rise suburbs.</p>
38	Sport England	Vision	<p>It is welcomed that the vision does expect that Edgware will be a healthy town centre as this entrenches health, wellbeing and physical activity aspirations within the entire document.</p>	<p>Comment welcomed.</p>
		Principle 4 – Ensure High Quality Design	<p>To assist developers and further inform the SPD Sport England recommend that the strong links between the SPD and Active Design are drawn out further in the document, particularly within the Principle 4 commentary that seeks to design in health and wellbeing. For instance, the SPD could have clear references to Active Design, its principles and the Active Design Checklist. Active Design principles and completing the</p>	<p>Enabling an active lifestyle and participation in sports support Edgware as a health town centre.</p> <p><b>Amend:</b> Principle 4 include reference to Active Design and the checklist.</p>

			<p>checklist, for example, could be a requirement for development proposals. More information on Active Design, including the guidance, can be found via the following link; <a href="http://www.sportengland.org/facilities-planning/planning-for-sport/planning-tools-and-guidance/active-design/">http://www.sportengland.org/facilities-planning/planning-for-sport/planning-tools-and-guidance/active-design/</a></p>	
		<p>Objective 10 And Principle 6 – Deliver Community Facilities</p>	<p>Sport England notes that Objective 10 and Principle 6 seeks to deliver/meet the need for community infrastructure. Although sport facilities are not specifically mentioned Sport England assumes that this Objective and Principle is intended to cover indoor and outdoor sports facilities as well as the other community infrastructure stated. Sport England would welcome reference to sport and recreation facilities in the commentary of this Objective and Principle so that it is clear to all. Sport England would also like to highlight that currently both Council's do not have up-to-date and robust assessments and strategies relating to indoor and outdoor sport provision, including playing fields/pitches, therefore it is unclear how the SPD could meet the supporting needs if these needs are unclear at this stage. Although the London Borough of Barnet are currently refreshing their assessment/strategies/evidence base relating to sport and physical activity the London Borough of Harrow have not and do not have an up-to-date and robust evidence for sport needs/demand that could inform any decisions. Sport England, therefore, strongly recommends that the London Borough of Harrow develop Playing Pitch and Built/Indoor Sport Facility Strategies to not only inform this SPD, but also sporting and planning needs/decisions throughout the borough to ensure that they are well-informed and robust. Sport England is happy to help with the process of developing this evidence base.</p>	<p>To ensure sports and active lifestyles are fully supported by the planning framework further text can be included. <b>Amend:</b> Objective 10 and Principle 6 to reference considering the need for sports facilities.</p>

39	Resident	General	How come we don't have a local cinema? I remember we had one in Edgware when I was a child. We don't all drive so getting to Borehamwood or Wembley is not ideal, plus neither of these are in the London Borough of Barnet. Is there any plans in the pipeline for one to be built close by?	A much-improved leisure and culture offering, potentially including a cinema, are prominent elements within the SPD.
40	Residents	NA	See item no. 37 above.	See response to item 37.
41	Resident		<p>In recent years, Edgware has already seen a massive increase in population due to new housing, which has led to the area becoming overcrowded and causing congestion in our streets. There has been absolutely no improvement to the infrastructure in order to align it with the influx of new residents into the area. The streets are very congested, there are limited parking spaces available, even for paid parking bays, and there has also been a substantial increase in crime in recent years.</p> <p>It appears that the main purpose of the plan in the Edgware SPD is to add affordable housing into Edgware with high-rise blocks. This will significantly impact the welfare and safety of the existing local community and impair the skyline of the area, not to mention the aesthetics of the town as a whole.</p> <p>I strongly object to the current plans where no thought whatsoever has been given to the local residents. The new blocks will impact Edgware's character and historic significance of being a safe residential suburban town. I urge you to consider the redevelopment of up to 5 storey buildings with full focus on family living. Furthermore, the general nature of the area must be preserved along with the well-being and security of the local residents, some of whom have been in the area since birth.</p>	<p>New development offers the opportunity to improve and provide new infrastructure for the town centre. Edgware Town Centre is identified by the Local Plan as an area potentially suitable for tall buildings - the SPD and other planning documents require that the design must be of excellent design and demonstrate an appropriate relationship with other town centre buildings and the surrounding low-rise suburbs. The planning framework seeks a mix of housing sizes and tenures, including affordable housing, to help people access the housing they need.</p>
42	Resident	General	More CCTV cameras around the shops and also Station Road, particularly to deter anti-social behaviour and dangerous.	Security and safety features strongly in the SPD, including embedding of a secured by design approach to

			A fixed 20 MPH zone along Station Road, the busy stations of the High Street along the A5 and also parts of Hale Lane near the local Tesco's and Nat West. Speed cameras to re-enforce the 20 MPH zone, Raised bumps at all island crossing points along Station Road and parts of Hale Lane with red pedestrian priority crossing markings on the road and also traffic signs, thereby encouraging and warning drivers to drive more slowly and if necessary, to stop and give way to pedestrians.	development proposals. The need for security cameras is recognised. The need to provide an improved environment for pedestrians is recognised numerous times in the document.
43	Resident	NA	See item no. 37 above.	See response to item 37 above.
44	Resident	NA	See item no. 32 above.	See response to item 32 above.
45	Resident	Vision,  Objectives 1 and 2  Principle 1 Renewal of the Town Centre	I have looked at the Edgware Town Center Economic Strategy document. Generally I am in agreement that there is a lack of flow and connectivity with no public space to meet apart from a few benches in the broadwalk. My concern is that the document does not give me much confidence of a strategy for a niche or element of differentiation that will give the town centre a uniqueness that will attract visitors and ensure they continue to return other than development of the Railway Inn (why has this never happened? - Could Barnet buy and develop the site as a community/art/leisure space?). Edgware can not compete with Brent Cross or Watford as a retail centre. No mention has been made of Mill Hill or Stanmore with their range of hospitality outlets (including national chains). Why are they more successful than Edgware?	Renewal of Edgware provides an opportunity to improve and expand the town centre offering. This is expected to include more leisure, cultural, community, shopping and eating out. The SPD provides a framework to help Edgware create its own identity and compete effectively with other north London town centres. This approach will include drawing on its unique heritage, location and community.
46	Resident	General	We were appalled when Premier House was built so we are shocked to find that far from its universal unpopularity serving as a deterrent against it's ever being replicated, the SPS includes many more such monstrosities. So we can only conclude that the wishes	Edgware Town Centre is identified by the Local Plan as an area potentially suitable for tall buildings - the SPD and other planning documents require that

			<p>and interests of the local community have been wilfully disregarded because one would have to be singularly ill-informed not to be aware of the strong local disapproval of Premier House in particular and of highrise buildings in general. In addition under the plans included in the SPD, Edgware would become even more congested, with even less parking space available. Given that the three polls carried out during the call clearly reflected the community's hostility to the SPD, I now look forward to a totally revised plan being drawn up which local residents can support.</p>	<p>the design must be of excellent design and demonstrate an appropriate relationship with other town centre buildings and the surrounding low-rise suburbs.</p>
47	Resident	General	<p>I am extremely concerned about the impact the proposed SPD for Edgware will have on our local area. Whilst Edgware centre needs regeneration it appears the main priority for the redevelopment is to meet the Mayor of London's targets for new housing and new affordable housing and is not for the benefit of local residents. It appears that the main purpose of the plan is to insert mass local affordable housing in Edgware via multi high-rise blocks which will blight the skyline. It is only a few years since the 3 monstrous tower blocks at the north end of Green Lane were demolished and replaced by the modern attractive housing estate in the area between Green Lane and Stonegrove. This shows what can be achieved with creativity and imagination to the benefit of all. We strongly object to the current plans where no thought whatsoever is being given to the local residents. For decades, Premier House has been an eyesore but at least it was isolated. The SPD plans will be the death knell of Edgware's shopping high street with the shopping experience likely to fall below that experienced in shopping centres of Golders Green, Hendon or Watford. How do these plans for high rise buildings comply with the Mayor of London's London Living Spaces and Places which limits the occasions when high-rise buildings</p>	<p>Renewal of the town centre through an improved environment and better offering of leisure, culture and shopping, will enable Edgware to compete through providing a unique offering and experience. The Town Centre is identified by the Local Plan as an area potentially suitable for tall buildings - the SPD and other planning documents require that the design must be of excellent design and demonstrate an appropriate relationship with other town centre buildings and the surrounding low-rise suburbs.</p>

			<p>should be considered? Such buildings will adversely affect the character of the area due to their scale, mass or bulk; Neither would placing such buildings in Edgware town centre comply with the requirement that they emphasise 'a point of civic or visual significance where appropriate, and enhance the skyline and image of London'.</p> <p>Should the plans be revised to redevelop the area with low-rise buildings as has been done between Green Lane and Stonegrove, you will find local residents more supportive. A key metric that should be observed in the redevelopment plans is that the infrastructure per head supporting the planned no. of residents in Edgware should be at par or increased from the level prior to the development. Over the years, we have seen the population density increase but the infrastructure supporting the area such as parking and policing appears to have remained the same.</p>	
48	Resident	General	<p>Whilst the regeneration of Edgware town centre is desperately needed this should be in a way that enhances the benefits of living in this beautiful suburb and not in a way that is likely to destroy its atmosphere and skyline. I therefore am writing to urge you to rethink the plan to build a number of high rise blocks of flats in the centre and to add another three floors to an already 17 floor block currently under construction. In addition to the impact that these will have on the environment and the 'country' feel that is so special to Edgware, the influx of residents will also strain key services potentially to breaking point.</p>	<p>Edgware Town Centre is identified by the Local Plan as an area potentially suitable for tall buildings - the SPD and other planning documents require that the design must be of excellent design and demonstrate an appropriate relationship with other town centre buildings and the surrounding low-rise suburbs.</p>
49	Resident		<p>My comments relate to the Draft Design Guide in particular.</p> <p>Edgware Town Centre can certainly benefit from improvement and some taller (maybe 5,6 or even 7 storey buildings) may be appropriate. Spaces between buildings must be most carefully considered - the SPD</p>	<p>More sustainable transport options are supported by the SPD to provide a much improved environment for pedestrians, cyclists and people using public transport. Car parking for town centre users will be provided through</p>

		Design Guide	<p>mentions access to views and sunlight and this should be prioritised for any new dwellings. The spatial quality of dwellings is also important, not just adhering to minimum standards, working from home should now be considered as a factor for some dwellings.</p> <p>3.14 Should 'Edgware Lane' read "Edgwarebury Lane"?</p> <p>4.2 Although, as locals, we recognise the locations, pictures should all be titled.</p> <p>6.10 No 'y' in Church Walk.</p> <p>Assuming there is still to be a supermarket, the reality is that people will still want to use their cars, though, hopefully more electric vehicles, maybe more sharing. Parking will need to be provided and the design of car parking is also very important if it is able to contribute to an improvement for the Town Centre.</p>	<p>more efficient designs, for example basement or podium parking.</p> <p>The Town Centre is identified by the Local Plan as an area potentially suitable for tall buildings - the SPD and other planning documents require that the design must be of excellent design and demonstrate an appropriate relationship with other town centre buildings and the surrounding low-rise suburbs.</p> <p><b>Amend:</b> correct typos in paras 3.14, 4.2 and 6.10.</p>
50	Resident	General	<p>Happy for redevelopment, very against the skyline being filled. Lower density not tower blocks. Good quality family homes please that can be supported by the existing infra structure and not strain already struggling services. Some consideration to the style and scale of the architecture of the area rather than using blocks that were pushed through without the appropriate consultation as a precedent to ruin the skyline, aesthetic and quality of life of the local residents.</p>	<p>Edgware Town Centre is identified by the Local Plan as an area potentially suitable for tall buildings - the SPD and other planning documents require that the design must be of excellent design and demonstrate an appropriate relationship with other town centre buildings and the surrounding low-rise suburbs.</p>
51	Resident		<p>I am concerned by high rise developments which will ruin the skyline and increase densification to unsustainable levels.</p> <p>A new cinema was promised on the site of the broad walk car park when the previous cinema was knocked down on Manor Park Crescent and we are still waiting 20 years later.</p> <p>The high street needs regeneration and encouraging to avoid just being charity and betting shops.</p>	<p>A much-improved leisure and culture offering, potentially including a cinema, are prominent elements within the SPD. The planning framework encourages a broad renewal and improvement of Edgware's environment and town centre experience.</p>
52	Resident		<p>I would agree that Edgware town centre requires renewal, with an improvement in the quality of shops,</p>	

			<p>renewal of heritage sites such as the Railway Hotel and the Mason Arms, green communal spaces and an improvement in the quality of shop signage. It is noted by residents of and by visitors to Edgware that the town has been "going downhill" in the last 10 years. Please could Barnet Council consider the following:</p> <p>1) Edgware is a suburban town. Any development for housing should reflect that and should not be high density as it puts pressures on public amenities, in particular Tube spaces, schools, nurseries and hospital facilities. It also impacts the sense of Edgware being a leafy suburb, so new/regeneration developments should be low rise (less than 5 storeys), sensitive to the heritage of Edgware and not high density (not a mass of flats, in particular it cannot replicate Premier House). Emphasis should be on quality and not quantity.</p> <p>2) There should be a focus on green, communal spaces with both trees and also greenery at eye level and ground level (shrubs and grass, rather than a lot of hard surfaces).</p> <p>3) High quality shops, restaurants and leisure facilities should be encouraged, with appropriate frontage. The recent renovations of Nationwide building society and Izgara restaurant are good examples of appropriate signage and frontage. Many shops have poor quality signage and frontage. There are also too many discount, charity, and pay-lending shops, nailbars/tanning shops and betting shops. A better mix of quality retail and leisure should be encouraged with a focus on presentability to encourage frequent family footfall.</p> <p>4) The council should ensure sufficient and frequent refuse collection of public bins to ensure a pleasant experience when moving through public spaces and reduces the likelihood of fly-tipping.</p>	<p>Providing a much improved town centre environment, including more attractive and cleaner streets and new green spaces, are vital to the renewal of Edgware. It is a Major Town centre and the SPD supports this in terms of maintaining retail, food outlets, offices, and other town centre uses. Delivery of new housing is also an important element in redevelopment of Edgware. The town centre is identified by the Local Plan as an area potentially suitable for tall buildings - the SPD and other planning documents require that the design must be of excellent design and demonstrate an appropriate relationship with other town centre buildings and the surrounding low-rise suburbs.</p>
53	Resident	NA	For response text see Response no. 52 above.	See response to item 52.

54	Resident		<p>There is no doubt from the meetings, that everyone agrees that Edgware town centre needs regeneration and improvements. However, there is one specific area that we take strong objection to as did the attendees at those meetings.</p> <p>Edgware now has a 17 storey tower block under construction. It is overbearing on the whole area and can be seen for miles around. This is an outer London suburban area and all the surrounding buildings are at a far lower level in keeping with the district. This ugly giant block should not have received permission as it is completely out of character for the area, but it is too late now. Worse is that the owners are now attempting to get permission to make this tower block into 20 storeys high! We do hope that this will be refused. I believe if the Barnet council planners are truly interested in Edgware regeneration, they will add to the SPD a limit to the height of any further developments which is in keeping with surrounding buildings in Edgware and not permit any further tower blocks. Tower blocks concentrate large numbers of people in a very small area and the result of overdevelopment include:</p> <ol style="list-style-type: none"> <li>1. Overstretching facilities such as schools and doctor surgeries</li> <li>2. Loss of a sense of community &amp; pride in the area which increases anti-social behaviour, crime, litter, pollution etc.</li> <li>3. Causes irreparable damage to Edgware as a suburban area by changing the skyline from existing lower building heights associated with outer London suburbs to overbearing 20 storey high tower blocks associated with city centres.</li> </ol> <p>For the above reasons, tower blocks will become the slums of the future and it is noteworthy how those 1960's blocks at the top of Stonegrove near Canons</p>	<p>Edgware Town Centre is identified by the Local Plan as an area potentially suitable for tall buildings - the SPD and other planning documents require that the design must be of excellent design and demonstrate an appropriate relationship with other town centre buildings and the surrounding low-rise suburbs.</p>
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			corner were demolished and replaced with a pleasing suburban lower level development.	
55	Resident	NA	For response text see Response no. 52 above.	See response to item 52
56	Resident	NA	For response text see Response no. 52 above.	See response to item 52
57	Resident	-	<p>The cost of the proposed works to improve Edgware are not costed and identified. The impact of the appearance of the proposed development on the surrounding area is highly understated</p> <p>The Edgware Town Centre Framework published in June 2013. The approach of the SPD is that all the work and its content were irrelevant. Perhaps in eight years' time the same will be said of this SPD. The point is that when the Framework was published it was considered by its authors to be the correct approach. Why are the councils sure that this SPD document will not be considered in the future to be equally misguided?</p> <p>The Economic Strategy document was prepared for TfL, who have a vested interest and therefore not impartial Little attention has been paid to previous survey.</p> <p>The car parking proposals are wholly unrealistic both for the developed properties and the loss of spaces used by commuters as well as shoppers</p> <p>The reference to the provision of a "heritage quarter" appears to be meaningless and something invented by marketing teams rather than based on reality.</p>	<p>The economic circumstances within Edgware Town Centre have changed since the 2013 document was prepared, with increased pressure on retailers, and greater demand for new housing. The Economic Strategy provides some of the evidence of the changing town centre needs and pointers as to the direction which the town centre could take.</p> <p>Car parking for town centre uses will be provided, albeit more land efficient designs will be sought.</p> <p>The Railway Hotel listed building context must be considered by proposals, with the potential for a 'heritage quarter' offering a realistic and interesting approach.</p>
58	Resident	Chapter 3 Spatial Context, Heritage	The area covered by the SPD appears to contain two areas of Special Archaeological significance which do not appear to be reflected in the document. This needs to be rectified. The text from the 2007 document on LBB Areas Archaeological Significance by the greater London Archaeology Advisory Service is reproduced as is an extract from the online UDP map which I believe is the extant Local Plan map.	<p>There should be reference to the APAs and the SPD will be updated.</p> <p><b>Amend:</b> update to include areas the Archaeological Priority Area.</p>

		Chapter 3 Spatial Context, Heritage	<p>Edgware is mentioned in the Domesday Book but under the parish of Stanmore and formed nucleated villages within the forested area until the 13th century. There is no Edgware manor mentioned in the Domesday book, but there may be a farmhouse, recorded since 1216 AD. However, this is probably located at Edgwarebury (ASAS 10). Agriculture developed in the 16th century which was quite mixed and it became a small market in the 17th century. In 1862 AD it was said that the market town had disappeared. Industry had little impact on Edgware's economy, but it is likely that there were gravel pits being worked from 1802 AD continuing into the early 20th century. This ASAS consists of two sections:</p> <p>(a) Hale Lane (eastern area): In the area next to Hale next to Hale Lane, there is evidence of a mediaeval farmhouse (1294 AD), with 13th/14th century pottery sherds. Evidence here also suggests post-mediaeval development, including pottery sherds and 19th century landscaping.</p> <p>(b) Watling Street (western area)</p> <p>(c) A mediaeval settlement developed along the Edgware Road next to Edgware Brook. Edgware is a Saxon name, originally 'Aeges Weir'. This was so called because there would have been a nearby dam or weir constructed for the Silk Stream and Deans Brook for fishing or irrigation (the latter is mentioned in a charter of 972-8 AD). The church of St. Margaret is located here which had a tower dating to the 14th century. In 1370 AD, the Prior of St. Bartholomew's, Smithfield had land holdings in Edgware. Edgware Bridge is located here crossing the Edgware Brook, which is evident on a map from 1597 AD. A bridge was first mentioned in 1370 AD, called 'Eggewerebrigge'. A History of the County of Middlesex: Volume 4 (Victoria County history, 1971)</p>	<p>The additional detail is appreciated, however, the SPDs historical context information is aimed to provide an overview of the areas development and - notwithstanding the amendments set out in this schedule - is considered to be sufficient.</p>
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		Principle 5 - Improved Environment and New Public Spaces	<p>I would support the emphasis on provision of good quality, well maintained open spaces throughout the development. In addition I would ask that the SPD reflects the Mayor of London's Public London Charter principles for any privately owned open spaces.</p> <p>I would also like to see a clearer commitment for the long term maintenance of all open spaces and facilities created through these developments given that lack of maintenance and investment across much of the existing parks and green spaces network is a cause of Borough wide concern. There are a number of mechanisms through which this could be achieved and it would be helpful if these were set out in the final document.</p>	<p>New green spaces are a priority for Edgware Town Centre and ongoing maintenance will be key to their long-term success. <b>Amend:</b> additional bullet point to ensure plans are in place for the long-term maintenance of the public and open spaces with the Edgware SPD area.</p>
59	Resident		<p>These meetings were poorly attended due to a lack of publicity! I am sure there would be more than 100 people interested in this matter!</p> <p>While I welcome the regeneration of Edgware I am Very unhappy about the prospect of high rise buildings which are completely against the character of Edgware as I have known it for 40 years!</p> <p>I and lots of other people living here would prefer to Keep the character of Edgware as a quiet town with nice restaurants cafes with outdoor sitting areas and good commercial Centre with ample parking ( not everybody lives within walking distance of the underground and the shops) . At my age I cannot bicycle with my shopping from Sainsbury and the centre to my house!</p> <p>Under the pretence of renovation this project will only add hundreds of flats and tenants with no additional Facilities like doctors, communautés facilities etc. Where all these people will park their cars?</p>	<p>The online consultation events received a significant level of publicity and attendance was high at both events.</p> <p>Edgware Town Centre is identified by the Local Plan as an area potentially suitable for tall buildings - the SPD and other planning documents require that the design must be of excellent design and demonstrate an appropriate relationship with other town centre buildings and the surrounding low-rise suburbs.</p>
60	Resident		<p>I agree that Edgware town centre requires renewal, with an improvement in the quality of shops, renewal of heritage sites such as the Railway Hotel and the Mason Arms, green communal spaces and an improvement in</p>	<p>Renewal and improvement of the Town Centre is multi-faceted and requires an improved environment, new commercial opportunities, and delivery</p>

			<p>the quality of shop signage. Edgware town centre has been in decay for a number of years, a trend accelerated by the Broadwalk Centre, the financial crisis and most recently the Covid-19 lockdowns. However, I object to a central tenet of the plan, tall tower blocks. Edgware is a suburban town, a leafy suburb. Housing development should reflect that and should not be high density as it puts pressures on public amenities, in particular Tube spaces, schools, nurseries and hospital facilities. New/regeneration developments should be low rise (less than 5 storeys), sensitive to the heritage of Edgware and not high density (not a mass of flats, such as Premier House). Emphasis should be on quality and not quantity and anything that resembles the new, ugly, skyline in Colindale must be avoided.</p>	<p>of community facilities. Change and growth includes new housing and a more intensive use of the town centre. This area is identified by the Local Plan as an area potentially suitable for tall buildings - the SPD and other planning documents require that the design must be of excellent design and demonstrate an appropriate relationship with other town centre buildings and the surrounding low-rise suburbs.</p>
61	Resident		<p>I feel that any development has to be in keeping with the surrounding areas, which are primarily low density semi detached, or detached houses. This is the reason that the majority of people were attracted to Edgware in the first place.</p> <p>I believe there is a lot of scope for development of brownfield areas, for the benefit of the whole community without any further need for high level buildings. I think that 2 tower blocks is already over generous, also the additional recent conversion of the office block adjacent to Edgware Primary School. This does not seem to have been beneficial to the whole community, as it appears to make the area run down.</p> <p>I am concerned that any future development must meet high standards of health and safety, and be of long term quality for the community of Edgware, not just for the developers.</p> <p>I had an idea for the use of the Railway Hotel Building, I was thinking that this could become a major attraction and benefit for Edgware. I was thinking that it could have</p>	<p>Edgware Town Centre contains brownfield sites which are identified for redevelopment, enabling a far better use of land that provides the environment, services and housing that the area needs. The Railway Hotel is recognised as neglected and the SPD strongly supports bringing this heritage asset back into a suitable use. Edgware Town Centre is identified by the Local Plan as an area potentially suitable for tall buildings - the SPD and other planning documents require that the design must be of excellent design and demonstrate an appropriate relationship with other town centre buildings and the surrounding low-rise suburbs.</p>

			a multi use, as a museum for model railways, and engineering, and building. Perhaps it could also house a small hotel, or restaurant.	The SPD seeks a family-friendly environment that is safe for residents and visitors.
62	Resident		The proposed Edgware plan copies Mill Hill and Colindale. Massive blocks of flats with limited outside space. Covid 19 changes our world. People need houses with gardens not sterile sixties style slums of the future.	Redevelopment must deliver new green and open spaces to the town centre.
63	Historic England	Chapter 3 Spatial Context, Heritage	The SPD refers to the Edgware High Street Conservation Area in the table on page 22, but does not mention the Watling Estate Conservation Area, the Cannons Park Conservation Area or Canons Park Grade II Registered Park and Garden. They are all designated heritage assets that have the potential to be impacted upon and the SPD should be revised to refer to these and ensure that their setting is taken into account.	Reference to heritage assets adjoining the SPD boundary should be included. <b>Amend:</b> update to include reference to the Watling Estate Conservation Area, the Cannons Park Conservation Area and Canons Park Grade II Registered Park and Garden.
		Principle 4 – Ensure High Quality Design and a Sensitive Approach to Heritage	The SPD makes no reference to the setting of heritage assets generally, nor to archaeology.	The setting of heritage assets is an important design consideration and should be referenced. <b>Amend:</b> update text to state that redevelopment proposals must carefully consider the setting and context of heritage assets.
		Principle 4 – Ensure High Quality Design and a Sensitive Approach to Heritage	Paragraph 4.23, page 29 – states that the London Plan identifies the town centre as suitable for tall buildings and gives a prescribed height; however, the emerging London Plan does not identify it as an area for tall buildings. Instead, boroughs are required to set their own definitions for what constitutes ‘tall’. This paragraph should be revised to reflect the emerging London Plan.	<b>Amend:</b> update text to state that the Local Plan identifies Edgware as a tall building location.
		Chapter 5 Key Sites Design Guide	The key opportunity sites should not be included in the SPD; this is premature until the Local Plan is found sound. The inclusion of sites goes well beyond the scope of what a non-development local plan can do in the absence of a corresponding adopted local plan. We agree that the	The inclusion of these sites is indicative, providing guidance further to the identification of these sites within the Draft Local Plan. Heritage, context and

			sites do have development potential, but presently there is no evidence to show to what extent they can be developed. While the Reg 18 Local Plan Site Selection Background Paper is helpful it does not show how heritage was factored in. In addition the SPD may require and SEA if it precedes the Local Plan. The sites could be added into the SPD as a revision after the plan has been adopted. Only sites that are already allocated under the adopted plan could be included.	environmental considerations are covered by the Draft Local Plan.
		Chapter 5 Key Sites Design Guide	The area has a lot of regeneration potential and could accommodate higher buildings if they are carefully considered in design and heritage terms. However, as the SPD does not properly consider the heritage assets that could be impacted on. We would expect this type of evidence to be compiled in support of the sites allocated in the Local Plan. Given that the Local Plan is in its early stages it may be the case that is evidence will be forthcoming.	The Local Plan designates Edgware as a location potentially suitable for tall buildings location. To be acceptable proposals must ensure high quality design and fully consider the context, including of heritage assets.
		Design Guide Document	It is not clear if the Edgware SPD Design Guide forms part of the consultation. It is listed as a supporting document so it is assumed it is not part of the consultation and so we have not commented on it. We support the production of area-based design guides and look forward to being consulted on this in due course.	The Design Guide was prepared to inform the SPD.
64	Resident	NA	For response text see Response no. 32 above.	See response to item 32.
65	Resident		I agree that Edgware town centre requires renewal, with an improvement in the quality of shops, renewal of heritage sites such as the Railway Hotel and the Mason Arms, green communal spaces and an improvement in the quality of shop signage. Edgware town centre has been in decay for a number of years, a trend accelerated by the Broadwalk Centre, the financial crisis and most recently the Covid-19 lockdowns. However, I object to a central tenet of the plan, tall tower blocks. Edgware is a	Improvement of the Town Centre is multi-faceted and requires an better environment, sensitive renewal of certain heritage assets, new commercial opportunities, and delivery of community facilities. Change and growth includes new housing and a more intensive use of the town centre. This are is identified by the Local Plan as

			suburban town, a leafy suburb. Housing development should reflect that and should not be high density as it puts pressures on public amenities, in particular Tube spaces, schools, nurseries and hospital facilities. New/regeneration developments should be low rise (less than 5 storeys), sensitive to the heritage of Edgware and not high density (not a mass of flats, such as Premier House). Emphasis should be on quality and not quantity and anything that resembles the new, ugly, skyline in Colindale must be avoided.	an area potentially suitable for tall buildings - the SPD and other planning documents require that the design must be of excellent design and demonstrate an appropriate relationship with other town centre buildings and the surrounding low-rise suburbs.
66	Resident	NA	See item no. 65 above.	See response to item no. 65.
67	Barnet Borough Arts Council	Principle 1 - Renewal of the Town Centre and High Street as a Major Destination  Principle 5 - Improved Environment and New Public Spaces	I write as Secretary of BARNET BOROUGH ARTS COUNCIL which links individuals and societies the borough and aims to promote the arts through BARNET ARTS MAGAZINE and festivals. Most of our member societies are based on the eastern side of the borough. In or near Edgware are The Good Companions, a drama group producing a pantomime and other productions in their excellent venue at John Keble Church in Hale, the nearest art society is Milldon who exhibit at Holy Trinity Church in Mill Hill, and musical shows are presented in St Michael's Church in MILL Hill which also houses the Pro Arte Choir. There's very little in Edgware, although the library is an oasis. We suggest local festivals can act as focal points, and there seems little floral or horticultural activity and these might be good starting points in the spring and autumn on stalls.	Drawing on Edgware's local artistic and cultural organisations can play a key role in renewal of the town centre. <b>Amend:</b> add reference to encouraging activities, exhibitions and performances by local community and artistic groups to bring people together and foster a sense of pride and inclusion.
68	NHS HUDU	General	The Edgware Growth Area SPD presents an important opportunity to revitalise the town centre, introduce a significant amount of new housing supported by social infrastructure, including healthcare in a highly accessible location. The impact of development will extend beyond GP surgeries and includes community and hospital services. The strategy in North Central London is to ensure that infrastructure supports integrated health and	Ensuring good social infrastructure, including healthcare, is a vital element of renewal.

			care services. This includes a wider range of services provided by a multi-disciplinary workforce across a network of GP practices and community services.	
		Principle 3 – Enable Diverse Housing Delivery	Under Principle 3 (enable diverse housing delivery), we note that the Barnet’s emerging new Local Plan will establish a future housing capacity for the town centre. This should also include Harrow Council’s emerging Local Plan as one of the Key Sites, Lidl and The Masons Arms, identified in the draft document is in Harrow.	The boroughs will each set out their own housing targets and locations for delivery within their borough boundaries.
		Principle 6 – Deliver Community Facilities	We support the Development Principles, including Principle 6 to deliver community facilities. However, we suggest that the principles refer to health and wellbeing to reflect the vision to promote Edgware as a healthy town centre. As Objective 15 implies health and wellbeing is a cross-cutting theme which requires a holistic policy response.	The health and wellbeing objective is reflected within the Principle 6.
		Principle 6 – Deliver Community Facilities	In response to Barnet’s Draft Local Plan (Regulation 18) consultation the CCG noted that Policy GSS05 ‘Edgware Growth Area’ identified a potential new housing capacity of 5,000 homes. This scale of development will require new healthcare infrastructure and we would welcome the opportunity to work with both Councils to identify future requirements and site opportunities to deliver new and improved infrastructure. This is endorsed under Principle 6 to deliver community facilities, including healthcare.	Barnet is preparing an Infrastructure Development Plan to set out the borough’s requirements over the Local Plan period. Proposals within Edgware must demonstrate how the healthcare requirements for the new developments will be met.
		NA	Draft Local Plan site No 27 ‘Edgware Town Centre’ includes the Old Redhill Clinic in Station Road and there is an opportunity to redevelop or re-provide the medical centre taking a holistic view of all public sector assets and opportunities in the growth area. Paragraph 8.8 notes that Transport for London is the largest public landowner.	Redevelopment of this area will provide an opportunity to consider re-provide medical facilities in suitable and well-located premises.

		NA	Development in the Growth Area will also impact on future plans for Edgware Community Hospital to the south. Barnet's draft Local Plan (Regulation 18, January 2020) identifies the community hospital site (No 5) as a site with development potential with an opportunity to consolidate services and release some land for housing.	Edgware Hospital is identified within Barnet's Draft Local Plan Schedule of Sites.
		Chapter 8 Delivery and Implementation Section 106	In terms of delivery and implementation we support paragraph 8.18 which sets out the infrastructure priorities for the growth area, which includes community facilities including for education, nursery provision and health facilities. We suggest that the document clearly refers to the role of section 106 planning obligations to mitigate site-specific impacts which could include both financial and 'in kind' contributions towards healthcare. This could include improvements to existing premises to increase capacity or supporting the new delivery of new facilities.	<b>Amend:</b> include reference to the role of S106 obligations to mitigate site-specific impacts which could include both financial and 'in kind' contributions.
		Chapter 8 Delivery and Implementation	The text will need to be updated to refer to the role of the Infrastructure Funding Statement (CIL Regulation 121A) which has replaced the Regulation 123 List and identifies the infrastructure required to support development in an area and how it will be funded, using Community Infrastructure Levy, or section 106 obligations, or a combination of both. We would welcome the opportunity to work with both Councils to identify the healthcare infrastructure requirements and timescales and funding and delivery options.	Acknowledge that the text should be updated. <b>Amend:</b> update to reference the Infrastructure Funding Statement (IFS) and the Planning Obligations SPD.
		NA	The draft SPD addresses other issues which will impact on health and wellbeing, including air and noise pollution, active travel, open space deficiency and opportunities, employment opportunities, unhealthy town centre uses and the impact of climate change. To tackle these issues in a holistic way, we suggest that a health impact assessment is submitted with large development proposals to ensure that measures are introduced to	As noted by the response, Health Impact Assessments are required on larger developments by the councils Local Plans.

			mitigate the negative impacts of developments and maximise health benefits. It could also consider the longer-term health and wellbeing implications of Covid-19 in terms of travel, changing working patterns and demand for office space, the future of town centres and design of buildings and spaces. We note that the Barnet's draft Local Plan Policy CHW 02 'Promoting health and wellbeing' supports the use of health impact assessment for larger developments.	
69	Savills (on behalf of The Ballymore Group and Transport for London Commercial Development (TfL CD)	Chapter 1, Strategic Context	We are generally supportive of the document and its ambition. In the same vein, it is our view that the SPD must go further in recognising Edgware's role in helping meet LBB's and London's housing need. This should be done by greater explanation of the significance the Major Town Centre and how the key sites within the design guidance can embrace such designation. To assist in demonstrating this potential, LBB should further consider adopting a more visual approach to the SPD which provides impressions/overlays on the key sites illustrating what these sites could look like in the context of their local and regional planning policy designations.	The requirement to provide housing to meet the boroughs targets is covered in the Strategic Context section. The SPD provides a framework for development and would be too inflexible if more specific design guidance were included. More detailed images and drawings will be provided through the masterplan and application processes.
		Chapter 1, Strategic Context	The London Plan makes clear at paragraph 1.2.5 that using the city's land more efficiently will need to include the redevelopment of brownfield sites and intensification of existing places, including in outer London. In order to meet the city's housing needs, Policy H1 in the London Plan instructs boroughs to optimise the potential for housing delivery on sites with high public transport accessibility and proximity to stations and within town centres. Table A.1 of the London Plan outlines that Edgware has high residential growth potential. The SPD makes reference to this strategic context (paragraphs 1.13-1.15). However, it ought to	The strategic context can be expanded to clarify the Mayor's approach. <b>Amend:</b> update to reference the Mayor's Good Growth Principles that underpin the approach in Edgware Town Centre, in particular Policy GG2 Making the best use of land, which expects application of a design-led approach to determine the optimum capacity of sites. A high density approach in Edgware Town Centre is a sustainable way of meeting the boroughs growth needs while

			<p>emphasise that high density development in Edgware town centre is a sustainable response to meeting London’s growth needs while also protecting the Borough’s Green Belt as set out in the London Plan.</p> <p>There are a number of good growth objectives, one of which is making the best use of land (GG2) achieved in part by applying a design-led approach to determining the optimum development capacity of sites and, promoting higher density development in locations well-connected to jobs, services and public transport. It is our view that the SPD can be a positive response to this strategic framework but that it should be clearer and more direct in its ambition.</p>	protecting precious green spaces, including Green Belt.
		Chapter 1, Strategic Context	The London Plan provides the strategic policy context for the Council’s identification of Edgware as a growth area capable of accommodating substantial growth including the thousands of new homes that the SPD rightly seeks to deliver. This relationship between regional and local policy ought to be emphasised in the introduction to the SPD in both the text and through diagrams.	Reference to thousands of new homes is made in Objective 6, making clear the potential within Edgware Town Centre.
		Principle 3 – Enable Diverse Housing Delivery	Paragraph 4.20, paragraph 5.15 - in line with Figure 31 the core of the centre is the shopping centre and station site and this site is identified as having “higher development potential” and represents the largest higher development potential segment in the SPD area. The text in both paragraphs therefore ought to recognise that the core of the centre should accommodate the “thousands” of new homes needed as referenced in Objective 6 of the SPD.	Reference to thousands of new homes is made in Objective 6. paragraphs 4.20 and 5.15 reference high levels of housing delivery within SPD, providing an appropriate and flexible description to achieve the quantum of growth within Edgware.
		Chapter 5 - Key Sites Design Guide, Broadwalk Centre and the Station	The Broadwalk Centre and Station site is the largest town centre site with high development potential and identified in the draft Local Plan as having capacity for over 4,000 new homes. This level of new housing would need to be accommodated in a number of tall buildings,	<b>Amend:</b> update text to reference tall buildings in the plural.

		<p>Para 5.19</p>	<p>not just one. Paragraph 5.19 should therefore be amended to state:  <u>“potential for the creation of a modern urban environment with opportunities for tall buildings and higher densities in some parts...”</u></p>	
		<p>Chapter 5 - Key Sites Design Guide, Broadwalk Centre and the Station</p> <p>Figure 36</p>	<p>While figure 36 seeks to depict the figure ground plan, it suggests houses along Brook Avenue sit hard up against the boundary of the redevelopment site which is not accurate given the presence and buffering effect of the railway. We would suggest therefore that this diagram be amended to include the railway. Similarly, figure 31 currently shows the boundary of the shopping centre/station development segment extending over the railway and could also be amended to reflect that the railway will provide a buffer between the site and houses to the north east.</p>	<p>The site boundaries are consistent with those set out in Barnet’s Draft Local Plan Schedule of Sites.  Text will be added to indicate the buffering effect of the railway infrastructure, as set out in the response to Paragraph 5.20 below.</p>
		<p>Chapter 5 - Key Sites Design Guide, Broadwalk Centre and the Station</p>	<p>While we agree that development of the site ought to respond to its immediate context, particularly at its edges, the SPD ought to clarify what it defines as the east and southern edges. The site is bordered to the north east by the railway which provides a buffer of approximately 76m from the edge of the site to the rear gardens on Brooke Avenue. This separation afforded by the railway together with proximity to the station makes this part of the site suitable for taller buildings. A tapering down to lower heights is more appropriate to the south to respond to existing low rise development around Parkfield Close and Fairfield Crescent where the SPD should recognise that the existing tree line will assist in screening new development. The first bullet point of paragraph 5.20 should therefore be amended as follows:  <u>‘Towards the southern and <del>eastern</del> edges...the height and massing of buildings must should respond to the suburban context.’</u></p>	<p>To provide more clarity and direction on the siting and context for development proposals the bullet point will be updated.  <b>Amend:</b> update text as follows-  ‘towards the southern <del>and eastern</del> edges where the site is in proximity to low-rise residential areas – notably Parkfield Close <del>and</del> Fairfield Crescent <del>and Brook Avenue</del> – the height and massing of buildings <del>must</del> <b>should</b> respond to the suburban context.  <b><u>Proposals must also carefully consider the setting and context of heritage assets in the surrounding area, such as the Railway Hotel. Along the eastern boundary the railway lines provide a buffer to residential areas, although the raised topography of the site must</u></b></p>

			<p>While we agree that good design should avoid undue loss of lighting and privacy to neighbours, we note that through high-quality design and various design measures it is possible to mitigate against impacts such as overshadowing or loss of privacy, even in schemes comprised of tall buildings wording of this The first bullet point in paragraph 5.20 sentence should be amended as follows:</p> <p><i><u>'The height of new development should be considered in the context of its impact on overshadowing and loss of privacy which will themselves need to be assessed in the context of Edgware as appropriate for an urban town centre be sufficiently modest as to avoid overshadowing and loss of privacy.'</u></i></p>	<p><b><u>be a design consideration.</u></b> The height of new development should be <b><u>considered in the context of its impact on sufficiently modest as to avoid</u></b> overshadowing and loss of privacy.</p>
	Chapter 5 - Key Sites Design Guide, Broadwalk Centre and the Station		<p>The second bullet point of paragraph 5.20 - the SPD provides no definition of the site's "heart" or indication of where this is located. Notwithstanding, both the buffering effect of the railway and the location of the Underground station provide sound urban design reasons for also locating taller buildings to the north of the site in addition to the centre as the term "heart" implies. Considering the town centre as a whole, there is also a sound design and place-making argument for the transport interchange forming a gateway into the town centre and one of its "hearts" in addition to the central area in our site. The third bullet point in paragraph 5.20 states "the overall design must be provided in the context of the Underground Station and demonstrate wayfinding towards the public transport hub." The locating of marker buildings close to the station will consolidate a sense of arrival and together with the appropriate design of routes and spaces will aid wayfinding.</p>	<p>Directing tall buildings to the northern and eastern parts of the site in the SPD is considered to be too restrictive in design terms. The text will be updated, however, to allow more flexibility in delivering tall buildings in the most suitable location.</p> <p><b>Amend:</b> update the second bullet point to read - 'Proposals for tall buildings should locate them in <b><u>those parts</u></b> <del>heart</del> of the site where there is more potential to establish a high-quality urban design that achieves higher densities. <del>Within this area</del> <b><u>Building</u></b> heights and massing should be varied to achieve an attractive mix of building types that is beneficial to the urban landscape and allows new residents access to views and sunlight.'</p>

			<p>Paragraph 4.23 explains that there is potential for “very tall buildings” in Edgware. The adopted plan makes clear that tall buildings should be directed towards growth areas. It therefore follows that it is the principal sites in the SPD area on which very tall buildings will be expected to arrive. Given the development potential of the station/shopping centre site and its location in the core area of the town centre, the SPD ought to direct “very tall buildings” here. We therefore suggest that the second bullet point of paragraph 5.20 be amended to read as follows:</p> <p><u>“Proposals for tall and very tall buildings should locate them towards the northern and eastern edges and in the heart centre of the site where there is more potential to establish a high-quality urban design that achieves higher densities</u></p>	
	Chapter 5 - Key Sites Design Guide, Design Vision	<p>The section on ‘Intuitive flows’ in paragraph 5.4 refers to minimal exposure to noise but it should be acknowledged that there will be general town centre noise and noise associated with transport movements from the transport hub. We suggest that the sentence is reworded to reflect this so the focus is on mitigating the impact of noise on more sensitive uses.</p>	<p><b>Amend:</b> update to ‘with <del>minimal</del> <b>minimised</b> exposure to noise and air pollution ...’</p>	
	NA	<p>Given the status of the London Plan which has now been approved for adoption, it would be appropriate for the SPD to amplify its definition of high quality/good design and ensure that this is rooted in the Mayor’s definition of a design-led approach. While contextual considerations are key, a design-led approach ought also to consider the following aspects as set out in Policy D3 (Optimising Site Capacity Through the Design-led Approach) of the London Plan: Form and layout; Experience; Quality and character.</p>	<p>The SPD provides a framework for development and the councils are concerned that the inclusion of more specific design guidance would be too inflexible. The masterplan and application stages will be used to consider more detailed images and drawings.</p>	

			<p>We consider that the Edgware SPD must go further in supporting the delivery of sustainable, well designed higher-density, taller buildings in this location given its strategic potential. The SPD ought also acknowledge the contribution a critical mass of new residents will make to the long term vitality and economic health of a sustainable Edgware town centre. The Edgware SPD can do so by introducing the following into the document:</p> <ul style="list-style-type: none"> <li>• Key Sites design appendix to provide design codes, statements and concept diagrams of what these sites could look like based on both local plan and London Plan designations and ambitions. This would assist in providing a visual references of the key sites design guides, which we consider a useful tool for all end-users but also is in keeping with the NPPF.</li> <li>• Greater explanation of what the Edgware’s designation as a Major Town Centre means and how this strategic designation underpins the growth ambitions of the SPD.</li> </ul>	
70	Centro Planning Consultancy (on behalf of Betterpride Limited, the freehold owner of Premier House)		<p>We are broadly supportive of the draft SPD, and the general principles it lays out for the long term development future of the Town Centre. Of particular importance is the emphasis on intensifying development at underused brownfield sites to provide an adaptable and vibrant town centre, and the suitability of this area for increased development height.</p> <p>We support the principle of intensifying the land uses in underutilised areas of the Town Centre, and we particularly support residential intensification at those areas identified as Key Sites later in the draft SPD.</p> <p>The principle that tall and very tall buildings are suitable in the Town Centre is fully supported.</p> <p>The spirit of encouraging taller buildings in the central part of the site, that can form a defined and coherent cluster near the station, at the entrance to the town, is</p>	<p>Amendments to the Key Site Design Guidance on the Broadwalk Centre and Station site – as set out in the response to Savills above - provides greatly flexibility to the siting of tall buildings, referring to locating <i>‘them in those parts of the site where there is more potential to establish a high-quality urban design that achieves higher densities.’</i></p>

			considered to be beneficial. This also allows for mid height developments on the edges of the key site to act as a stepping down to the lower height residential buildings at the edge of the SPD area.	
71	Resident		<p>The official designation of Edgware as a major town centre, and the proposal of “thousands of new homes” (Draft Edgware Growth Area SPD, section 2.2.6) should be of major concern to all Edgware residents, especially homeowners, and anyone who genuinely cares about the quality of urban environments.</p> <p>Edgware as a major town centre – since when?? Harrow, Watford, and Croydon town centres, yes. Clearly, these are examples of major town centres and set up as such, unlike Edgware. This idea is totally the opposite of what Edgware needs. The classification of Edgware as a major town centre is very convenient as it paves the way for approval of the idea of thousands of new homes.</p> <p>Edgware needs essential regeneration; it is more about restoring the order and harmony of a relatively new suburban town centre (less than 100 years old) to its original form and character as opposed to finding a new function or a new identity for the town.</p>	<p>Edgware Town Centre is identified within Barnet’s Draft Local Plan as a location for housing delivery, based on the accessibility location, and in line with London Plan policy.</p> <p>It is classified as a Major Town Centre by the London Plan and the councils support the success Edgware through the SPD.</p> <p>High-quality design that is responsive to context is vital to delivering effective and attractive redevelopment.</p>
72	Historic England Archaeology	Objective 8	<p>The Greater London Archaeological Advisory Service (GLAAS) gives advice on archaeology and planning.</p> <p>The SPD should include using archaeology to tell the story of the areas heritage.</p>	<p>The archaeological of Edgware offers potential to support the historical identity of the area. <b>Amend:</b> include reference to heritage in Objective 8. More specific references to archaeology are included in Chapter 3 Spatial Context and Chapter 4 Development Principles.</p>
		Chapter 3 Spatial Context, Heritage	<p>Include reference to the Barnet Designated Edgware: Hale Lane and Watling Street Archaeological Priority Area (APA) which covers part of the SPD area. The Description for this APA is as follows:</p>	<p>The SPD should reference these APAs. <b>Amend:</b> include reference to Hale Lane and Watling Street APAs.</p>

		<p><i>“Edgware is mentioned in the Domesday Book but under the parish of Stanmore and formed nucleated villages within the forested area until the 13th century. There is no Edgware manor mentioned in the Domesday Book, but there maybe a farmhouse, recorded since 1216 AD. However, this is probably located at Edgwarebury (ASAS 10). Agriculture developed in the 16th century, which was quite mixed and it became a small market in the 17th century. In 1862 AD it was said that the market town had disappeared. Industry had little impact on Edgware’s economy, but it is likely that there were gravel pits being worked from 1802 AD continuing into the early 20th century. This APA includes:</i></p> <p><i>Watling Street: A medieval settlement developed along the Edgware Road next to Edgware Brook. Edgware is a Saxon name, originally ‘Aeges Weir’. This was so-called because there would have been a nearby dam or weir constructed for Silk Stream and Dean’s Brook for fishing or irrigation (the latter is mentioned in a charter of 972-8 AD). The church of St Margaret is located here which had a tower dating to the 14th century. In 1370 AD, the Prior of St Bartholomew’s, Smithfield had land holdings in Edgware. Edgware Bridge is located here crossing the Edgware Brook, which is evident on a map from 1597 AD. A bridge was first mentioned in 1370 AD, called ‘Eggewerebrigge’.</i></p>	<p>The SPDs historical context information is aimed to provide an overview of the areas development and - notwithstanding the amendments set out in this schedule - is considered to be sufficiently detailed.</p>
	Chapter 3 Spatial Context, Heritage	<p>Also include reference to the Harrow designated “Edgware Village” APA which lies on the Harrow side of Edgware Road.</p> <p>Please note that the APAs within Barnet were last updated in 2007. GLAAS is currently reviewing all such areas and the Barnet APAs are due to be reviewed in 2023. The Harrow APAs are due to be reviewed in 2021</p>	<p><b>Amend:</b> Include reference to Edgware Village APA.</p>
	Principle 4 – Ensure High Quality Design	<p>Heritage, including archaeology, can be used to enhance the experience of an area by telling the story of the areas</p>	<p>Heritage provides an opportunity to enhance Edgware’s identify and</p>

		and a Sensitive Approach to Heritage	heritage through sympathetic and imaginative public realm design.	environment. <b>Amend:</b> add text to state that archaeology can be used to enhance the experience of the area by telling the story of the area's heritage through sympathetic and imaginative public realm design.
		Principle 4 – Ensure High Quality Design and a Sensitive Approach to Heritage	Any applications within the APA should be supported by an archaeological desk based assessment. In some instance this may also need to be supplemented by an archaeological evaluation. Consultation with the GLAAS should sought as part of any pre-application discussions.	<b>Amend:</b> add text to state that proposals within an Archaeological Priority Area should be supported by an archaeological desk-based assessment.
73	Environment Agency	Chapter 1 Strategic Context	Strategic Context – Paragraph 1.16 - The SPD should also seek alongside growth (green growth) the delivery of benefits for the natural environment and climate change, which will also have benefits for social amenity, health and wellbeing, wildlife and the local economy. This paragraph should be amended.	Agree that the Strategic Context should refer to the need for green growth. <b>Amend:</b> include text referencing green growth that delivery benefits for the natural environment including tackling climate change.
		Chapter 2 Vision	The vision lacks an ambitious approach to improve the local environment in a wider sense. Although there is reference to creating a healthy town centre with substantial new and integrated public spaces and landscaping, the aims should be wider than that as there are broader environmental issues applicable to Edgware Growth Area that need to be directly addressed.	The vision can be expanded to encompass environmental concerns. <b>Amend:</b> Vision to reference environmental resilience through addressing pollution, biodiversity and climate change.
		Chapter 2 Objectives	We support objectives 12 and 13, but there should be an explicit objective to manage and improve the water environment to reduce flood risk and future water shortages, increase resilience to climate change and improve water-related habitats. As a minimum there should be an additional objective that deals with addressing flood risk and climate change, given the prevalence of this issue within the area.	<b>Amend:</b> add reference to flood risk in Objective 12  Objective 13 refers to habitats generically, including water habitats, and these are addressed more fully in Chapter 3 Spatial Context and Principle 8 - Tackle Environmental Issues

	Chapter 3 Environmental Profile	The SPD provides an opportunity to promote sustainable growth and bring about significant improvements to the natural environment. Although the 'Environmental Profile' on page 20 alludes to waterways and flood risk the commentary needs to be expanded to provide a more complete picture. This should be based on existing evidence base documents which haven't yet been fully utilised, but we would also recommend a Level 2 Strategic Flood Risk Assessment informs the SPD to further characterise the level of flood risk.	A Level 2 Strategic Flood Risk Assessment has been carried out for Barnet's emerging Local Plan. This includes a detailed assessment of the key sites within Edgware.
	Chapter 3 Environmental Profile	Paragraph 3.16 identifies the two waterways (Deans Brook and Edgware Brook) leading to some areas lying in Flood Zone 3 and also surface water flood risk in parts of the town centre. Flood zone 3 is indicative of an area which is at risk from fluvial (river) flooding in a 1 in 100 year annual probability or greater (1% chance) so the current definition within brackets is incorrect (i.e. a 1 in 100 year or less risk of flooding).	<b>Amend:</b> update reference to flood risk probability.
	Chapter 3 Environmental Profile	Paragraphs 3.17 and 3.18 identify the deficiency in access to or a network of open spaces and the presence of Deans Brook (Site of Borough Importance for Nature Conservation). However, more could be said about this. There are quite a few local wildlife sites around the perimeter of town centre including Deans Brook and Stoneyfields Park, Silk Stream and Burnt Oak Brook and Mill Hill Old Railway Nature Reserve (Bentley Priory SSSI is 2.2km away from the town). There is potential to improve biodiversity value and think about the SPD area's potential impact and link to wider habitats. In addition, you have utilised the data available on Water Framework Directive (or referenced the Thames River Basin Management Plan, 2015).	Reference to wildlife sites in the wider area should be included in the SPD. <b>Amend:</b> include information on other wildlife sites in the local area, including Silk Stream, Burnt Oak Brook, Stoneyfields Park and Mill Hill Old Railway Nature Reserve.
	Chapter 3 Environmental Resilience	Under 'Environmental Resilience' paragraphs 3.19 and 3.20 identify air pollution and noise pollution as key issues. Whilst we agree, this should be broadened out to	<b>Amend:</b> add reference to the impact of climate change being expected to increase the likelihood of extreme

			<p>other resilience issues such as flood risk, water resource stress and climate change. For example, Barnet is located within a wider south east area that suffers from serious water stress, and so water efficiency measures should be a requirement for all new developments (achieving 110 litres per head per day in accordance with the Optional Higher standards of Building Regulations for residential and BREEAM 'Excellent' with maximum water credits for non-residential). Climate change is likely to exacerbate and increase the risks from flooding and therefore flood resilience measures across the growth area will be vital to protect residents and the local economy and infrastructure.</p>	<p>weather events that pose a risk to health, including summer heatwaves, flooding, and drought.</p>
		Principle 5 - Improved Environment and New Public Spaces	<p>Principle 5 - Improved Environment and New Public Spaces. An opportunity has been missed to combine the principle of creating public open spaces with a sense of greenery and nature, with other objectives such as the provision of sustainable drainage, attracting wildlife and carbon capture through initiatives such as tree planting. The type of planting used and the ways in which the open spaces can contribute to water. Could boundary treatments and street furniture also include wildlife friendly planters? Where hard surfacing requires replacement, could greener options such as grassed areas, gravel or permeable paving be introduced?</p>	<p><b>Amend:</b> add reference for green spaces to deliver environmental benefits such as attracting wildlife, natural SUDS, and carbon capture.</p>
		Principle 8 - Tackle Environmental Issues	<p>Deans Brook and Edgware Brook are classified together as the Silk Stream and Edgware Brook GB106039022970. This surface water body is currently failing to reach good status and is currently at moderate status. Multiple factors contribute to reasons for not achieving good status. The opportunity to improve the local rivers in tandem with opportunities to create new public open spaces should be championed within this SPD. For example, we identified a specific WFD action measure to improve the Edgware Brook near Hendon FC Stadium</p>	<p>The SPD supports the approach of a network of green linkages and enabling people to experience nature. The wording can be expanded and emphasised. <b>Amend:</b> update text to reference restoring the rivers and improving the river corridor habitat and spaces for wildlife, along the aim of connecting</p>

			<p>with buffer zone and riparian habitat improvements which might include river restoration, renaturalising river banks, river edge planting and habitat creation. We have also identified a number of weirs which are causing an obstruction to fish passage, which could also be improved by introduction of fish passage or removal if the weir is obsolete. Improving the rivers in this area will bring about improvements to nature and wildlife as a whole, as a wider range of species will be attracted to the habitats provided. Improving the rivers can also benefit flood risk by increasing flood storage and natural processes. This can also have other benefits such as improving health and wellbeing of residents and visitors, increasing the number of visitors (footfall) to the area and thereby benefitting the local economy. This SPD should encourage a net gain approach to biodiversity and the natural environment in general (Planning Practice Guidance definition: Net gain in planning describes an approach to development that leaves the natural environment in a measurably better state than it was beforehand)</p>	<p>green spaces and habitats across the area where possible.</p>
		<p>Principle 8 - Tackle Environmental Issues</p>	<p>This SPD should make explicit reference to applying the Sequential Test and Sequential approach to ensure sites within areas of lowest risk are prioritised ahead of selecting sites in areas of medium to high fluvial (and surface water) flood risk. The West London SFRA also provides climate change extents for each of the river models. The climate change flood outlines for the Silk Stream model also show an increase in the extent of flood risk from rivers in this area for the 35% and 70% allowances (for example, along Brook Avenue to north-east of Edgware Station). Consequently what this is showing is that there are areas where fluvial flooding would occur during these climate change scenarios which are currently at low risk.</p>	<p><b>Amend:</b> add a bullet point to reference application of the sequential test and approach</p>

		<p>Principle 8 - Tackle Environmental Issues</p>	<p>Surface water flood risk is also mapped within the West London SFRA and is more extensive than the fluvial risk. Unless a further study is undertaken using the correct climate change allowances, the 0.1% annual probability extent from the Surface Water Flood Risk map represents the potential climate change adjusted impact of current risk. Barnet and Harrow's Surface Water Management Plans have both identified Critical Drainage Areas (CDA) within the Edgware Growth Area. It's important to recognize within this SPD that the different sources of flooding interact and can exacerbate flood risk. Increasing impermeable surfaces from development and a lack of capacity within the existing drainage network will also contribute to risk.</p>	<p><b>Amend:</b> add text to reference that different sources of flooding can interact and exacerbating flood risk.</p>
		<p>Principle 8 - Tackle Environmental Issues</p>	<p>Small pockets of the SPD Area benefit from flood storage areas north of Edgware in Edgwarebury Park, Stoney Wood Lodge and near to Bransgrove Road over the border into Harrow which is evident from the 'Flood Storage Areas' and 'Areas Benefiting from Flood Defences' layer in the SFRA Policy Map. These flood storage areas were constructed as part of the Silk Stream Flood Alleviation Scheme approximately 10 years ago. We are currently working on a new Silk Stream Flood Alleviation Scheme intended to protect areas in Colindale and Rushgrove Park from flood risk. This is likely to require partnership funding contributions to be viable, and it's possible that planning contributions to this scheme may be sought, where appropriate.</p>	<p><b>Amend:</b> reference that Planning contributions towards the new Silk Stream Flood Alleviation Scheme may be sought.</p>
		<p>Principle 8 - Tackle Environmental Issues</p>	<p>Reducing and managing flood risk and requiring sustainable drainage measures in this area is a must-do and should be strongly reflected in this SPD. There should be a sentence within the SPD which requires all development to utilise the guidance within the existing SFRAs to design layouts, mitigate and make space for water to help with the reduction of flood risk. In addition,</p>	<p><b>Amend:</b> add text to state that proposals should utilise the guidance within the existing SFRAs to design layouts, mitigate and make space for water to help with the reduction of flood risk.</p>

			growth within the town centre and beyond may also be required to contribute financially to improving strategic flood defences, upgrading flood storage areas and defence assets and flood resilience in the area.	
	Principle 8 - Tackle Environmental Issues	Principle 8 - Tackle Environmental Issues - Whilst we support the references to mitigating and adapting to climate change, managing flood risk and creating new habitats, we think this section could be more specific and detailed. For example, paragraph 4.49 talks about the potential for opening up spaces such as the Deans Brook but we would like to see an explicit reference here to the opportunity to restore the rivers and improve the river corridor habitat and spaces for both people and wildlife. We'd also like to see the aim to plan to connect these green spaces and habitats across the area wherever possible. Paragraph 4.49 should seek to achieve net gains for biodiversity as a result of new developments. We support paragraph 4.49; but it doesn't really translate into what would be expected of new developments to achieve that aim. For example, do we want growth in Edgware to find a way of connecting to wider environmental assets by creating green networks and linkages? Growth should incorporate environmental measures that deliver multiple benefits, e.g. pocket parks that provide public access and amenity, spaces for wildlife, flood attenuation and carbon capture through tree planting.		<b>Amend:</b> expand bullet point to include reference to a net gain approach, restoring river habitats, and providing green networks and linkages.
	Principle 8 - Tackle Environmental Issues	Paragraph 1.9 identifies that in particular there is a lack of open public open spaces within the town centre, with no parks and little tree coverage or planting. This SPD should also be championing opportunities to make provision for this and creating a network and linkages between green spaces. There are potential opportunities to integrate the natural environment within the District's Town Centre's in addition to providing better access to		Through the Vision, Objectives, Development Principles and design guidance the SPD supports and encourages new and better open spaces and planting. Inclusion of further references are set out in other parts of this response.

			<p>open spaces. This can be achieved in a number of ways such as native tree planting, pocket parks, rain gardens, natural swales, permeable paving, green roofs and walls, bird and bat boxes and wildlife friendly planters. The geographic location of these measures can also link up to new green open spaces and existing green corridors such as river corridors. This SPD needs to be clear how growth will be expected to contribute to improving green spaces, green networks and biodiversity to improve health and wellbeing, reduce flood risk and increase resilience to climate change.</p>	<p><b>Amend:</b> add reference to placing emphasis on measures that enhance and support the Urban Greening Factor as detailed in the London Plan.</p>
	<p>Principle 5 - Improved Environment and New Public Spaces</p> <p>Principle 8 - Tackle Environmental Issues</p> <p>Chapter 6 Public Realm Guide, Planting</p>	<p>Also- '<i>Managing flood risk through the design and location of development and make use of sustainable urban drainage systems</i>'... is positive but there is a lot more we should be pushing growth to achieve, such as creating more space for water, incorporating sustainable drainage systems as a must-do, selecting sustainable drainage measures that have multiple benefits (such as improving water quality and biodiversity) and designing for climate change. Additional hard surfacing is going to exacerbate the situation rather than alleviate it placing greater pressure on existing drainage networks to receive surface water runoff therefore developments need to achieve more green space, SuDS and more permeable paving. Measures such as rain gardens, pocket parks, green roofs and walls, planters, swales and tree planting can all help to capture and absorb rain water and are suitable in an urban setting. We think this section would benefit from providing references to further information such as the West London SFRA (2018) and the future Level 2 SFRA. It is essential that there is the physical infrastructure in place (flood risk infrastructure, surface water and waste water networks) to accommodate new developments. We'd also like to see a reference to water</p>	<p><b>Amend:</b> add reference to the benefits of SUDS throughout the SPD, namely Principles 5 and 8, and the Public Realm Guide.</p>	

			saving measures (water efficiency) as a requirement for both residential and non-residential uses.	
74	TfL	General	<p>An SPD should help guide decision makers on putting into action London-wide and local policy on development proposals that they may receive in this area. In general, TfL is supportive of how the policy has been developed, the level of engagement with TfL through various forums and technical supporting information.</p> <p>In accord with Barnet long-term Transport Strategy, we need investment in LU capacity to support growth in London including growth in Barnet and at sites such as Edgware. TfL would expect through the planning system to seek direct obligations and safeguards to deliver enhanced capacity on Edgware branch of the Northern Line, when that investment can happen will be decided through TfL Business Plan and Mayor's Transport Strategy. This may limit what can be built at Edgware until such investment has been made and at this stage.</p>	Welcome the support for the planning framework.
		Objective 3 Improving transport options	Edgware Town Centre will move towards being more sustainable, with better options to walk and cycle ... TfL suggests that you should add 'better public transport' (buses) will be needed for local travel as well as for 'those coming from further afield' as not everyone can walk or cycle and the socio economic profile of the area shows significant percentage of the populations in both Barnet and Harrow are people with protected characteristics, including a growing population of older age groups, with a forecast increase of 26% in over 65s up to 2030 in Barnet. The EqIA (for the SPD) says that there will be no adverse impact on people with protected characteristics.	<b>Amend:</b> update text to - '...with better options to walk, <b>and cycle or take the bus</b> to the Town Centre for those living locally ...'
		Chapter 2, Objectives  Objective 3	<p>TfL queries why there is no objective relating to cutting down the amount of traffic.</p> <p>Objective 3 talks about improving transport options to move towards being more sustainable but these improvements must not lead to significantly adverse</p>	<p>These concerns are addressed through the change to Objective 3.</p> <p><b>Amend:</b> '... far better local environment <del>that</del> <b>and seek to ameliorate does not</b></p>

		traffic congestion impacts. This implies that the SPD aiming not to make traffic congestion worse which lacks ambition as the Council should be trying to reduce it in accordance with the Publication London Plan.	<del>lead to significantly adverse traffic congestion impacts</del>
	Objective 12 Tackle Climate Change and Pollution	This should also mention the reducing motorised traffic as a way of reducing air pollution and prioritising active travel`	The Objectives are intended to be high level, with more details provided in Development Principle 8 Environmental Issues.
	Chapter 3	Figure 12 on page 21, looks 1930s or even later	<b>Amend:</b> update Figure 12 caption to reference the mid twentieth century.
	Chapter 3 Spatial Context	In 3.27, the Council should acknowledge a third major change in the 1960s with the construction of the tall office block (Premier House and associated retail on the south side of Station Road. TfL understands that this was on the site of the Great Northern Railway station, not the Broadwalk shopping centre as stated.	<b>Amend:</b> include reference to Premier House in the development of the area.
	Chapter 3 Spatial Context	In 3.28, there's a typo in the table of listed buildings: 'Edgwarebury' (not 'Edgware bury').	<b>Amend:</b> typo corrected
	Principle 2 Transport Options Chapter 7 Transport and Movement Guide	In 4.11 (and 7.6), TfL would dispute the statement that 'trains [through Edgware station] are highly congested during peak-hours'. There are fewer than 500 people travelling in either direction in any fifteen-minute period. Given there's a train every three minutes and each can carry almost 800 passengers, this is a considerable exaggeration. The capacity constraints are towards central London. This will change with growth at Burnt Oak, Colindale, Hendon Central and Brent Cross.	<b>Amend:</b> update wording in paras. 4.11 and 7.6 to remove reference to train usage levels at Edgware.
	Principle 2 Transport Options Chapter 7 Transport and Movement Guide	In 4.11, the statement that 'the station operates within capacity', should be verified through data analysis though likely to be correct. TfL provides open source data on passenger numbers and analysis of baseline station capacity could be undertaken. TfL advice is the station	Station capacity information is based on the Transport Study. The text will be rephrased for clarity. <b>Amend:</b> 'Whilst busy, the station <u>is observed to</u> operates within capacity'

		observed capacity should be verified to create a base position to assess the growth assumption in the SPD.	
	Chapter 5 Key Sites Design Guide	The area analysis by segmentation fails to identify any opportunities where development sites could contribute to increasing permeability for walking and cycling and removing pressure from the main thoroughfares.	While movement and linkages through the sites are referenced, the wording can be strengthened. <b>Amend:</b> for the Broadwalk Centre and Forumside sites reference better and new walking and cycling routes to reduce pressure on main thoroughfares.
	Chapter 5 Key Sites Design Guide	There are references to reduce the severance impact of the Northern line on the area – however, it is not clear what is expected. TfL would be open to discuss this aspect. Its important that any works in or around LU infrastructure safeguard our ability to operate and maintain the railway.	<b>Amend:</b> include references in the Broadwalk Centre site section to reducing severance caused by the Northern Line, and the need to maintain LU operations.
	Chapter 5 Key Site – Broadwalk Centre and the Station	In 5.20 fifth bullet, the wording should be tightened. The Council should explain why there should be retention of some car parking for town centre users and especially commuters and what quantity with evidence that takes account of the MTS. The policy starting point is car free in areas of good accessibility such as Edgware.	Update to reference the need for evidence. <b>Amend:</b> para. 5.20 <del>There should be retention of some</del> <b>The provision of</b> car parking for town centre users, and potentially commuters, <b>must be based</b> <del>depending on</del> <b>evidence of assessed</b> need
	Chapter 5 Key Sites Design Guide	In 5.30 first bullet, typo ‘metres’ (not ‘meters’).	<b>Amend:</b> typo corrected
	Chapter 5 Key Sites Design Guide	In 5.12, the area appears to include the depot too. Why does the boundary line not cover the circular drop off area in front of the station or the building directly to the west of the bus station access road facing on to Station Road?	Boundary lines were drawn to follow building frontage alignments.
	Chapter 5 Key Sites Design Guide	In relation to point 5.12 and figure 31 & 32 TfL is concerned to see the area TfL have discussed at length with Barnet Council previously in relation to potential	The boundary reflects that within Barnet’s Draft Local Plan Sites Schedule. Further text can be added to clarify the

		expanded stabling for a future Northern line upgrade and expanded fleet continue to be highlighted as an area of 'high development' opportunity (see above). It important that this operation LU land remains available for operational purposes for the longer term. This is supported by the Barnet Long term transport strategy.	importance of this area for LU requirements. <b>Amend:</b> add a new bullet point to para. 5.20 – ' <u>London Underground infrastructure comprising tracks and sidings to the eastern part of the site is expected to remain available for operational purposes for the longer term.</u> '
	Chapter 7 Transport and Movement Guide	Something ought to be mentioned about ways of preventing or deterring use of the central part of Station Road to the east of the station for informal car parking.	<b>Amend:</b> insert in Chapter 7 the need to deter informal parking along the central section of Station Road.
	Chapter 7 Transport and Movement Guide	Bus priority should be explored where queuing occurs. Drop off at LU station creates conflicts with bus operations; referring to picture on page 31 of Edgware Transport Strategy Appendix 1 Recognise that there will be a substantial increase in bus usage (Principle 2 of the Development Principles). The Transport Assessment baseline Appendix points to a 46% in bus boarding and 28% in alighting activity. 33% of LU station users arrive by bus during the am peak, 33% during the day, rising to 50% in the pm peak.	<b>Amend:</b> through a new sub-section in Chapter 7, include references to the expected increases in bus usage, the potential for bus priority, and traffic conflicts at the Tube station
	Chapter 7 Transport and Movement Guide	The section on 'Promoting Active Travel' (page 50) needs to make more reference to promoting bus travel as well as not adversely affecting bus travel. Bus travel incorporates active travel, prioritising road space for buses directly benefits bus users, as well as benefiting walkers and cyclists.	This section includes support for bus travel as an important means of moving around the area.
	Chapter 7 Transport and Movement Guide	The aim is no one to be killed or seriously injured by or in a bus by 2030, and all serious injuries and deaths to eliminated on London Streets by 2041. Your particular focus on the interaction between the bus station vehicle access and Station Road needs to be set within a broader	Promoting a safe and Secure environment for all road users is set out in the Active Travel section of Chapter 8. <b>Amend:</b> 'Promote a safer and more secure environment for all road users

		<p>set of interventions along Station Road, to making the street less vehicle dominated.</p> <p>TfL recommendation is to reduce road speeds to 20 mph within the study area and the introduction of slow street (less than 12 mph) where pedestrian flows are higher or being encouraged to increase due to development e.g. Station Road.</p>	<p>including pedestrians and cyclists, <b><u>making the roads less vehicle dominated, and considering a 20 mph zone on Station Road.</u></b></p>
	Chapter 7 Transport and Movement Guide	<p>Safer streets, the focus is on junctions, in this case this should include the access to the bus station, as well as the access to the car park, and major junctions such as the A5/ Station Road junction. This should include better facilities for cyclists and pedestrians, a more pleasant walking environment, and a safe, simpler and more accessible experience for bus users</p>	<p>An additional bullet point has been added to Chapter 8, Promoting Active Travel, relating to new and improved road crossings.</p> <p>The new section on Roads and Traffic addresses bus priority and managing conflict with other users around the station.</p>
	Chapter 6 Public Realm Guide	<p>The public realm guide currently only considers wayfinding, street furniture, planting and signage as relevant factors. Reference should be made to Healthy Streets which considers a wider range of influencing factors in the public realm and should be made specific to Edgware.</p>	<p><b>Amend:</b> included reference to Healthy Streets in Chapter 6 the Public Realm Guide.</p>
	Chapter 6 Public Realm Guide	<p>As well as Healthy Streets indicators, other issues related to public realm:</p> <ul style="list-style-type: none"> <li>• noise and air pollution need to be considered in this context;</li> <li>• the high street footways as a zone for shop fronts, display or catering, seasonal activation (e.g. Christmas lights, or festivals),</li> <li>• importance of sensitive design with regard to accessibility and heritage, simplified material palette etc.</li> <li>• Management of cycle parking, deliveries and rubbish removal.</li> </ul>	<p><b>Amend:</b> Insert new paragraph to Chapter 6 providing further opportunities offered by public realm improvement.</p>

			<ul style="list-style-type: none"> <li>• Harmonising footway lighting v highway lighting</li> </ul>	
	Throughout	There is recognition that maintaining the high PTAL rating is important and that public transport operation must remain viable. There are useful headline principles offered for any relocated bus station on page 36/37 of the main Transport Strategy.		Support for maintaining PTAL levels is present throughout the SPD, including in the Vision, Objectives and Design Principles.
	Chapter 8 Delivery and Implementation	The 'Delivery Timelines (Transport)' measures for the bus station need further consideration on pages 55 and 56. The first one says 'Reduce conflict between bus station and other users'? The Council should clarify what this means and what is envisaged to achieve it. Shouldn't the primary measure be to improve and ensure a high quality interchange with the tube station and between bus services within the bus station?		<b>Amend:</b> update the text to - ' <b>Improve the relationship</b> <del>Reduce conflict</del> between <b>the</b> bus station and other <b>town centre</b> users'
	Chapter 8 Delivery and Implementation	The 'Delivery Timelines (Transport)' measures for the bus station need further consideration on pages 55 and 56. The fourth one says 'Develop proposals for a relocated bus station....'. The requirements for the bus station as set out in 7.9 do not assume the bus station is going to be moved, rather they set some key tests for any development proposals. These criteria also place considerable importance on ensuring integration with the station. It would therefore be premature to include relocation as a delivery test for the SPD – TfL suggests that ' <i>Develop proposals for a new or upgraded integrated bus station facility</i> ' would be more appropriate at this stage, to allow for a range of options to come forward.		<b>Amend:</b> update the text to - 'Develop proposals for a <b>new or upgraded integrated</b> <del>relocated</del> bus station <b>facility</b> following detailed principles'
	Chapter 8 Delivery and Implementation	<p>Delivery timelines:</p> <ul style="list-style-type: none"> <li>• Healthy Streets and Active Travel Zone approach needs to be followed from the outset</li> <li>• Cycling infrastructure from the outset</li> <li>• Traffic reduction and reduce speeds from the outset</li> <li>• Delivery and consolidation needs to be considered early on as it impacts on ground floor</li> </ul>		<b>Amend:</b> updated timelines

75	Owner – Ballard Mews	Principle 7 - Promote Economic Growth and Local Jobs	You plan includes no provisions whatsoever for commercial / light industrial which is a strong provider of jobs in the locality.	Principle 7 does make reference to office and light industrial uses. LB Harrow support Ballards Mews as a functioning light industrial site.
		Chapter 5 – Key Sites Design Guide	You identify Ballards Mews as an area of low development potential (as shown on your map). This is a surprise given it is a relatively easy to develop site for housing or commercial use.	The location is within a Conservation Area which restricts the intensity of potential redevelopment.
76	Resident	General	My concern still remain that the document is more aspirational than one that would give sense of direction for integrated and comprehensive improvement of greater Edgware.	The SPD provides a planning framework for the area. More detailed approaches will be established through masterplans and development proposals.
		Chapter 1	I further feel that the town centre SPD should embrace Edgware Hospital site given its importance to the health of the local community and as a major non-retail employment site. I'm sure you are aware that Edgware General was downgraded to a community hospital and the A and E facility moved to Barnet Hospital. The free transport between the two hospitals has quietly been withdrawn - thereby adding to congestion on our roads. I am not sure, if the Local Authority has been effectively engaged to expand its services with imminent increase in the local population resulting from the large-scale housing developments that would be approved by the council. I am very concerned that Edgware community hospital is disposing of its "surplus" land. I would like the SPD to protect this hospital site in light of the large-scale population increases resulting from the massive A5 Edgware Road corridor housing developments currently taking place from Stone Grove along Burnt Oak/Colindale to West Hendon and Cricklewood.	The SPD boundary largely follows the town centre boundary. Extending to include Edgware Hospital would not support renewal of the town centre. The hospital is treated as a site in its own right in Barnet's Draft Reg 18 Local Plan Schedule of Sites.

		General	The issues of congestion in Station Road and Edgware town centre is well known. If the vacant site adjoining the Sainsbury's car park is to be developed, then a direct road link to Deans Lane ( A5109), needs to be conditional, before any development commences.	While the SPD requires improvements in movement and circulation, detailed proposals will be prepared as part of masterplanning or development proposals.
		Objective 10 Principle 6 – Deliver Community Facilities	The document refers to improved community facilities that potential developments may lead to, but it would be useful to have a list of amenities that developers would be required to provide. There are references to public toilets which has been an ask (outside the Broadwalk when it is shut) by the local community for more than a decade and nothing has come of it.	The SPD requires that renewal of the town centre should support and, where necessary, improve community facilities.
		General	Tall buildings are now increasingly of concern to many - not least in the light of the Grenfell Tower fire. A tall buildings capacity study was asked for, when such an exercise was undertaken some 10 years ago. Is such a study to be produced for underpinning this SPD?	Edgware Town Centre is identified by the Local Plan as an area potentially suitable for tall buildings.
77	Local Worker	NA	I am a consultant who works at both Northwick Park and Edgware Hospital. As a Director of Screening for North London Breast Screening, access for transport has been found to be a major factor to access screening. I am therefore asking this is not lost in your consultation. Furthermore, there does not appear to be any plans to support the move to electrified vehicles. The provision of publicly accessible charging points is essential. The creation of housing these days mean that flat owners do not have the ability to charge outside their own homes, which would increase the deprivation of those who do not live in a house and deprive them access to transport (as not everybody's work can use public transport eg keyworkers who work shifts and nights still need access to vehicles).	Electric vehicle charging requirements are set out in the councils' Local Plan documents.



# Edgware Growth Area

## Supplementary Planning Document

June 2021

## Preface

Edgware Town Centre has a diverse character, vibrant community and excellent commercial opportunities including for retail, office and leisure. There are also enormous opportunities to bring improvements to Edgware through positive change and growth.

The town centre falls within the boroughs of both Barnet and Harrow and the councils jointly prepared this Supplementary Planning Document (SPD) to guide how Edgware Town Centre can successfully undergo renewal and better serve as a destination for local residents and businesses.

The SPD supports comprehensive redevelopment of key sites to reflect Edgware's status as a major town centre, reinforce the role of the high street, provide new public spaces and make the street environment more attractive. The environment for pedestrians and cyclists will be improved, providing better options for more sustainable transport and safe and active movement. The town centre will also provide opportunities for new high quality homes, including affordable housing.

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# 1.

# Introduction



Figure 1 – Inter-war shopping frontage on the corner of Hale Lane

## 1. Introduction

- 1.1. Edgware has evolved from a small market town into a major town centre<sup>1</sup> and a well-known suburban hub of North London. The centre is situated in the north-west corner of Barnet and extends into a small part of Harrow. Edgware has a long and proud history. The town centre is popular, diverse and valued, providing extensive shopping, cafes, restaurants and services for communities in both boroughs, north London and beyond.
- 1.2. The presence of Edgware Underground Station at the end of the Northern Line, along with Edgware Bus Station, make it a public transport hub. People use the buses and tube to access Edgware for shopping, leisure and work, while commuters can travel in directly to Central London.
- 1.3. The Town Centre is an important commercial driver of the local economy and provides a range of important employment opportunities, largely in high street retailers and office work.
- 1.4. There is also much valued local community infrastructure, including a primary school, a library, religious buildings, and numerous active community organisations.
- 1.5. Edgware has attractive inter-war shopping frontages, along with many nationally and locally listed buildings across the town centre. Edgware has a long and interesting history which is reflected in important heritage buildings that provide distinctive designs and links to the past.

- 1.6. Despite its many advantages as a destination, the town centre has experienced a range of pressures in recent years like many town centres and high streets nationally. In common with similar town centres there has been a significant shift in retail resulting in the loss of major retail anchors as more people have moved to shopping online or attracted to out of town retail centres as they expand their offering.

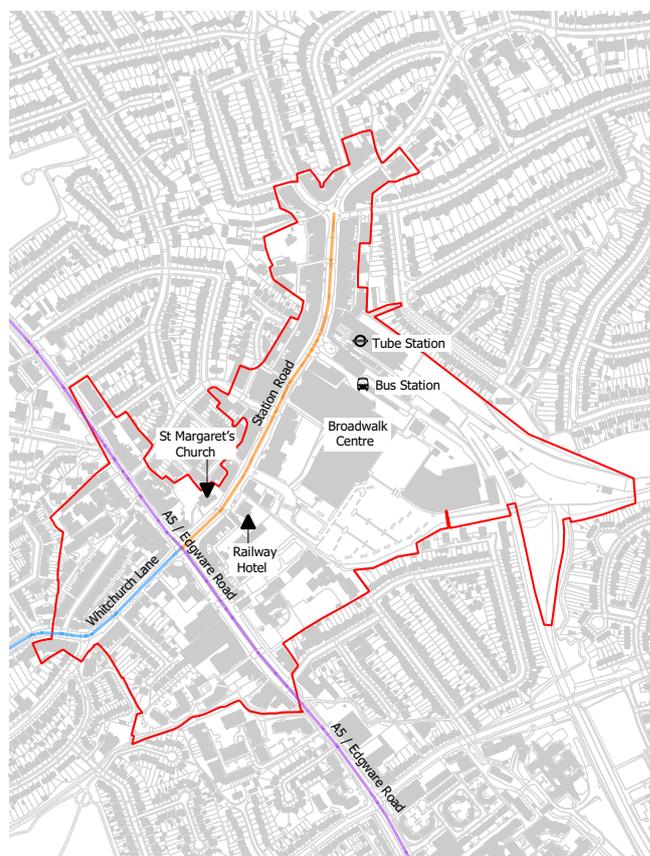


Figure 2 – Key features within the Edgware SPD Boundary

<sup>1</sup> A Major Town Centre is defined within the London Plan Hierarchy and generally contain over 50,000 sqm retail, leisure and service floorspace. They may also have significant employment, leisure, service and civic functions.

- 1.7. This SPD seeks to build on the current assets of the town centre and identify where there are opportunities for improvement and development. It sets out a clear vision for a town centre that will guide regeneration and renewal activity by the councils as well as encourage investment into the town centre by landowners, investors and other public sector bodies. It aims to deliver the vision both Barnet and Harrow Councils have for a reimagined Edgware Town Centre and thriving high street.
- 1.8. Edgware is very well connected by tube and bus, however, travelling to the town centre by more sustainable and active means is less appealing and often not so easy. Major routes along the A5 and Station Road are heavily trafficked, which adds to air and noise pollution and a poor environment. The A5/ High Street creates a physical barrier when travelling east/west to or from the main shopping areas and Edgware Station. Furthermore, the presence of the tube lines, along with poor quality pathways connecting south of the Broadwalk Centre car park, make for difficult access to the residential areas to the south and east of the town centre.



Figure 3 – The Boardwalk Centre frontage on to Station Road

- 1.9. The public realm, comprising footpaths and the streetscape environment, is often not as good as it could be. In particular there is a lack of open public green spaces within the town centre, with no parks and little tree coverage or planting. Where planting has taken place, most notably the street trees along the north eastern part of Station Road, it is already having a beneficial effect.
- 1.10. The town centre lacks a sense of arrival, despite the huge flow of people through the Underground and bus stations. This misses the opportunity for a pleasant and welcoming heart to Edgware which encourages people to visit and enjoy the town centre.

- 1.11. Some of Edgware's building frontages are not shown in their best light due to excessive signage. Areas to the buildings' rear are often poorly maintained, encouraging anti-social behaviour and crime. Some of Edgware's heritage is well cared for and well used. In other cases, particularly the Railway Hotel, the buildings have been neglected and must be restored and brought back to suitable uses.
- 1.12. To the rear of the Railway Hotel and within the wider area known as Forumside, is a large area of brownfield land sometimes used for illegal dumping. It has become a blight on the town centre and encourages anti-social behaviour, including further littering and fly-tipping. The whole area to the south of the Broadwalk Centre and Railway Hotel often does not feel welcoming or safe. The Broadwalk Centre car park means this area is dominated by vehicles rather than pedestrians, while the long Church Way footpath which connects Station Road to Fairfield Crescent feels enclosed and isolating.

## Strategic Context

- 1.13. London continues to grow, with rising populations moving out of central into outer London suburbs placing an ever-increasing pressure on the need for more housing, jobs and supporting infrastructure.
- 1.14. Through the London Plan the Mayor establishes the growth needs for London and places housing targets for all 33 boroughs. The London Plan sets out where the Mayor would prefer to see growth delivered, within an emphasis on directing development towards land that:
- Is brownfield and within or on the edge of town centres;
  - Is well connected by existing or planned public transport;
  - Can intensify the use of land to support additional homes and workspaces, promoting higher density development, particularly in locations that are well-connected to jobs, services, infrastructure and amenities by public transport, walking and cycling.
- 1.15. Outer London boroughs like Barnet and Harrow are required to meet the Mayor's growth requirements through our local plan documents by identifying suitable places where new housing and supporting infrastructure could be delivered.
- 1.16. The Mayor's Good Growth Principles underpin this approach, in particular Policy GG2 Making the best use of land, which expects application of a design-led approach to determine the optimum capacity of sites. A high density approach in

Edgware Town Centre is a sustainable way of meeting the boroughs growth needs while protecting precious green spaces, including Green Belt.

- 1.17. This SPD seeks to ensure that alongside growth we also see the delivery of benefits for the local Edgware community within Barnet and Harrow, including improvements to the physical and commercial environment, transport, housing, and social infrastructure such as schools and healthcare. This should be green growth that delivers benefits for the natural environment, including tackling climate change.

## Managing Growth

- 1.18. The town centre offers a diverse range of shops, cafes and restaurants, including numerous independent outlets reflecting the mixed local community. The Broadwalk Centre and central parts of Station Road support some national high street chains.
- 1.19. Retailers and high streets have undergone huge changes in recent years, largely due to the rise of internet shopping as people make fewer physical purchases in town centres. This trend may have been further accelerated by the Covid-19 pandemic altering many aspects of day to day life. While the long-term impacts are hard to fully assess immediately, it appears shopping habits are being affected. There are also likely to be changes to work patterns and the need for improved essential local amenities such as access to open space.
- 1.20. Edgware Town Centre hosts a range of non-retail uses, including a significant amount of office space for professional and commercial services. There are diverse community uses such as buildings for community organisations, education, healthcare, religious uses, and a library. There is also a presence of leisure uses including a fitness gym.
- 1.21. Town centre uses on ground floors can be expanded and the frontages activated to provide a much-improved town centre experience. Public squares should play a key role in creating vibrant community spaces where people congregate to shop, eat out, and socialise in a welcoming and attractive environment.
- 1.22. To secure its status as a major town centre Edgware needs a sustainable response to a changing world. There must be compelling reasons for people to choose to visit and stay in the town centre, generating a positive and self-sustaining circle of renewal. Edgware can draw on its unique character and features while seeking new offerings to enhance the town centre's appeal and support its businesses. Edgware has

an enormous opportunity to significantly improve its leisure and cultural experience to draw more people to the town centre during the day and evening. This could mean more entertainment such as a cinema, increased eating out options, and leisure such as sports activities.

- 1.23. The Edgware town centre experience can be greatly improved for pedestrians and cyclists through improvements to the street environment and dedicated routes. While public transport access is already good, the relationship of the tube and bus facilities with the surrounding town centre could be made much better. There will continue to be provision of car parking spaces for town centre users.
- 1.24. Edgware's economy must be supported to adapt and grow to provide new local job opportunities and an entrepreneurial spirit. Sustainable economic growth within Edgware is vital to supporting a dynamic community and employment opportunities for local people.
- 1.25. Local employment opportunities can be greatly expanded through delivery of workspaces for business start-ups and SMEs (Small & Medium Enterprises). Improving Edgware's economy and job environment will reduce the need to travel into central London and will draw wealth creation into the local area. The Covid-19 pandemic restrictions have demonstrated employees' ability to work remotely and interact with clients and colleagues at a distance. Flexible employment floorspace should be provided and people helped to get the right level of skills to fully access the jobs market.
- 1.26. Within the Town Centre the opportunity for change and growth is supported by extensive areas of brownfield and underused land. These areas can be used to underpin the renewal of Edgware through imaginative development bringing in new investment, homes, new town centre activities and uses, and a much-improved environment.



Figure 4 – Extensive town centre car parking

- 1.27. Developers will be expected to support wider infrastructure investment for improved community facilities, for example in terms of schools, health and well-being and GPs surgeries. This is also the case with improving the public realm, for example with a network of cycle and pedestrian links, new public open spaces, squares, performance and event space that can provide places for pop-ups artists, community activities and leisure.
- 1.28. The design of new development must be appropriate to its context in terms of building scale, with high quality design that improves the town centre. Good design means building frontages should respond to the streets and pathways to give a sense of activity and inclusion, with natural surveillance providing improved security.

issues faced within Edgware, such as poor public realm, traffic congestion, and anti-social behaviour. It also provided a sense of the importance of the town centre to local people, and how they might like to see certain changes, for example the desire for developers to provide community amenities such as improved and new public spaces.

- 1.30. A six-week public consultation was carried out between 11th January and 22nd February. Notifications were made to the boroughs consultee databases, a leaflet drop to all addresses within 1km of the SPD boundary, and social media posts. The SPD documents and a questionnaire were available through the councils' websites. Two public consultation events were held online due to Covid-19 restrictions, with approximately 160 attendees. In terms of response there were 77 emails and 142 questionnaires completed. Responses received were assessed and used to update the SPD.

## Consultation Process

- 1.29. Early consultation was carried out during preparation of the SPD to seek the views of local stakeholders, including community organisations, businesses and landowners. The feedback received helped to shape the draft document in terms of understanding the

- 1.31. The process of preparing the SPD will be used as a springboard to ongoing engagement with stakeholders, including landowners, to successfully secure the future roadmap for Edgware Town Centre.

## A Joint Council Ambition

- 1.32. The revitalisation of Edgware must meet the overall aims and approaches of both boroughs. These are established through the Barnet 2024 Corporate Plan and the Harrow Ambition Plan 2019. Key aspects of these documents which are relevant to the Edgware SPD are summarised below.

- 1.33. The **Barnet 2025 Corporate Plan** outcomes and priorities that will be supported by the SPD:



**Clean, safe and well run:** a place where our streets are clean and antisocial behaviour is dealt with so residents feel safe. Providing good quality, customer friendly services in all that we do



**Family Friendly:** creating a Family Friendly Barnet, enabling opportunities for our children and young people to achieve their best



**Healthy:** a place with fantastic facilities for all ages, enabling people to live happy and healthy lives



**Thriving:** a place fit for the future, where all residents, businesses and visitors benefit from improved sustainable infrastructure & opportunity.

**Barnet’s Covid-19 Recovery Programme:**

1.34. Barnet Council’s approach to recovery from the COVID 19 pandemic has been to develop a recovery framework containing six workstreams, which are aligned with the Corporate Plan.

<b>1. Thriving</b>	<b>2. Family Friendly</b>
<b>3. Healthy</b>	<b>4. Clean, Safe and Well Run</b>
<b>5. The way we work</b>	<b>6. Prevention</b>

1.35. The Thriving workstream has four emerging strands of work, which are 1) Skills and Employment, 2) Town Centres 3) Regeneration, and 4) Infrastructure. The detail under each of these is intended to be intrinsically cross-cutting and inclusive of all council service areas. They will be maintained and kept under constant review as the programme evolves over time.

1.36. Edgware town centre will need to respond in the short and longer term to the impacts of COVID in relation to practical delivery and longer term operational and investment models. There is an opportunity now to consider clean growth, low carbon transport, prioritise investments in digital infrastructure and place wellbeing at the heart of the town centre through a sense of identity and belonging.

**1.37. Harrow’s Ambition Plan 2019 priorities that will be supported by the SPD:**

 <p><b>Building a Better Harrow</b> – Create a thriving modern, inclusive and vibrant Harrow that people can be proud to call home; increase the supply of genuinely affordable and quality housing ensure every Harrow child has a school place; keep Harrow clean; more people are actively engaged in sporting, artistic and cultural activities.</p>	
 <p><b>Supporting Those Most in Need</b> - Children and young people are given the opportunities to have the best start in life and families can thrive.</p>	 <p><b>Protecting Vital Public Services</b> – transport infrastructure that supports economic growth, improves accessibility and supports healthy lifestyles; strong and resourceful community sector; continues to be one of the safest boroughs in London.</p>
 <p><b>Delivering a Strong local Economy for All</b> - strong, vibrant local economy where local businesses can thrive and grow.</p>	 <p><b>Modernising Harrow Council</b> - Reduce the borough’s carbon footprint.</p>

## Planning Policy Framework

- 1.38. A supplementary planning document adds detail to the policies in the development plan, providing further guidance for development on specific sites, or on particular issues. This SPD therefore provides specific detailed guidance expanding upon and supporting the London boroughs of Barnet and Harrow Local Plan policies, together with setting out the environmental, social, design and economic objectives in relation to the SPD area. This SPD seeks to provide a clear but flexible planning framework to underpin Edgware as a key destination in North London and establish a clear vision to guide and enable change.
- 1.39. A SPD is not part of the development plan and is a non-statutory document, although it can be a material consideration in planning decisions. As a statement of policy intent, it must still be considered within the overarching planning policy framework for the area.
- 1.40. This SPD is part of a broader framework of national, regional and local policies that will also inform development and planning decisions within Edgware.
- 1.41. Barnet’s Core Strategy Policy CS1 identifies Edgware as a priority town centre. The Draft Local Plan sets out the overall policy position for the SPD area through Policy GSS05 Edgware Growth Area.
- 1.42. Harrow’s Core Policy CS8 Edgware and Burnt Oak provides Harrow’s principles for growth and development in these locations.



Figure 5 – Satellite image of Edgware with SPD boundary



Figure 6 – The Railway Hotel - a valuable but neglected heritage asset

## Supporting Documents

1.43. Several evidence base documents were prepared to support and inform this SPD:

- **Edgware SPD Design Guide** - provides a design analysis of Edgware Town Centre and its immediate surroundings and sets out the design approach for key redevelopment sites and the overall area.
- **Transport Study** - provides analysis of the existing transport situation in Edgware; identifies potential opportunities for change; focussing on enabling movement by sustainable travel modes; assesses the transport and movement implications of potential development; and outlines a range of transport measures and interventions for the future.
- **Edgware Town Centre Economic Strategy** – identifies emerging trends and issues, opportunities and constraints, and suggests land use elements for a redevelopment scheme.

1.44. A Sustainability Appraisal (SA), Equalities Impact Assessment (EqIA) and Health Impact Assessment (HIA) of the Edgware SPD have been carried out.

1.45. The SA assesses the Edgware SPD against a range of social, environmental and economic indicators and helps to identify all the likely significant effects. The SA advises on ways in which any adverse effects could be avoided, reduced or mitigated or

how any positive effects could be maximised. This helps to ensure that the emerging SPD promote sustainable development.

1.46. The EqIA ensures that the Edgware SPD does not discriminate in any form (age, sex, race, disability, religion, sexual orientation, marriage/civil partnership, gender reassignment).

1.47. The HIA assesses the impact which the Edgware SPD will have on the health of the local population.

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The town centre is popular, diverse and valued, providing extensive shopping, cafes, restaurants and services for communities in both boroughs, north London and beyond.

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# 2.

## Vision and Objectives

## 2. Vision and Objectives

2.1. A vision for Edgware has been established:

*Edgware Town Centre will become a vital and vibrant destination open to all and which supports communities across Barnet, Harrow and beyond.*

*It will provide an outstanding place for modern urban living in a wider suburban context. The environment will feel safe and welcoming at all times.*

*Edgware's status as a major town centre in North London will be reinforced as a destination for leisure, culture and civic offerings that supports the day and evening economy. The centre will be home to a new thriving commerce – a place in which companies start up and want to move to.*

*The town centre will celebrate Barnet and Harrow as family-friendly boroughs, meeting the diverse needs of local communities and people of all ages and circumstances.*

*Edgware will be a healthy town centre with substantial new and integrated public spaces and landscaping to support wellbeing, to encourage visitors to stay, and to bring people together to relax and play.*

*Improved connectivity will see a move towards more sustainable options by providing pleasant and easily understandable routes for pedestrians and cyclists, alongside effective public transport improvements including a better transport interchange experience.*

*Edgware's renewal will be enabled by growth, with new homes delivering an inclusive mixed-use approach that makes better use of brownfield land and brings new life into the town centre.*

*Residential development must unlock social and economic town centre opportunities while being integrated with the surrounding residential areas. High quality public realm, design and architecture will be essential to creating a diverse, distinctive and attractive feel to the area, and will draw on local character and heritage where appropriate to the surrounding context. Renewal of the town centre will be environmentally resilient, addressing climate change, biodiversity and pollution.*

### Objectives

2.2. The objectives set out how the Vision will be realised over the lifetime of the Plan.

OBJECTIVE	DESCRIPTION
Objective 1	<b>Major Town Centre status retained and enhanced.</b> The core functions of Edgware Town Centre will be retained, supported and enhanced. Edgware will be developed as a destination with a diverse retail, commercial, leisure and cultural offering that attracts people from a wide catchment area to support our existing local businesses and local economy. The retail offer will be focused on Station Road as the main shopping thoroughfare to ensure the traditional shopping parades are maintained and enhanced. Edgware's commercial offering will be supported by new homes, bringing people closer to the activities of the town centre. This coupled with improvements to the public realm and shift towards a greener, cleaner local environment will also improve the Town Centre experience for visitors, existing and new residents alike.
Objective 2	<b>A significant cultural and leisure offering, including support for the evening economy.</b> Provide new attractions that make Edgware a destination location and draw people in from a wide area while supporting local identity and the economy. Potential options include a new cinema, swimming pool and a diverse range of eating-out options that support a safe evening economy.

OBJECTIVE	DESCRIPTION
Objective 3	<b>Improving transport options.</b> Edgware Town Centre will move towards being more sustainable, with better options to walk, cycle or take the bus to the Town Centre for those living locally and better public transport options for those coming from further afield. Improvements to transport options aim to deliver a far better local environment and seek to ameliorate traffic congestion.
Objective 4	<b>New public transport interchange.</b> Create a better sense of arrival in Edgware with an improved relationship between the rail and bus stations and the wider town centre to reduce congestion, improve the pedestrian experience and increase convenience and choice in transport modes.
Objective 5	<b>Efficient land use.</b> Comprehensive regeneration of key sites that will support the town centre and deliver much needed new homes to a well-connected location.
Objective 6	<b>Deliver new homes on well-connected, brownfield land.</b> Meet housing needs by increasing the delivery of new homes. High level capacity studies indicate that the SPD area could deliver thousands of new homes which would be a mix of sizes, types and tenures to accommodate a wide need. Sites would need to comply with design and local planning guidance.
Objective 7	<b>High quality design that will stand the test of time.</b> Ensure that new development is rooted in good design and meets the challenge of its locational context across Edgware's varied town centre with a focus on appropriate massing and height.
Objective 8	<b>Celebrate local heritage.</b> Edgware's valued historical buildings and heritage must be protected and restored and constitute an essential part of the town centre renewal.
Objective 9	<b>New and improved public spaces.</b> Deliver new, linked public open spaces and transform the streets and footpaths to provide pleasant clean and safe environment for pedestrians and cyclists.
Objective 10	<b>Meet the need for local community infrastructure.</b> Ensure new development makes resources available for facilities including schools, GP surgeries, community groups and sports.
Objective 11	<b>Economic growth and local jobs.</b> Generate investment that leads to sustainable economic growth, with new and existing businesses benefiting from increased footfall, and which provides employment and skills opportunities for local people.
Objective 12	<b>Tackle climate change and pollution.</b> Ensure that development mitigates and adapts to climate change, including of flood risk, and reduces air and noise pollution.
Objective 13	<b>Increase biodiversity and environmental resilience.</b> Protect existing and create new habitats that supports diverse wildlife.
Objective 14	<b>A safe place to live, work and visit.</b> Ensure that people feel safe by designing out crime and anti-social behaviour.
Objective 15	<b>Support health &amp; wellbeing.</b> Development and change must holistically support physical and mental wellbeing.
Objective 16	<b>A diverse and family-friendly community.</b> Meet the needs of people from all social backgrounds and ensure that families and children feel safe and included.

# 3.

## Spatial Context

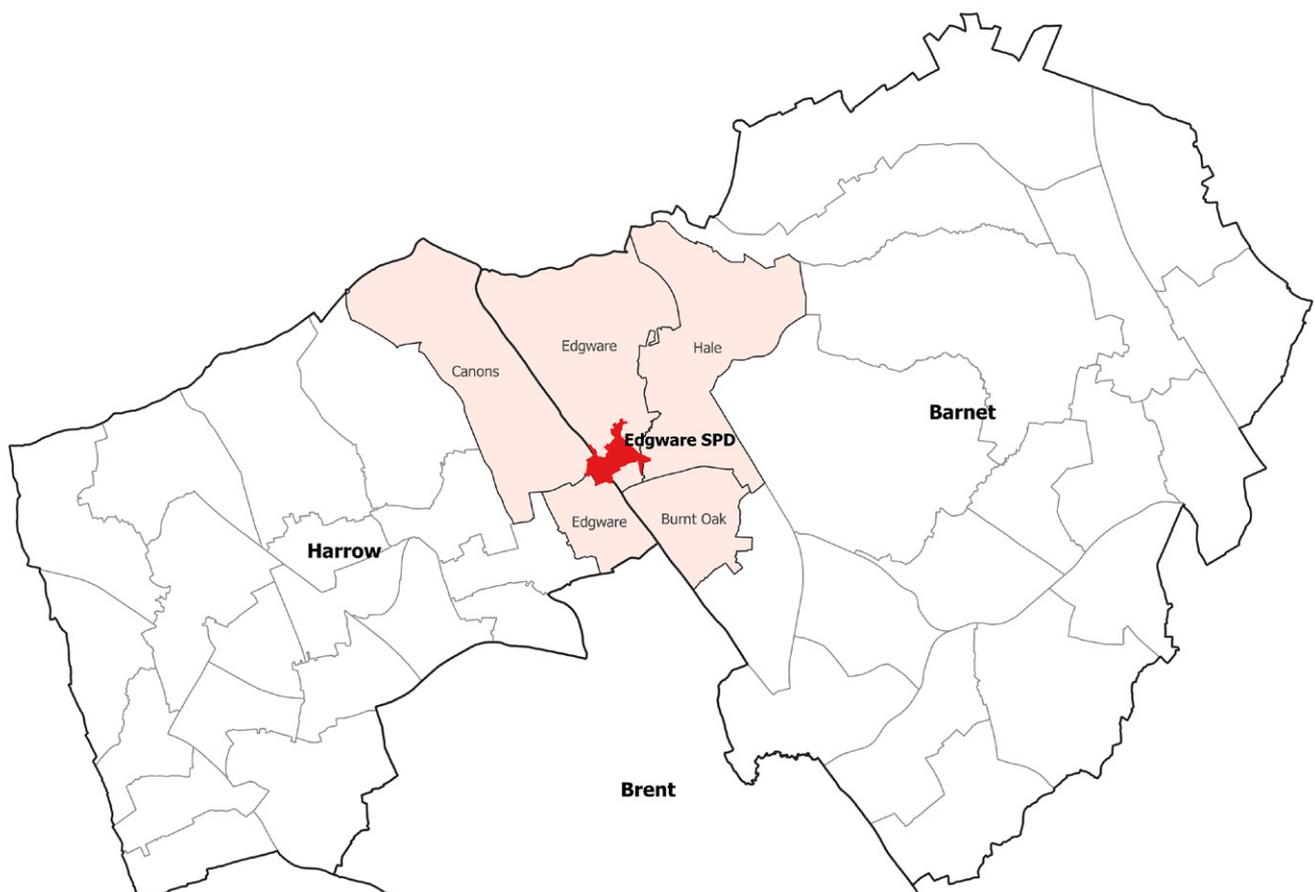


Figure 7 – Illustrative example of urban development at Claredale St, East London (Image credit Ioana Marinescu, Karakusevic Carson Architects)

### 3. Spatial Context

#### Socio-economic and population profile

3.1. The Edgware SPD lies largely within three wards: on the Barnet side this is Edgware Ward, for Harrow it is the Edgware and Canons wards. Ward profiles can be used to provide an overview of the makeup of this area.



BARNET - EDGWARE WARD		HARROW - EDGWARE AND CANONS WARDS
<p><b>18,816 residents in mid-2019</b> (Projected increase to 19,450 by 2028)<sup>2</sup></p> <p><b>5,981 households</b></p>	 <p><b>Population</b></p>	<p><b>Edgware 12,589, Canons 13,735</b> residents in mid 2019</p>
<p><b>22%</b> under 15 <b>20%</b> 15-29 <b>38%</b> 30-59 <b>20%</b> over 60</p> <p>Relatively young population combined with a growing population of older age groups. 2018 – 2030 sees a projected 4% decrease in the 0-19 age group, while over 65s increase by 26%.</p>	 <p><b>Age</b></p>	<p><b>Edgware:</b> <b>23%</b> under 15 <b>17%</b> 15-29 <b>42%</b> 30-59 <b>18%</b> over 60</p> <p><b>Canons:</b> <b>20%</b> under 15 <b>15%</b> 15-29 <b>39%</b> 30-59 <b>25%</b> over 60</p>
<p><b>40% of the population</b> made up of Black, Asian and minority groups</p> <p><b>39% of school children</b> speak non-English first language at home, the most common being Persian-Farsi, Somali and Romanian.</p>	 <p><b>Diversity</b></p>	<p><b>Edgware 65%, Canons 48%</b> of the population made up of Black, Asian and minority groups</p> <p>In Edgware ward a particularly high proportion of Indian ethnic groups. <b>65% of pupils</b> do not speak English as a first language at home.<sup>3</sup></p>
<p><b>33%</b> Jewish <b>28%</b> Christian <b>11%</b> Muslim <b>9%</b> Hindu <b>19%</b> other/ no religion</p>	 <p><b>Religion</b></p>	<p><b>Edgware Ward: 37%</b> Christian, <b>30%</b> Hindu, <b>16%</b> Muslim, <b>17%</b> other / no religion</p> <p><b>Canons Ward: 26%</b> Christian, <b>25%</b> Jewish, <b>18%</b> Hindu, <b>11%</b> Muslim, <b>20%</b> other/ no religion</p>
<p><b>36%</b> Level 4 qualification or above</p> <p><b>Lower than Barnet</b> (52%) and London (53%) averages</p> <p><b>17%</b> of working age have no qualifications, lower than Barnet (6.2%) and London (6.6%) averages</p>	 <p><b>Qualifications and Job Type</b></p>	<p><b>32%</b> Level 4 qualification or above</p> <p><b>Lower than London</b> (53%) average</p> <p><b>17%</b> of working age have no qualifications, lower the London (6.6%) average</p>
<p><b>7.9%</b> (2011) (London average 8.8%, national average 7.6%)</p> <p><b>2.6% on Jobseeker's Allowance</b> – below borough and national averages</p>	 <p><b>Unemployment</b></p>	<p><b>8.8%</b> (2011) (London average 8.8%, national average 7.6%)</p> <p><b>Both wards 1.1% on Jobseeker's Allowance</b> – below borough and national averages</p>

<sup>2</sup> GLA Ward Profile

<sup>3</sup> Harrow Vitality Profiles 2018-2019 Education

BARNET - EDGWARE WARD		HARROW - EDGWARE AND CANONS WARDS
<p>Life expectancy at birth:</p> <ul style="list-style-type: none"> <li>- <b>Female 87.1 years</b>; higher than the borough average of 85.5 years and London average of 84.3 years</li> <li>- <b>Male 84 years</b>; higher than the borough average of 82.2 years and London average life of 80.5 years</li> </ul> <p><b>60% proportion</b> of Barnet adults physically active in 2016/ 17 -below London average 65%, national 66%</p> <p><b>56% Barnet adults</b> overweight or obese; similar to London average (55.2%) but lower than national average (61.3%)</p>	 <p><b>Health</b></p>	<p>Life expectancy at birth:</p> <ul style="list-style-type: none"> <li>- <b>Female 86.6 years</b>; higher than the borough average of 85.7 years and London average of 84.3 years</li> <li>- <b>Male 82.3 years</b>; higher than the borough average of 82.1 years and London average life of 80.5 years</li> </ul> <p><b>55% proportion</b> of Harrow adults physically active in 2016/ 17 - below London average 65%, national 66%</p> <p><b>55% Harrow adults</b> overweight or obese; similar to London average (55.2%) but lower than national average (61.3%)</p>
<p><b>Ward average house price rose 208%</b> from £175,000 in 2001 to £540,000 in 2018</p> <p>Monthly median rent of 2-bed flat in Barnet was <b>£1,350 in 2017</b>, compared to average outer London £1,295 and England £675</p> <p><b>60% of homes owner-occupied</b> in 2011, above the Barnet average of 58%; 16% socially rented and 21% private rented</p>	 <p><b>Housing</b></p>	<p>Median house prices £380,000 to £483,000<sup>4</sup>; the ward is among the less expensive areas of Harrow</p> <p>House prices rose fivefold <b>1997 to 2007</b>.</p> <p>Harrow is the 18th most expensive borough out of 326 in England in terms of median house prices, and is above the London average</p>
<p>Edgware above Barnet <b>average in most categories</b>.</p> <p>LSOA indices of deprivation highlights pockets of deprivation that score highly in the crime domain with some LSOAs falling within the <b>10%</b> most deprived.</p>	 <p><b>Crime</b></p>	<p>Th SPD area has <b>relatively high levels</b> of burglary and anti-social behaviour.</p>

<sup>4</sup> Harrow Vitality Profiles 2018-2019 Housing

- 3.2. The data shows Edgware to have a rising population which is culturally and ethnically diverse. In terms of age profile there is a relatively large younger population combining with a growing proportion of older people. House prices are high and have become less affordable in recent years.
- 3.3. While life expectancy is relatively high there is a need to encourage more physical activity.



Figure 8 – Traditional shopping frontage on Station Road

## Town Centre Uses

3.4. Edgware Town Centre is primarily a retail centre and has approximately 300 units of retail and non-retail uses. Land use surveys were carried out in 2020, 2016 and 2013, allowing comparisons over time, along with comparisons to the national average based on Goad data.

TYPE OF UNIT	2020 NO. OF UNITS	2020 PROPORTION OF UNITS	2016 PROPORTION OF UNITS	2013 PROPORTION OF UNITS	UK AVERAGE 2015
<b>Retail – Convenience<sup>5</sup></b>	36	12%	15%	13%	8%
<b>Retail – Comparison<sup>6</sup></b>	78	26%	26%	33%	36%
<b>Retail Services</b>	48	16%	17%	12%	12%
<b>Financial &amp; professional services</b>	34	11%	11%	12%	12%
<b>Restaurants &amp; cafes</b>	34	11%	15%	15%	9%
<b>Pubs &amp; bars</b>	4	1%	0%	1%	5%
<b>Fast Food Takeaways</b>	18	6%	4%	4%	6%
<b>Sui Generis</b>	16	5%	5%	5%	-
<b>Other</b>	12	4%	3%	3%	-
<b>Vacant</b>	19	6%	5%	3%	12%
<b>Total</b>	299	-	-	-	-

<sup>5</sup> Convenience retailing refers to shopping for everyday essential items like food, drink, newspapers and confectionery

<sup>6</sup> Comparison goods are bought relatively infrequently, so consumers usually evaluate prices, features and quality before making a purchase, e.g. clothes, electrical items, household and leisure goods

- 3.5. Convenience retailing<sup>5</sup> is well represented in Edgware and is located throughout the town centre. There are several national chains including a large Sainsburys (located within the Broadwalk Shopping Centre), Tesco Express, Lidl and Iceland. However, the majority of convenience outlets are smaller and independent, with numerous stores providing specialist foodstuffs to cater for a range of diverse cultural needs, for example the two independent butchers which provide halal and kosher meat.
- 3.6. While over a quarter of the retail outlets in 2020 were comparison goods shops, this is a significant decline from the 33% level in 2013, and significantly below the national average. Some national chains, which are concentrated in the Broadwalk Centre, have closed. This is reflected in a shift in the make-up of the comparison sector, and in its place a growth of charity and second-hand shops that is driven in part by a high concentration of second-hand phone shops/repair shops, along with a growth in discount stores.
- 3.7. Edgware possess a numerous and diverse range of restaurants and cafés across the town centre, and this reflects diversity in offer but also the communities that the centre serves and attracts. While there is a presence of national chains, most are small, independent outlets. The proportion of hot food takeaways has increased in recent years. Drinking establishments in the form of pubs and bars are underrepresented within Edgware, occupying only 1% of the units versus 5% nationwide.
- 3.8. The town centre has a range of local service uses, including estate agents, hairdressers, beauty salons and opticians. Unlike many town centres, Edgware has successfully managed to retain banks, along with a good representation of other financial services that provides a strong market indicator for future investment potential.
- 3.9. The number of units in the sui generis category has increased, driven partly by the higher number of nail bars and tanning studios, along with an increase in betting shops and pay day loan brokers.
- 3.10. Vacancy rates have increased significantly in recent years to 6% of all units, matching the London-wide position, but below the national average of 12%. There is a significant amount of non-retail uses within Edgware Town Centre, with extensive office space providing opportunities for professional services and business to locate there. Leisure uses are present, for example a fitness gym is located on Station Road. Diverse community uses such as community organisations, education, healthcare, religious uses, and a library, all add to the range of activities which jointly underpin the functioning and attraction of the town centre.

3.11. *The Edgware Town Centre Economic Strategy* notes a clear shift away from retailing being the dominant element of town centres. A combination of changing consumer habits with increasing on-line rather than physical in-centre shopping, national multiple retailer casualties, and increased experiential expectations combining leisure, socialising and shopping has led to wide recognition that the role of town centres is changing and the diversification of uses within town centres is needed to support their long-term vitality and viability.

## Changes to the Use Class Order

- 3.12. The planning system categorises land uses into classes, meaning that planning permission must be obtained from planning authorities for certain changes in use at a property.
- 3.13. In summer 2020 the Government introduced major changes to use classes that allow far greater flexibility to change uses within town centres without need to obtain planning permission.
- 3.14. A single use class (E) amalgamates retail uses , professional services, and cafes and restaurants, along with offices and some light industrial uses and gyms, child care and health centre. Bars and pubs and take-aways are now in their own category, known as *Sui generis*.

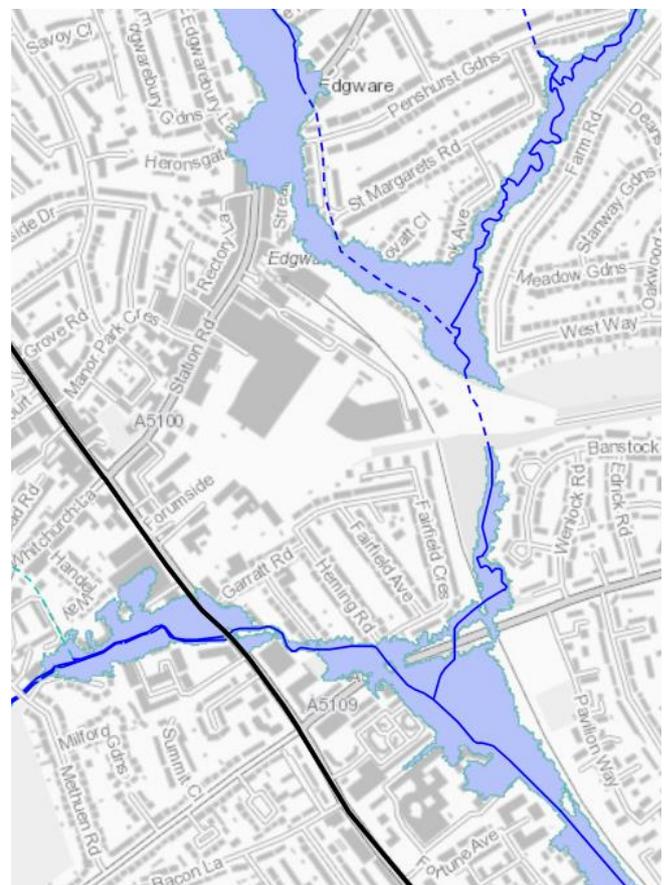


Figure 9 – Areas at flood risk (1 in 100 years)

3.15. The Government seeks to increase market agility and bring greater flexibility to town centres, an approach that aligns with Edgware’s need to focus on providing a broader town centre experience and attractive environment that draws visitors both locally and from the wider region. At the same time the changes have affected the councils’ ability to manage town centre use types..

## Environmental Profile

### Waterways and Flood Risk

3.16. Two waterways flow through the area - Dean’s Brook and Edgware Brook – leading to some areas lying in Flood Risk Zone 3 (1 in 100 year or greater risk of flooding). There is also a surface water flood risk in some parts of the town centre.

### Open Spaces and Green Areas

3.17. Edgware Town Centre lacks a network of open space and where there are open spaces in the wider area, access and routes to these spaces are not clear or well signed. Part of the SPD area is identified as being deficient in public open space, defined as being more than 400m from a local park or 1.2km from a district park.

3.18. Along the Deans Brook corridor and to the south and east of the Underground sidings is an area classified as a Site of Borough Importance for Nature Conservation. There are other wildlife sites in the local area, including Silk Stream, Burnt Oak Brook, Stoneyfields Park and Mill Hill Old Railway Nature Reserve, which have the potential to be better linked to the SPD area.

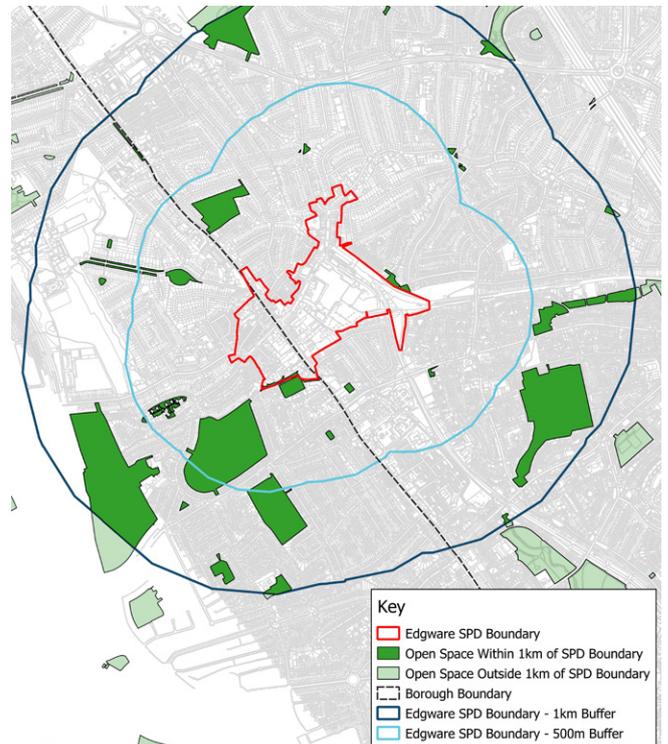


Figure 10 – Public open spaces around the SPD area

### Environmental resilience

3.19. Along the Deans Brook corridor and to the south and east of the Underground sidings is an area classified as a Site of Borough Importance for Nature Conservation. There are other wildlife sites in the local area, including Silk Stream, Burnt Oak Brook, Stoneyfields Park and Mill Hill Old Railway Nature Reserve, which have the potential to be better linked to the SPD area.

3.20. Noise pollution, which varies significantly according to the time of day, is again concentrated along the major road roads, as well as the bus station, car park and school. There is a need to promote healthy streets, reducing the dominance of vehicular traffic and better support walking and cycling to create a cleaner, greener and healthier town centre.

3.21. The impact of climate change is expected to increase the likelihood of extreme weather events that pose a risk to health, including summer heatwaves, flooding, and drought. Measure to tackling climate change are vital to the renewal of Edgware Town Centre.

### Fly Tipping

3.22. Fly tipping is an environment hazard in several parts of the town centre, in particular the Forumside area to the rear of the Railway Hotel. The footpaths and alleyways are also affected by this problem, including Church Way around the perimeter of the Broadwalk Centre car park. Generally high levels of litter along the streets and over-filled bins are also a problem.

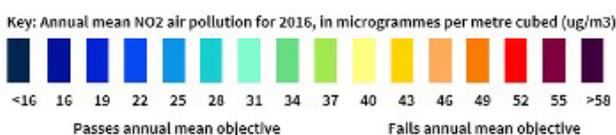
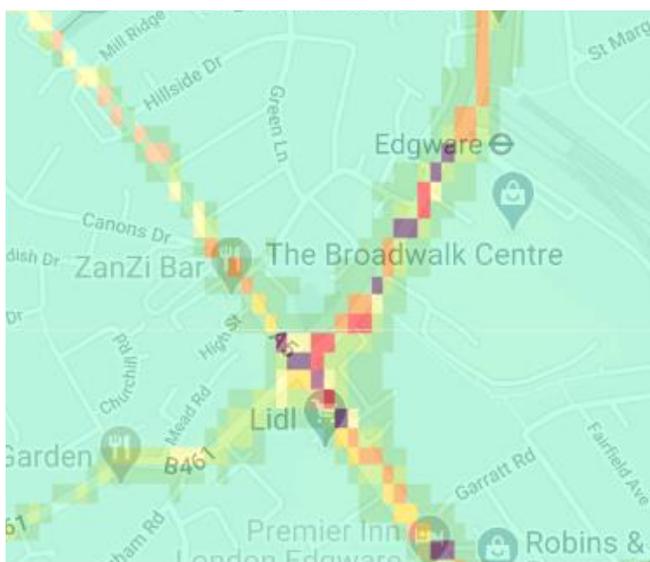


Figure 11 – Pollution from nitrogen dioxide (NO2)



Figure 12 – Station Road in the 1920s

## Historic Character

- 3.23. Edgware has a long history of change and development, evidence of which can be seen today in the buildings and infrastructure.
- 3.24. The ancient Roman road (later known as Watling Street) ran through the area and provides the basis for the modern-day strategic A5/ High Street route.
- 3.25. Edgware has been long established as a settlement, with the Medieval Parish Church of St Margaret the oldest remaining building. Along the High Street numerous historic buildings demonstrate the long-standing importance of Edgware as a place to live and work, as well as its position on a major transport route.
- 3.26. While the Great Northern Railway branch opened in 1867, Edgware remained largely rural and agricultural until the early twentieth century by when manufacturing industry established a presence, with suburban development increasing in the southern areas.
- 3.27. The London Underground network arrived with the opening of Edgware Station on the Northern Line in 1924. By this time the area was rapidly suburbanising and the population increasing. To meet emerging needs, the shopping district around Station Road was developed in the late 1920s and early 30s.
- 3.28. There were major changes during the post-World War Two period, including the demolition of the over-ground railway station. In the 1960s the tall, modernist style office block Premier House was constructed and in 1990 the Broadwalk Shopping Centre was built. The Ritz Cinema, which opened in 1932 and stood on the north side of Station Road, was demolished in 2001 and replaced with a building containing a gym, apartments and retail units.

## Heritage

- 3.29. Edgware has many heritage assets, and while some are well-used and in a good state of repair, other are in a poor condition or even derelict. Heritage assets have an important part to play in the growth and renewal of Edgware, providing historical context and supporting local identity. Due to its long history there may also be archaeological remains in Edgware, as reflected in the presence of Archaeological Priority Areas.



Figure 13 – The Masons Arms - a listed heritage building in poor condition

	NATIONALLY LISTED	LOCALLY LISTED	CONSERVATION AREA
<b>Barnet</b>	<ul style="list-style-type: none"> <li>Railway Hotel Including Sign in Front and Former Off-Sales Building to West</li> <li>Parish Church of St Margaret (Grade II)</li> </ul>	<ul style="list-style-type: none"> <li>St. Margaret's Church Hall</li> <li>Kings Parade, Nos. 1 - 23 (Odd) Edgwarebury Lane</li> <li>NatWest Bank, No. 317 Hale Lane</li> <li>Edgware Underground Station, Station Road</li> </ul>	<ul style="list-style-type: none"> <li>Watling Estate (outside the SPD boundary)</li> </ul>
<b>Harrow</b>	<ul style="list-style-type: none"> <li>(All Grade II)</li> <li>The White Hart Hotel</li> <li>65-67, High Street (Grade II)</li> <li>85-89, High Street</li> <li>95, High Street</li> <li>97, High Street</li> <li>99-101 High Street</li> <li>War Memorial</li> <li>Pair of Telephone Kiosks, The Bee Hive</li> <li>Gate posts at Canons Drive entrance (outside the SPD boundary)</li> <li>Canons Park Registered Park and Garden (outside the SPD boundary)</li> </ul>	<ul style="list-style-type: none"> <li>Police Station, Whitchurch Lane</li> <li>81 High Street</li> <li>083A High Street</li> </ul>	<ul style="list-style-type: none"> <li>Edgware High Street Conservation Area</li> <li>Canons Park (outside the SPD boundary)</li> </ul>

3.30. The Hale Lane and Watling Street Archaeological Priority Areas (APAs) are within Edgware Town Centre, along with Edgware Village APA in Harrow.

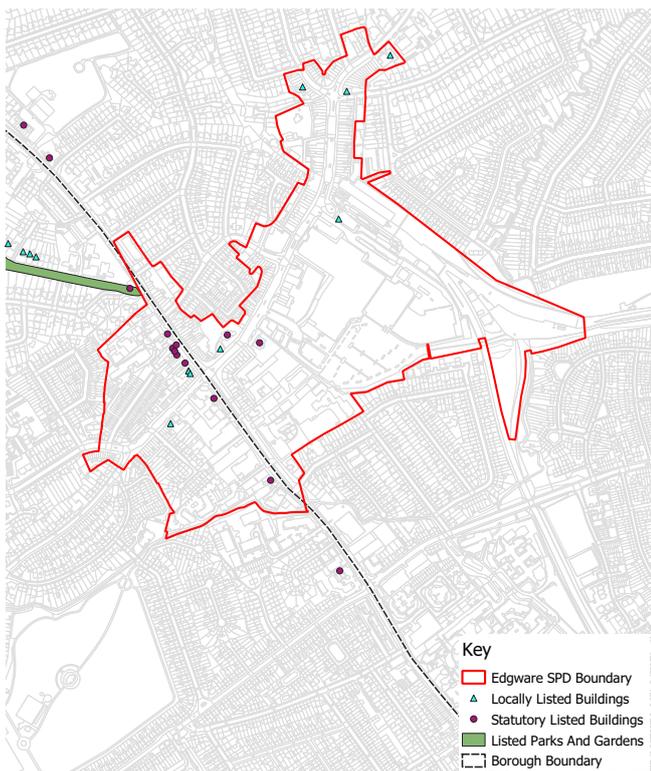


Figure 14 – Listed heritage assets

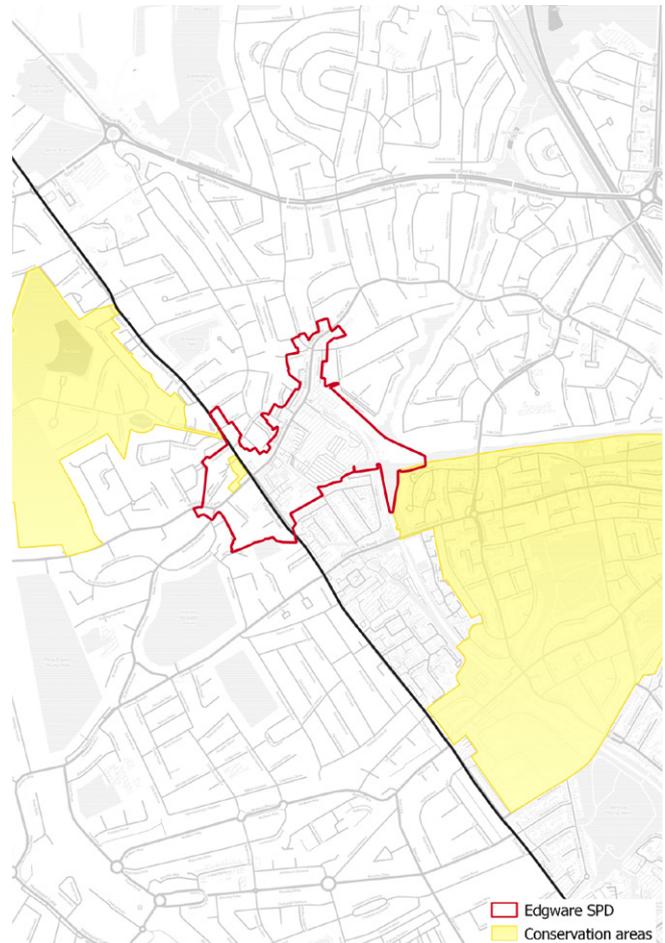


Figure 15 – Conservation areas

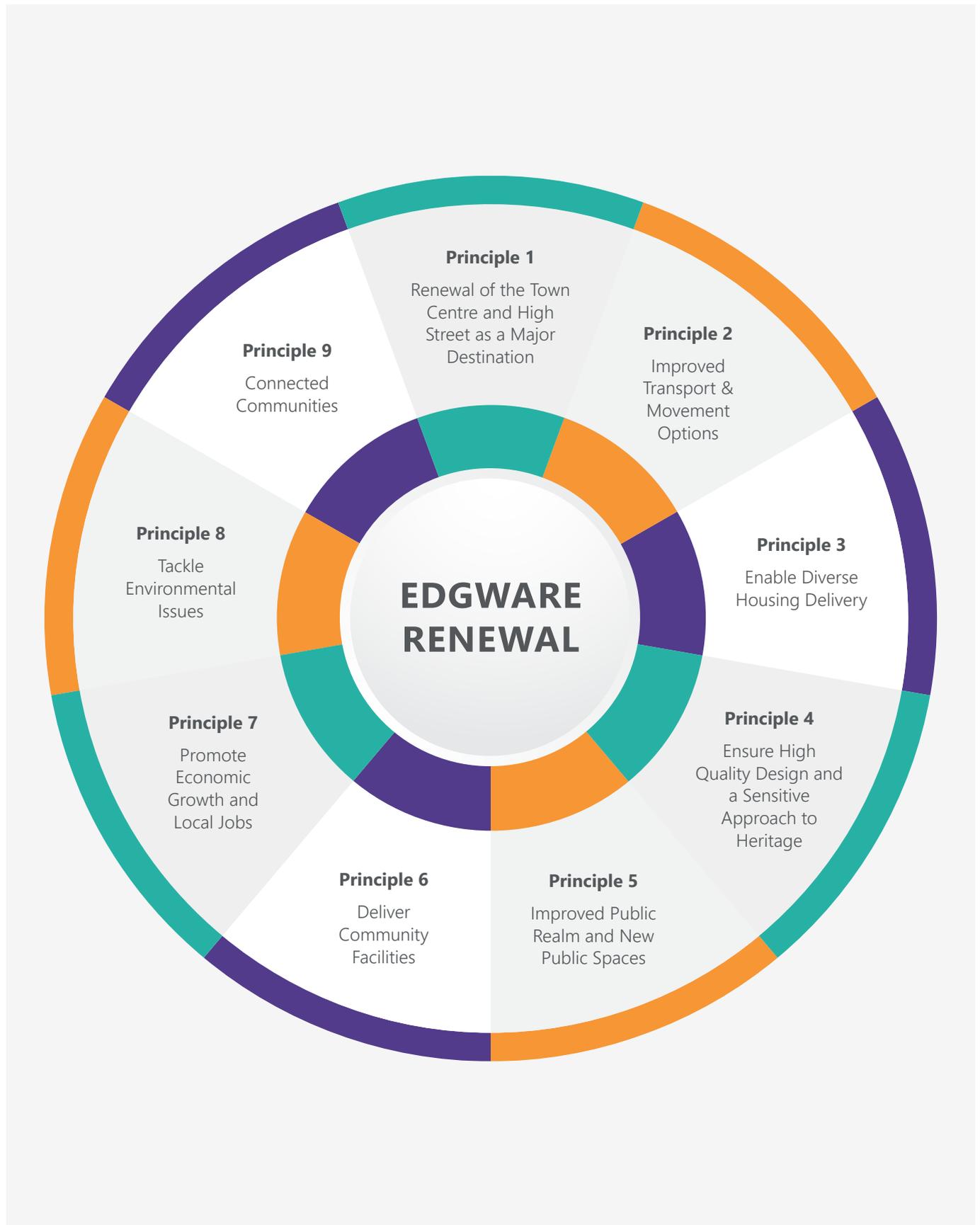


4.

# Development Principles

## 4. Development Principles

- 4.1. To achieve the SPD objectives a set of principles will guide sustainable development to meet the needs of Edgware. The principles are inter-locking with each one supporting the others to bring forward the renewal of the town centre.



## Principle 1 -

### Renewal of the Town Centre and High Street as a Major Destination

- 4.2. Edgware is Barnet's only major town centre and is also an important destination for residents in Harrow and further afield. The centre has 300 retail outlets which provide a broad range of shops, services and eating out opportunities, as detailed in Chapter 3. National chains are concentrated in the Broadwalk Centre and the central section of Station Road. Independent businesses are spread throughout the town centre and offer a culturally diverse range of outlets. In some cases, units around the edge of the town centre are not in a good condition and improvement should be sought.
- 4.3. Traditional high street uses, including retail, have in many cases been negatively affected by the Covid-19 crisis. The 2020 amendments to the Use Class Order detailed in Chapter 3 also limit the ability of the councils to control and maintain such uses. However, this also provides an opportunity for new active ground floor uses to emerge and a diversity of new entrepreneurial sectors to flourish.
- 4.4. The *Edgware Town Centre Economic Strategy* notes that the role of the high street is changing and a more diverse mixed-use environment is required where retail will continue to be important but leisure, education, community and commercial/office uses are as important for creating and maintaining vital, viable and sustainable town centres.
- 4.5. There is a need to renew and broaden the offer provided by Edgware Town Centre to one which is clear, distinctive and diversified, with the aim of both retaining spending from the local population and drawing in new custom from a wider area. Younger people should be attracted to Edgware through improving its offer in comparison to other nearby town centres and through providing positive and safe places for young people to engage and meet each other. The increase in footfall and new opportunities will benefit Edgware's existing businesses and retailers.
- 4.6. To ensure its future success as a town centre Edgware must:
- Retain and enhance its Major Town Centre status by continuing to provide a quantum of uses that draws in people for a high quality and diverse town centre experience. The main town centre offer should be focused on Station Road to maintain this as the main shopping thoroughfare. Flexible floorspace options should be sought that enables a range of operators to support Edgware as a major destination experience. Ground floor frontages must be active, contributing to a lively, attractive and safe street environment.
  - Address those retail units around the edge of the town centre which are in poor condition through encouraging improved frontages;
  - Provide a significant new cultural and leisure offering with attractions that make Edgware a destination location during both the daytime and evening. Potential options include a new cinema, swimming pool and a diverse range of eating-out options that reflect the multiple and distinctive cultures that thrive around Edgware. Other uses will be considered where they support the creation of a town centre fit for the future, providing a suitable variety of uses and able to adapt to future challenges. Activities, exhibitions and performances by local community and artistic groups should be encouraged to bring people together and foster a sense of pride and inclusion.
  - Retain local town centre users while seeking to draw in visitors from a wide area of North London and South Hertfordshire.
  - the town centre renewal as an opportunity to engage local businesses to work together with the two local authorities, Transport for London and development partners to support local identity and deliver public realm and other improvements with the objective of improving the local economy.



Figure 16 – A diversity of shops

## Principle 2

### Improved Transport and Movement Options

- 4.7. Edgware benefits from the major public transport hubs of Edgware Underground Station and Edgware Bus Station. The town centre does, however, experience high levels of road congestion and consequently a poor environment for pedestrians and cyclists. There is a need to improve connections with the surrounding residential areas, and between the Barnet and Harrow parts of the town centre.
- 4.8. Pedestrian activity is concentrated along the major roads, particularly around the tube station and the shopping centre. While there are pedestrian links to residential areas to the south and east these are often narrow and poorly lit, and the tube lines create a major barrier to east-west movement. There is a need to move towards a far more active/ pedestrian-friendly town centre.
- 4.9. Road crossings for pedestrians should be reviewed and improved, including the potential for new crossing points, to provide a better and safer experience. This is particularly needed across the High Street/ A5 to connect the Harrow and Barnet parts of the town centre, along Station Road, and at the eastern end on Hale Lane and Edgwarebury Lane.



Figure 18 – There is good provision of bus stops within Edgware Town Centre



Figure 17 – Illustrative example of a dedicated cycle lane

- 4.10. There is huge potential to improve cycling infrastructure in Edgware and to significantly increase the number of journeys made by bicycle. TfL analysis indicates that Barnet has the highest number of trips currently driven which could be converted to walking or cycling - two thirds of car trips in Barnet are under 5km. Existing cycle lane and other infrastructure provision is limited and levels of cycling are low. Securing investment in new cycle routes across and between town centres in both boroughs is a Covid-19 recovery priority. There is potential for linkage to the emerging Barnet Loop cycling proposals.
- 4.11. Bus services are frequent and Edgware bus station is the main bus hub for the area, although the quality of public realm around the station and the interchange experience with the rail station could be improved. Nearly the whole SPD area is within 400m walk of a bus stop. Forecasts indicate a substantial increase in bus use in the area, with a need for improved bus services within Edgware, and better orbital connectivity, as set out in Barnet's Long Term Transport Strategy (LTTTS).
- 4.12. Edgware tube station operates as an integrated interchange with the adjacent bus station. Whilst busy, the station is observed to operate within capacity, although growth within Edgware is expected to significantly increase usage over time. To the front of the station is an arrival area which prioritises vehicles.
- 4.13. Off street car parking is provided to the rear of the Broadwalk Centre where there are 1,150 short-stay and long-stay spaces on an expansive, surface

level car park. The long-stay commuter off-street parking is used to capacity while the short-stay shopper parking is typically 60% full on a weekday. On-street parking is covered by several Controlled Parking Zones (CPZs).

- 4.14. The policy context includes the London Plan and Mayor’s Transport Strategy which support Good Growth principles and the Healthy Streets Approach, encouraging mode shift from private car to active travel, public transport and sustainable freight.
- 4.15. To meet the town centre’s transport and movement needs development should:
- Maximise the advantages of the town centre’s public transport facilities and services to develop excellent sustainable travel modes and optimise the development potential of the town centre;
  - Significantly improve the provision and support for active travel (walking and cycling) and public transport; combined with effective management of car parking supply and car usage to achieve high levels of growth; and
  - Use inclusive design to create a place that is inclusive and accessible and can be enjoyed by everyone including people with disabilities, older people, and carers with young children.
- 4.16. The interchange between Edgware’s bus and underground stations is and will remain important. The guiding principle is to improve passenger experience by finding the balance between space, legibility/ visibility and proximity between modes.
- 4.17. Further detail on transport and movement requirements, including on the bus station, are set out in the Transport and Movement Guide in Chapter 7 of this document.



Figure 19 – Edgware Station and forecourt

### Principle 3 Enable Diverse Housing Delivery

- 4.18. Barnet and Harrow councils need to deliver new homes at the borough and local level to meet local need but also to meet London Plan requirements. Barnet is seeking to deliver several new residential development opportunities, which are identified at the Broadwalk Centre, TfL land, and Forumside areas. Encouraging more people to live in and around the town centre boundary and connecting in with surrounding residential neighbourhoods is fundamental to ensuring the town centre becomes a more successful place.
- 4.19. House prices and rental levels have risen enormously relative to income in recent years, leading to declining housing affordability levels for many people. More housing is needed to provide for those who cannot afford, or struggle to afford, a place to live.
- 4.20. It is also the case, as noted by the Edgware Town Centre Economic Strategy, that residential development, by increasing the population, is becoming an ever-more critical component to drive both footfall and spend in town centres.
- 4.21. To meet the housing needs development at Edgware will:
- Encourage residential development - the core of the centre could accommodate a substantial number of new market and affordable homes (subject to planning permission).
  - Provide for a mix of unit sizes and tenures, including affordable housing, in line with Local Plan policies. The varied requirements of both individuals and families should be accommodated where these are appropriate to create a varied and sustainable community.
  - Optimise sites to provide high quality housing in suitable locations.
  - Barnet’s emerging new Local Plan will establish a future housing capacity for the town centre.



Figure 20 – Extensive car parking to the rear of the Broadwalk Centre



Figure 21 – Listed heritage buildings on the A5/ High Street

## Principle 4

### Ensure High Quality Design and a Sensitive Approach to Heritage

- 4.22. Good design is crucial to the successful renewal of Edgware and ensuring that the development of buildings, streetscapes and the public realm support the needs of residents, workers and visitors. This is very much aligned with the Government's *White Paper Planning for the Future* which has a strong focus on the need for good design to build high quality homes and places.
- 4.23. Edgware already has many excellent design aspects, including for example the inter-war shopping frontages to the eastern end of Station Road. There are numerous listed heritage assets across the town centre, with a concentration on the eastern side of the A5, and at the western end of Station Road. Some heritage assets are well maintained and used. Others are not, in particular the Railway Hotel which is derelict and in poor condition but remains highly valued by the local community. Redevelopment proposals must carefully consider the setting and context of heritage assets, and proposals within an Archaeological Priority Area should be supported by an archaeological desk-based assessment.
- 4.24. In parts of the town centre there is a very low intensity of land use, with extensive areas of brownfield land, surface car parking, and single storey buildings. The high level of public transport accessibility and town centre location support the greater optimisation of land and development opportunity, in line with national and London planning policy. Edgware Town Centre within Barnet is identified by Barnet's Local Plan as a tall buildings location, meaning there is potential for buildings higher than eight storeys, and for very tall buildings of over 14 storeys, subject to exceptional design quality and demonstrating that the scheme meets criteria such as integrating with the existing urban fabric, and ensuring no adverse microclimate impact relating to wind or daylight.



Figure 22 – St Margaret's Churchyard provides a quiet, green and attractive space

4.25. Good design contributes to a healthy and secure community. Outdoor spaces, natural greenery, and high-quality architecture all add to peoples' health and wellbeing. Active lifestyles should be built into Edgware Town Centre, and proposals should show how they have referenced the principles of Active Design and undertaken the Active Design Checklist<sup>7</sup>. In terms of security, research shows that taking a 'Secured by Design' approach leads to less burglary, criminal damage and anti-social behaviour. Secured by Design Principles should be used for all new buildings and public realm improvements, including:

- Appropriate lighting
- Encouraging natural activity
- Providing natural surveillance
- Reduce opportunities for concealment
- Appropriate placement of public realm seating
- Managing the permeability of the area to ensure safety of pedestrians and cyclists.

4.26. All developments should work with Secured by Design Officers at the earliest opportunity and seek to receive a Secured by Design Award.

4.27. Projects to design out crime in the existing public realm should be identified, including the walkways that lead into the Edgware SPD area from the surrounding residential areas.

4.28. To ensure growth meets the needs of Edgware Town Centre developments must:

- Deliver high quality design and ensure that new development meets the challenge of its locational context within Edgware's varied town centre.
- Show excellent design for any proposal involving tall buildings and demonstrate an appropriate relationship with other town centre buildings, particularly Edgware's heritage assets, and the surrounding low-rise residential suburbs.

- Celebrate local heritage, ensuring that historical assets can fulfil a town centre function, while considering the context and setting in any development proposal. The Railway Hotel particularly is a valued landmark heritage building that must be brought back into use as part of the renewal and redevelopment of the wider area.
- Consider the potential for archaeological remains. Archaeology can be used to enhance the experience of the area by telling the story of the area's heritage through sympathetic and imaginative public realm design.
- Use land efficiently though comprehensive regeneration of key sites that optimises density and meets the growth needs of the boroughs.
- Use a 'Secured by Design' approach that helps people to feel safe by designing out crime and anti-social behaviour, for example by natural surveillance in new developments.
- Design in health and wellbeing through a holistic approach that supports physical and mental wellbeing. Space for outdoor recreation is a vital resource, something demonstrated during the Coronavirus pandemic where people needed access to convenient local places for exercise while social distancing. Proposals should reference Active Design Principles and show how they have met the Active Design Checklist.
- Design to meet the amenity needs of a diverse and family-friendly community.
- Proposals should demonstrate a positive impact on health and wellbeing in line with Public Health England's guidance document, "Improving health through the home: A checklist for local plans and policies."
- Construction activity must be planned appropriately to mitigate impact on existing business and residents.

<sup>7</sup> [www.sportengland.org/facilities-planning/planning-for-sport/planning-tools-and-guidance/active-design/](http://www.sportengland.org/facilities-planning/planning-for-sport/planning-tools-and-guidance/active-design/)

## Principle 5

### Improved Environment and New Public Spaces

4.29. Edgware Town Centre lacks public open spaces, and those spaces which are nearby are not always well signposted. This means town centre residents and visitors do not have ready access to space for recreation and relaxation. There is a missed opportunity for attractive public realm features which provide a sense of space and identity within the town centre.

4.30. Furthermore, in many instances the environment and public realm is in a poor condition. Street furniture is cluttered and sometimes broken. Shopping frontages in some cases could be better maintained and signage can be excessive, with letting agency signs proliferating.

4.31. While Edgware has numerous footpaths and alleyways linking the town centre to residential areas, these are often narrow and isolating, and lack a sense of safety. This is exacerbated by frequent littering and fly tipping.

4.32. To achieve a renewed town centre and deliver many new homes Edgware must provide a high-quality environment which includes:

- The delivery of several public open spaces which provide sufficient areas for residents and town centre visitors to use for recreation, play and relaxation. This opportunity for new spaces should be used to promote a sense of local identity and pride, potentially drawing on local

history and culture. The spaces could be a focus for local community activities and festivals that bring people together and foster a sense of pride and inclusion. These open spaces should be easily accessible and interlinked for pedestrian and cycle-only use, with design that promotes public safety. There should be extensive planting to provide a sense of greenery and nature, while taking opportunities to deliver environmental benefits such as attracting wildlife, natural SUDS, and carbon capture. Provision must be made for children's play space.

- Main and side streets which provide a well-designed and clean environment that is attractive for pedestrians and cyclists. This is likely to include reducing the sense of clutter and providing consistent, well-designed street furniture. There is potential to work with property owners and businesses to improve the street scene through improving shop frontages and removing or reducing letting agency signage.
- The numerous alleyways and footpaths which provide direct linkage between residential areas and the town centre must be transformed to provide pleasant clean and safe environments. This may include opening up the available space, better signage and access points, improved boundary and surface treatment, and higher levels of maintenance. The potential for joint use as cycle paths should be fully explored.
- Ensure plans are in place for the long-term maintenance of the public and open spaces with the Edgware SPD area.



Figure 23 – Green space with a playground close to Edgware Town Centre

- 4.33. These changes will also support health and wellbeing of the population through providing more opportunities for physical exercise, socialising and relaxation. Improved routes for pedestrians and cyclists will encourage more active travel, further improving health through exercise and tackling air pollution from vehicles.
- 4.34. There is an opportunity to explore whether development could contribute to a fund for improvements to the shopping frontages and improved wayfinding, for example through better signage.
- 4.35. A better environment will help to achieve a diverse and family-friendly community where people want to spend time within Edgware. It should also reduce instances of crime and fear of crime through providing a place which people can feel a sense of security and pride.

## Principle 6 Deliver Community Facilities

- 4.36. Community infrastructure serves the needs of the local population, providing key facilities for education, health, and locations for community organisations and activities. The renewal of the town centre should support and, where necessary, improve community facilities.
- 4.37. Edgware is served by a range of community infrastructure, both within the town centre and in the surrounding area. There is a particular concentration of community buildings on Rectory Lane where they are, however, somewhat hidden away and on a narrow, poor-quality road. Community infrastructure and organisations need to be nurtured and potentially helped to expand to support growth.
- 4.38. Edgware library is located on Hale Lane, within the town centre, and includes community meeting space for hire. Edgware Primary School is part of the town centre; other schools are located nearby, including the Beit Shvidler Primary School. Religious institutions are well represented in or close to Edgware Town Centre, including churches, mosques and synagogues.
- 4.39. The Use Class Order as amended in 2020 (set out in Chapter 3) includes community uses such as health centres, childcare and gyms in the same E use class as shops and cafes, potentially enabling more fluidity between these uses within Edgware Town Centre.
- 4.40. An important consideration for many town centre users is the provision of publicly available toilets, potentially through specific facilities or a 'community toilets' scheme.

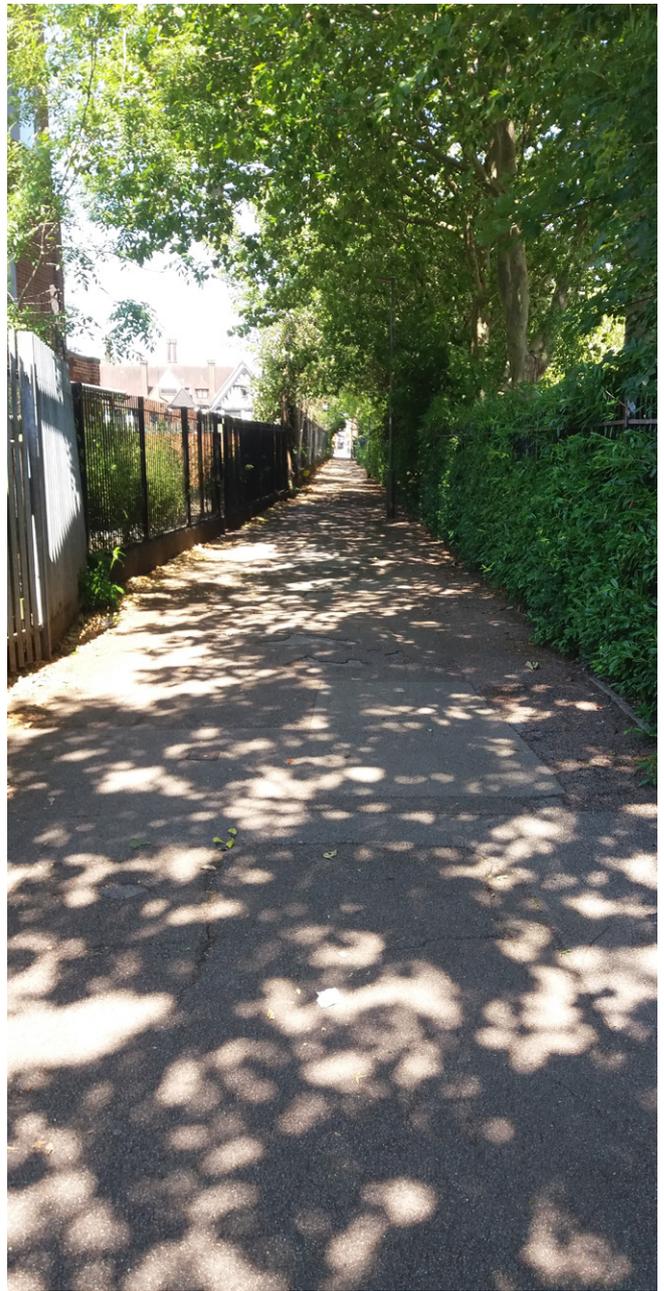


Figure 24 – Church Way is green and traffic-free but can feel isolating and unsafe

- 4.41. For the appropriate provision of community infrastructure in Edgware:
- The need for community facilities must be assessed to ensure provision of sufficient, suitable space for uses including education, health and community groups, with a likely increase required to support redevelopment of the town centre.
  - Seek opportunities for relocation to better serve the community and offer more appropriate accommodation.
  - Consider the need and provision for indoor and outdoor sports facilities.
  - Ensure the community facilities support the needs, health and wellbeing of Edgware's diverse community.

## Principle 7

### Promote Economic Growth and Local Jobs

- 4.42. Providing economic resilience as part of a Covid recovery programme and growing Edgware's economy and increasing the number of jobs available for local people is a vital element in the renewal of the town centre.
- 4.43. Opportunities should be sought for new business in emerging growth sectors, for example digital, creative industries, and ICT.
- 4.44. Economic dynamism and the retention of more local spending within Edgware will help to boost the town centre and support a sustainable, thriving community. More employment opportunities in the local area will mean fewer people travelling out to places of work, reducing pressure on the transport network, particularly at peak hours.
- 4.45. Much of Edgware's existing economic activity and jobs is based on the town centre uses which will be enormously supported by the renewal of town centre activities and a transformational improvement of the cultural and leisure offer which increases footfall and provides new opportunities.
- 4.46. Affordable office premises within the town centre are mostly located along the A5/ High Street corridor, including Grosvenor House, along with a number of storage units and small industrial units. Office and light industrial units provide an important economic function and floorspace for these uses should be retained or re-provided.

- 4.47. It should be noted that the Use Class Order as amended in 2020 (set out in Chapter 3) includes office and light industrial units in the same use class as high street uses such as retail and cafes, along with some community uses such as gyms and childcare, potentially meaning the councils may need to take a broad approach to increasing economic growth and job opportunities.
- 4.48. While evidence suggests that unemployment levels in Edgware have been relatively low in recent years, the long-term impact of the Coronavirus pandemic is yet to be fully assessed. The long-standing need to increase the level of skills and training for some parts of the working age population is likely to be supplemented by a requirement to assist the workforce where jobs have been lost due to Coronavirus. Young people in particular need job opportunities, both for full time roles and part-time work that fits around studying commitments.
- 4.49. In terms of the economy and jobs Edgware has a need to:
- Encourage economic growth and generate inward investment.
  - Encourage the location of public sector service delivery hubs
  - Support growth in the evening economy, balanced with the need to avoid issues of anti-social behaviour.
  - Seek to retain and provide employment floorspace for businesses, including office and light industrial.
  - Support people who have lost jobs due to the Coronavirus pandemic through linkages to local work opportunities and skills training.
  - Ensure local employment opportunities, along with securing construction apprenticeships through development opportunities, to support rates of employment and allow more sustainable working patterns.
  - Where required, increase training for local people to help them secure jobs and increase the local skills base as a way of encouraging employers to locate in the area.
  - Be aware of the barriers to employment which some people may experience to securing employment and to help overcome those barriers. There may be opportunities for skills and training through working with developers on key regeneration sites in the town centre.



Figure 25 – A community organisation located on Rectory Lane

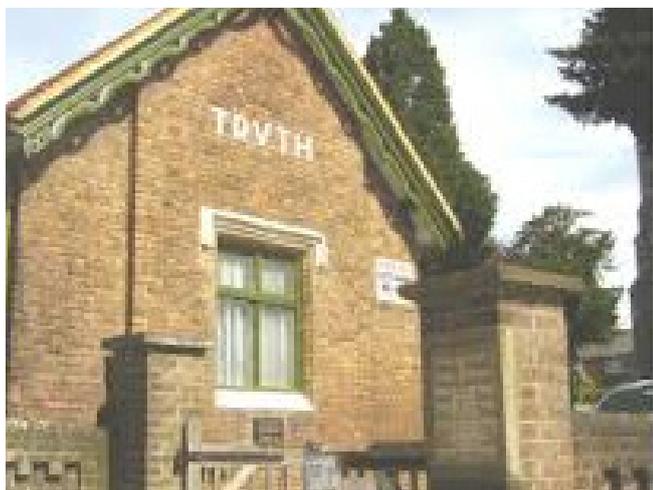


Figure 27 – A place for community meetings

## Principle 8 Tackle Environmental Issues

4.50. The impact of climate change must be addressed, with growth in Edgware both seeking to mitigate and adapt to the effects of more extreme weather events. More energy efficient buildings, more sustainable transport, and the use and production of low or zero-carbon energy all have a role. Development should be in line with the Mayor of London's target for London to become a net zero-carbon city by 2050. Fluvial flood risk is concentrated along Deans Brook and Edgware Brook, while surface water flooding is a risk in some parts of the town centre. Different sources of flooding interact and can exacerbate flood risk, for example an increase of impermeable surfaces from development and a lack of capacity within the existing drainage network will further contribute to risk.

4.51. Air and noise pollution are problematic due to heavy traffic flow, notably along the Station Road and High Street corridors. This will affect the road users, including pedestrians, cyclists, and the vehicle users themselves. The pollution levels fall away from the road corridors relatively quickly, which should be taken into consideration when locating land uses, particularly residential. Over the medium to longer term a transition to more sustainable transport modes will help to reduce pollution, as will the expected rise of electric vehicles.

4.52. There are areas of biodiversity recognised in Edgware, for example through the Deans Brook corridor classified as a Site of Borough Importance for Nature Conservation, and nature sites in the wider area, such as the Mill Hill Old Railway Nature Reserve Renewal in Edgware should seek ways to increase and enhance the biodiversity of the area and support wildlife to make it a home, including restoring the rivers and improving the river corridor habitat and

spaces for wildlife. This should be combined with enabling people to experience nature at first hand, seeking potential opportunities to open-up spaces such as the Deans Brook Corridor and Edgware Brook for public access, with the aim of connecting green spaces and habitats across the area where possible.

4.53. Environment issues in Edgware should be tackled by:

- New developments mitigating and adapting to climate change in line with the policy and regulatory framework.
- Applying the Sequential Test and Sequential approach to ensure sites within areas of lowest flood risk are prioritised ahead of selecting sites in areas of medium to high fluvial (and surface water) flood risk.
- Managing flood risk through the design and location of development and make use of sustainable urban drainage systems. Proposals should utilise the guidance within the existing SFRAs to design layouts, mitigate and make space for water to help with the reduction of flood risk. Planning contributions towards the new Silk Stream Flood Alleviation Scheme may be sought.
- Ensuring that air and noise pollution effects on residents, workers and visitors to the town centre are minimised.
- Protecting existing habitats and create new habitats that support biodiversity, taking a net gain approach through measures such as river restoration and planting. Green networks and linkages should be provided where possible, with an emphasis on encouraging people to experience nature within Edgware on a daily basis.
- Acknowledging that the local and wider environment is a vital element to supporting physical and mental health and wellbeing, and placing emphasis on measures that enhance and support the Urban Greening Factor as detailed in the London Plan. .



Figure 26 – Healthcare facilities in Edgware Town Centre



Figure 28 – Dean’s Brook provides a nature conservation corridor through the area

## Principle 9 Connected Communities

4.54. Renewal and redevelopment require the participation of local communities and stakeholders to achieve success. This SPD supports a cross-borough approach that enables effective, ongoing communication and engagement.

4.55. Early engagement on the SPD was undertaken through:

- A Barnet Local Plan presentation at St Margaret’s Church in March 2020;
- An online cross-borough Member workshop in May 2020 which sought the views of local Councillors in Barnet and Harrow;
- An online local stakeholder event in July 2020 which provided an update on the emerging SPD and sought the views of local businesses and community groups;
- A Designing Out Crime Visual Audit of Edgware Town Centre in September 2020, undertaken with the Metropolitan Police’s Designing out Crime team, along with Community Safety and Planning officers, to identify potential crime reduction recommendations relating to the built-environment which could help reduce crime and the fear of crime.

4.56. Key issues raised included crime and anti-social behaviour, heavy traffic congestion through the town centre, concerns about the state of retail on Station Road, poor public realm, and the lack

of open or public spaces. The feedback received helped to shape the draft plan.

4.57. The public consultation on the Draft SPD that ran for six weeks from 11th January to 22nd February 2021 included two online public consultation events that were attended by approximately 160 people. Consultation events focused on young people were held. Feedback was received from local residents and groups, as well as statutory stakeholders, which was used to inform the final version of the Edgware SPD.

4.58. To ensure connected communities are enabled for Edgware Town Centre the councils will:

- Seek ongoing engagement and consultation with local stakeholders.
- Develop effective partnerships with business, the education sector and other employers to meet the evolving skills and employment needs of the population post-Coronavirus.
- Work with communities and landlords to address blight caused by vacant high street properties.

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This opportunity for new spaces should be used to promote a sense of local identity and pride

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5.

# Key Sites Design Guide

## 5. Key Sites Design Guide

- 5.1. This chapter seeks to provide a closer focus on key opportunity sites within the SPD area where there is greater development potential. How these key sites are developed in design terms is critical to the future success of the town centre. The Design Guide establishes broad parameters for development in terms of context, scale and massing, layout and movement.
- 5.2. The Design Guide is necessarily at a relatively high level, and it may be appropriate to prepare one or more design code(s) to provide more detailed guidance for sites or areas within Edgware SPD.
- 5.3. The NPPF sets out that:

*'the creation of high quality buildings and places is fundamental to what the planning and development process should achieve. Good design is a key aspect of sustainable development, creates better places in which to live and work and helps make development acceptable to communities.'*

### Design Vision

#### 5.4. The Design Vision sets out the overall design approach across the Edgware SPD area.



**Permeability:** A successful urban space needs to be highly connected to surrounding environments, both visually and physically. A permeable public space is easy to get to and use. This is achieved through appropriate scale of development, clear views to and from the space, and a robust wayfinding approach.



**Intuitive flows:** Pedestrians and cyclists must be able to move around in an attractive environment, without interruptions, with minimal exposure to noise and air pollution and with clear and frequent views to destinations, while also meeting the requirements of vehicular traffic to move through and access the town centre.



**Sociability:** Successful public spaces have the potential to be vibrant and lively or peaceful and relaxed places to gather in and socialize. The space should provide interest from afar and up close whilst considering the human scale. A good mix of activities should be provided.



**Mixed Use:** There should be a mixed offer including retail, cultural, leisure and residential uses which complement each other on site and work well with the existing high street. The aim is to provide welcoming, pedestrian friendly town centre uses for Edgware.



**Context:** Context consists of a range of factors, such as building scale and massing, materials, land uses and design styles. Development should aim to complement and enhance the existing built environment.



**Active Neighbourhoods:** Cultural and leisure uses, shops, cafes, restaurants and community amenities can all add vibrancy to neighbourhood character. A pleasant public spaces for uses such as eating out enhance the space. A clustering of uses in a pleasant environment increases pedestrian movement which in turn supports a vibrant local economy.



**Environmentally Responsive:** Meet the environmental needs of Edgware to provide a healthy place for residents and visitors that offers access to nature and tackles climate change through measures such as urban greening and energy efficient designs.

## Town Centre Urban Landscape

5.5. Edgware Town Centre is broadly characterised by three to four storey interwar brick built buildings typical of London suburbs. This pattern of development results in well-defined commercial streets with ground floor shops and frequent doorways providing access to the offices and residential flats on the floors above, with windows directly overlooking the street. This character is most evident along the length of Station Road northeast of the Tube station. This type of layout works well at creating a lively, varied and durable high street that is of a human scale, can accommodate a wide range of activities and adapts well to change.



Figure 29 – The urban grain varies across Edgware



Figure 30 – The inter-war frontages of north eastern Station Road

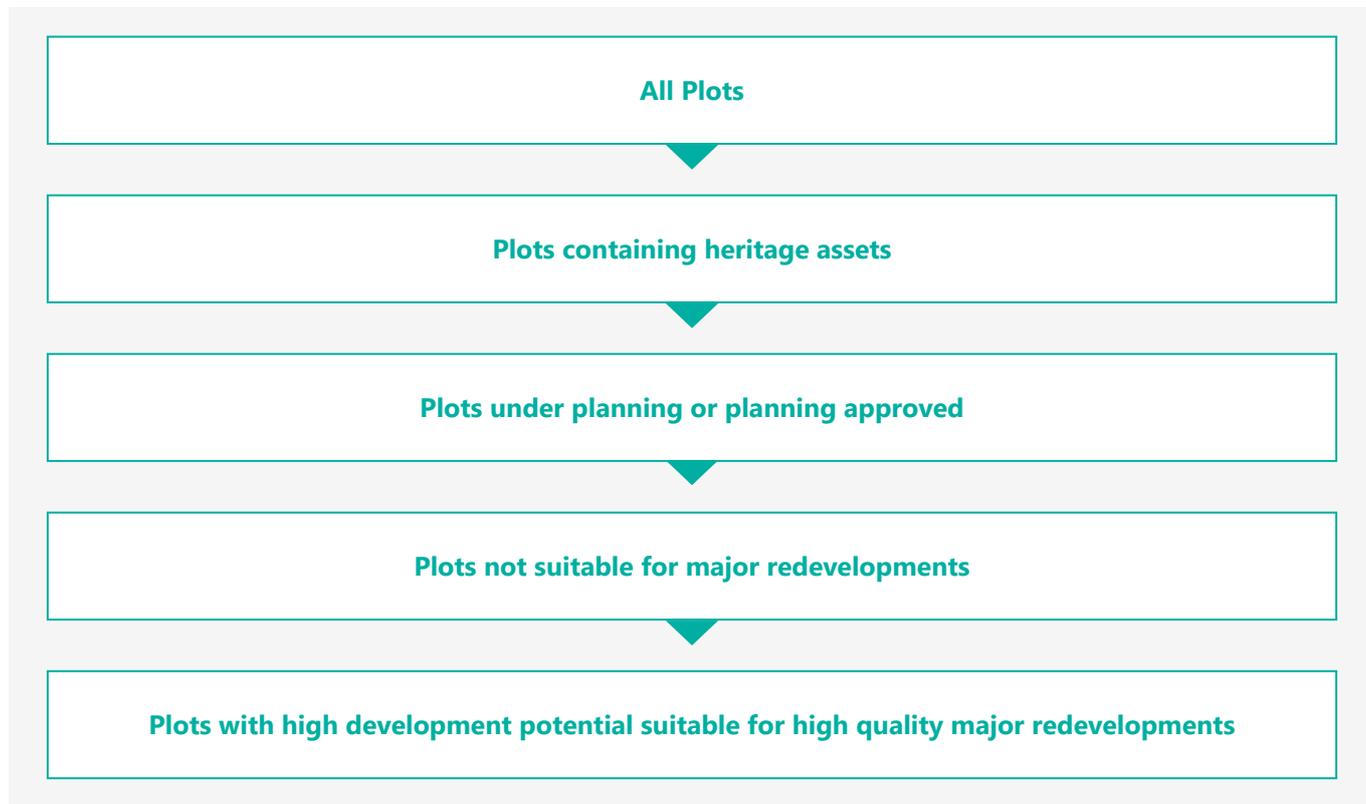
5.6. The urban grain of the built form is dominated by the large footprint of the Broadwalk Centre. Other larger structures are situated along the A5 corridor and Station Road. The building footprints typically become smaller as the townscape transitions to more residential areas.

5.7. To the rear of the Broadwalk Centre is a large area of surface car parking, while adjacent to the west is the Forumside area which comprises a mix of brownfield land and low-rise buildings which do not relate well to each other. In combination this comprises a large, very low density town centre space which has potential for better use.

5.8. There are tall buildings within Edgware Town Centre; Premier House is 14 storeys high, while the redevelopment of Premier Place (approved in May 2016) incorporates a building of 17 storeys. Opportunities for tall buildings will be explored subject to assessment of suitability, impact and exemplary design.

## Area Analysis by Segmentation

5.9. To enable detailed design analysis to be carried out, the area was split into segments based on similar characteristics. This methodology assisted in identifying which segments are appropriate for high levels of new development, and those where the potential is far lower.



### Assessed Development Potential by Segment

5.10. Those sites assessed as having higher development potential will be addressed individually.

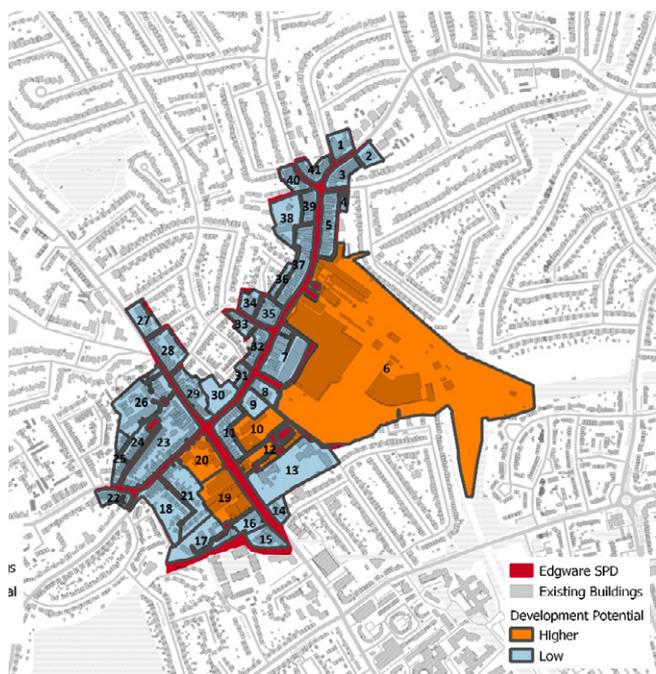


Figure 31 – Assessed Development Potential by Segment

### Key Site - Broadwalk Centre and the Station

5.11. This area encompasses the Broadwalk Shopping Centre and associated car parking, Edgware Underground Station, platforms and tracks, and Edgware Bus Station, along with bus standing and garage.



Figure 32 – Aerial view over the Broadwalk Centre, underground station and bus station



Figure 33 – Broadwalk Centre frontage

- 5.12. This site lies at the heart of Edgware Town Centre and comprises a major strategic development opportunity for Edgware.
- 5.13. Future development opportunities should prioritise making the Station building and forecourt a welcoming, attractive and easy to navigate focus of public transport. The Station should provide a sense of arrival in Edgware, bringing people into the heart of the town centre and connecting this key public transport node with the surrounding town centre.
- 5.14. The site is suitable for wide range of town centre uses, including retail, cafes, restaurants and offices, as well as leisure and cultural uses such a cinema and sports centre. Residential uses are expected on a significant scale, along with supporting community infrastructure. Public transport infrastructure will continue to be a key element within the site.

### **Movement**

- 5.15. Movement of pedestrians within and around the site is vital to ensuring the area is accessible and vibrant. Future development of the Broadwalk Shopping Centre and the TfL land holdings should provide clear and legible pedestrian linkages across the site and with the surrounding areas. Linkages must provide safe, easy and direct access to local services and facilities and form a logical and coherent whole with the surrounding network of streets. Redevelopment of the Broadwalk Shopping Centre must provide excellent pedestrian access across the site. Church Way should be improved to make the route feel open and safe. Redevelopment should also be used as a means of improving Bakery Path to make it feel safe and pleasant to use.



Figure 34 – Edgware Station and forecourt



Figure 35 – The bus station entrance on to Station Road

- 5.16. New and improved routes will make the area far more accessible for pedestrians and ensure access to/ from the train station from the interior of the site, southwards towards the residential areas, westwards towards the Forumside area and through to the A5/ High Street. A clear movement line towards the rail station and bus station must be part of any redevelopment of this site. Walking and cycling routes across the site should be used to reduce pressure on the main thoroughfares, in particular Station Road.
- 5.17. Opportunities to reduce the severance to movement caused by the Northern Line should be fully explored, including the potential for a direct link to Deans Lane. Full consultation with TfL must be undertaken to ensure London Underground infrastructure is safeguarded for operations and maintenance.

### **Height and Massing**

- 5.18. The plan of building heights around this site, and the aerial photographs, demonstrate the varied nature of the site and surrounding area in terms of building heights, massing and urban grain. Development should be responsive to this context and balance optimising the town centre and public transport hub location.

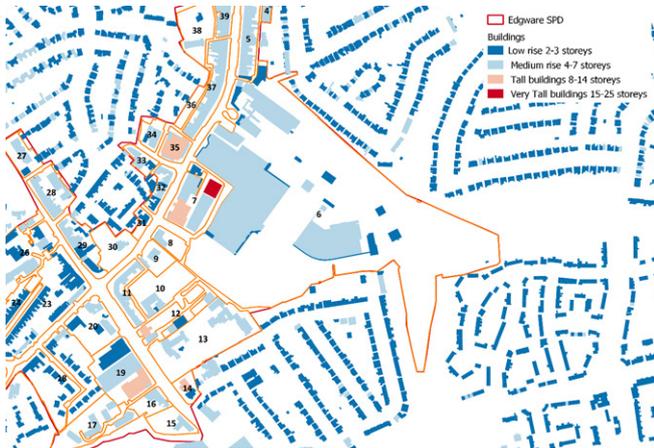


Figure 36 – Existing building heights (note the plan is derived from an analysis of heights in metres translated to storeys and therefore the number of storeys is indicative)

- 5.19. The site has potential for the creation of a modern urban environment with opportunities for tall buildings and higher densities in some parts - dependent on high-quality design - while being sympathetic to the context and adjacent residential areas.
- 5.20. To ensure development is appropriate the following must be considered in terms of building design:

- Towards the southern edges where the site is in proximity to low-rise residential areas – notably Parkfield Close and Fairfield Crescent – the height and massing of buildings should respond to the suburban context. Proposals must also carefully consider the setting and context of heritage assets in the surrounding area, such as the Railway Hotel. Along the eastern boundary the railway lines provide a buffer to residential areas, although the raised topography of the site must be a design consideration. The height of new development should be considered in the context of its impact on overshadowing and loss of privacy.
- Proposals for tall buildings should locate them in those parts of the site where there is more potential to establish a high-quality urban design that achieves higher densities. Building heights and massing should be varied to achieve an attractive mix of building types that is beneficial to the urban landscape and allows new residents access to views and sunlight. Any proposal for tall buildings will be subject to assessment of suitability, impact and exemplary design.
- Along the part of the site adjoining Station Road building heights should be varied to avoid a ‘canyoning effect’ and excessive shadowing across the main shopping thoroughfare. The overall design must be provided in the context of the Underground Station and demonstrate wayfinding towards the public transport hub.



Figure 37 – Illustrative example of urban renewal - Agar Grove, Camden (Credit Jack Hobhouse; Hawkins Brown Architects)

- London Underground infrastructure comprising tracks and sidings to the eastern part of the site is expected to remain available over the long term for operational purposes.
- Buildings must ensure attractive and active frontages at street level so that pedestrians feel engaged with the built environment at a human scale. This will assist with natural surveillance and provide a sense of security to town centre users. Designs should avoid or minimise any blank aspects to buildings, including to the sides and rear.
- The provision of car parking for town centre users, and potentially commuters, must be based on evidence of need. Car parking provision must be efficient, utilising approaches such as multi-storey, basement or podium parking.

### Open Space and Landscape

- 5.21. There is a need for more public open spaces within Edgware Town Centre and new housing will reinforce this as residents require outdoor spaces for leisure and recreation.
- 5.22. As the largest site within Edgware this location provides the best opportunity for delivering new and enhanced public open spaces. The station forecourt can provide the first in a hierarchy of linked public open spaces that are connected to create a walkable urban environment. A second public space could be used as a focus



Figure 38 – Aerial view of the Forumside area

for community and leisure uses including food and beverage outlets. One or more further spaces should be provided for local residents, which should include children’s playgrounds and facilities for older children such as football and basketball courts. The designs should include an attractive mix of planting and hard landscaping. The designs should include an attractive mix of planting and hard landscaping, and incorporate environmental benefits such as natural SUDS and supporting biodiversity.

5.23. Green landscaping can be used to create buffer areas to transition between new development and the existing suburban areas to the east and south. A corridor of trees already runs along Church Way and extends around the railway lines, providing the basis for greenery which could provide an attractive edge to the new developments and reduce the visual impacts for existing properties and residents.

## Key Site - Forumside

5.24. This location includes land to the rear of the important Railway Hotel Grade II listed building and comprises businesses, car parking, residential and brownfield land under several different ownerships. The area represents a combination of derelict and underused buildings and is blighted by dumping and fly-tipping.

5.25. A coordinated approach is required to realise the full potential, including an opportunity to create a new high-quality ‘heritage quarter’ that enables restoration of the Railway Hotel as a celebrated landmark asset. The current poor-quality environment must be transformed to become welcoming, clean and safe with greatly improved linkages to the surrounding areas. The area would be suitable for a range of mixed town centre uses along with opportunities to introduce new residential and supporting community infrastructure.

## Movement and Frontages

5.26. Access is poor, with the narrow Forumside road leading off Station Road, and two narrow access off the A5/ High Street. The route through is twisting and is affected by the presence of wheelie bins and poorly parked cars. There is no access from the south or onto Church Way to the east.

5.27. Redevelopment of the area must provide much improved public access onto the A5/ High Street and Station Road and new access eastwards onto Church Way and towards the Broadwalk Centre site. The priority should be on pedestrian and bicycle access and movement, along with service vehicle access. There must be active frontages facing onto the routes to create an attractive and safe environment. The new walking and cycling routes across the site should be used to help reduce pressure on the main thoroughfares, particularly the A5/ High Street and Station Road.

5.28. New developments must be supportive of the existing frontages on the A5/ High Street and Station Road to complement the existing Town Centre. This includes supporting the restoration of the Railway Hotel and its frontage area of hardstanding which has great potential to benefit this part of Station Road, for example through outdoor seating for a café, restaurant or bar.

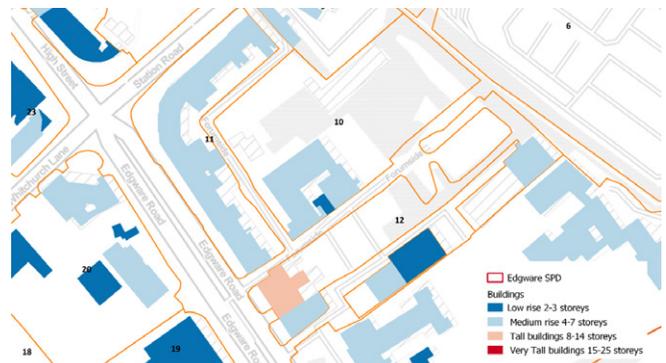


Figure 39 – Existing building heights (note the plan is derived from an analysis of heights in metres translated to storeys and therefore the number of storeys is indicative)

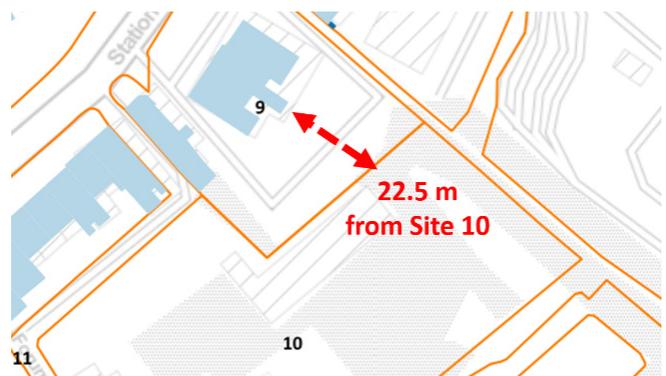


Figure 40 – Distance between the Railway Hotel heritage building and the Forumside site



Figure 41 – Illustrative example of urban development in Barnet at Beechwood Mews (visualisations credit Fumo Studios Ltd; model Peter Barber Architects)

### Height and Massing

5.29. The existing built environment provides a strong context for the area. The historic Railway Hotel lies to the north, while an inter-war 3-storey shopping frontage curves around to the north west. To the south west of the site a modern tall building block faces on to the A5/ High Street, while to the south are the low-rise buildings and playground of Edgware Primary School. To the east is Church Way and beyond it the surface level Broadwalk Centre car park – the site identified above.

5.30. To ensure development is appropriate the following must be considered in terms of building design:

- The context of the listed Railway Hotel is a key consideration in any redevelopment scenario with the heritage building lying 22 metres from the edge of the Forumside site. The scale of proposals should be modest to the rear of the heritage asset with an approach of low to medium rise-high-density development. A fine-textured urban grain should be used to complement the Railway Hotel and develop a high-quality 'heritage quarter'.
- The westerly parts of the site could potentially see medium rise development with a height and design that complements and does not adversely affect the surrounding inter-war frontage.
- The south western areas have more potential for height towards the existing tall building fronting onto the A5/ High Street. The context of the primary school must be given due consideration in terms of visual impact and avoidance of overlooking.

### Open Spaces

5.31. The area lacks public open space and new development must ensure sufficient provision for new residents. A small park for leisure and recreation should be provided, including a children's playground and potentially a court for football and basketball. A location towards the southern part of the site could be linked to Church Way and new pedestrian routes through the Forumside area, while providing a buffer with Edgware Primary School.



Figure 42 – Existing building heights (note the plan is derived from an analysis of heights in metres translated to storeys and therefore the number of storeys is indicative)



Figure 43 – Illustrative example of urban development in Barnet at Beechwood Mews (visualisations credit Fumo Studios Ltd; model Peter Barber Architects)

## Key Sites - Lidl and The Masons Arms

5.32. The sites lie on the corner between the A5/ High Street and Whitchurch Lane. The sites include a Lidl supermarket, self-storage unit, office block, showroom, car parking and valuable heritage assets, including 65-67 High Street, a Grade II listed 16th Century timber-framed Hall house, and the Masons Arms pub which is on the corner between the A5/ High Street and Whitchurch Lane and provides a local landmark.

5.33. The sites could be intensified through new development with residential uses above while continuing to protect the heritage buildings and providing the existing town centre uses on the ground floor, including the Lidl supermarket.

## Height and Massing

5.34. Existing buildings on site range from single storey retailers to medium rise office buildings. The A5/ High Street context includes a mix of low-rise to tall buildings. To the west of the site is low-rise rise housing.

5.35. To ensure the development is appropriate the following must be considered in terms of building design:

- The listed buildings and Mason’s Arms should be retained and restored/ brought back into use to preserve the local historic character of the location.
- The remainder of the site could potentially accommodate medium size buildings and be optimised through a mass that complements the listed buildings and the low-rise residential area to the west.
- Town centre uses should be retained at the ground floor, including the Lidl supermarket.



Figure 44 – Aerial view of commercial buildings fronting the A5/ High Street



Figure 45 – Aerial view of the Masons Arms



6.

# Public Realm Guide

## 6. Public Realm Guide

6.1. The experience for pedestrians and cyclists within Edgware Town Centre is often not as good as it should be in terms of wayfinding, signage, planting and street furniture. Improvements to the public realm is a key development principle for the Edgware SPD and are an opportunity to meet a range of needs within the SPD area:

- Tackling air and noise pollution;
- Better accessibility;
- Design appropriate to the context of heritage assets;
- Activation of the frontages and public areas for community and cultural events;
- Sustainable travel infrastructure, for example bike racks;
- Public safety, including in terms of lighting, design and security cameras.

6.2. Some of the change will be within the major development sites, while much will be along the main thoroughfares of Station Road, Whitchurch Lane and along the A5/ High Street, and the roads and paths which provide linkages to the surrounding areas.

6.3. Proposed changes should support the Healthy Streets Approach, including:

- Improving local environments by providing more space for walking and cycling, and better public spaces where people can interact;
- Prioritising better and more affordable public transport and safer and more appealing routes for walking and cycling;
- Planning new developments so people can walk or cycle to local shops, schools and workplaces, and have good public transport links for longer journeys.

### Signage

6.4. Signage in the area, particularly along Station Road, but also along Whitchurch Lane and the A5/ High Street, is excessive and distracting. There is an issue with letting agent signs on upper floors of buildings as highlighted below.

6.5. Shop signage is often too large and ill-matched with adjacent shops, visually dominating the frontages, giving an overall disjointed appearance and covering architectural features that would otherwise add character.

6.6. Advertisements and signs should seek to:

- Be well related to their surroundings in terms of size, scale and siting;
- Be located to avoid visual clutter;
- Not conflict with traffic signs or signals or be likely to cause confusion or danger to road users;
- Respect the character and architectural details of any building on which they are to be located.

### Planting

6.7. Well considered and maintained planting – which includes trees, landscaped areas for shrubs and flowers, or dedicated planter boxes or hanging baskets - all help to improve the visual aspects of an area, can assist with wayfinding, and can help with environmental factors such as providing natural SUDS, and reducing temperatures in the summer.

6.8. Planting on Station Road is not consistent; along the eastern section street trees have been successfully planted and will mature in the coming years to form a pleasant and memorable part of the street.



Figure 47 – Young trees lining Station Road



Figure 46 – Highlighting the prevalence of signage on shopping frontages

- 6.9. Along the central and western parts of Station Road there is very little planting beyond the raised shrub bed in front of the Broadwalk Centre, with the only vegetation provided by the mature and attractive trees in St. Margaret's Churchyard.
- 6.10. Along the southern part of the A5/ High Street the central reservation raised planted strip is not maintained and has a unkept appearance; unless it can be improved removal should be considered. Some greenery is provided by trees and shrubs growing along the primary school boundary.

Otherwise there is a general lack of planting and greenery, particularly around the junction with Station Road and Whitchurch Lane.

- 6.11. There is an almost no planting or greenery along Whitchurch Lane excepting a few small planters which lack impact or maintenance.
- 6.12. Many of the numerous pathways which link through the area do have large amounts of trees and other vegetation. While this does provide many advantages, it is not always well maintained and leads to a gloomy and isolating experience.

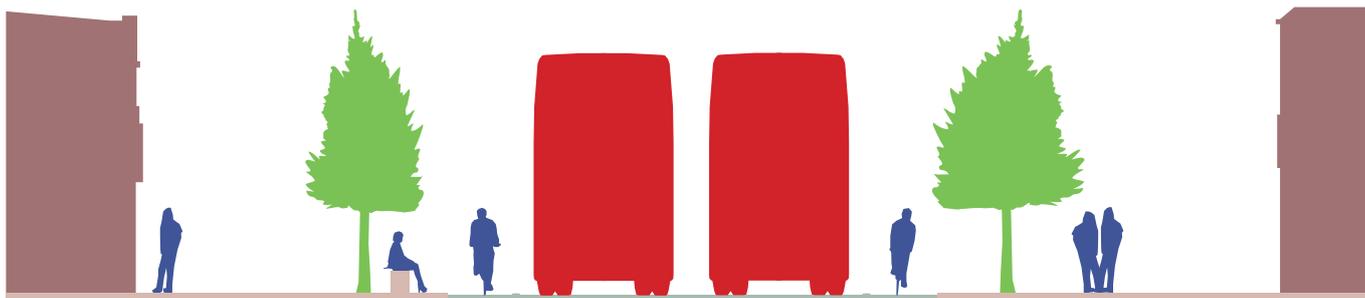


Figure 48 – Trees provide shading for street users

### Potential Improvements

- 6.13. The good example of street tree planning along the eastern part of Station Road should be used across Edgware Town Centre, including the full length of Station Road, along Whitchurch Lane and the A5/ High Street, particularly in the wide area in front of the listed buildings along the north west section.
- 6.14. An aspect of planting that must be considered is its potential long-term impact on security and surveillance systems. Lines of sight must be maintained between cameras, while at street level planting must avoid creating locations

that are hard to observe and may conceal anti-social or criminal activity. Proposals should work with Secured by Design Officers at the earliest opportunity.

- 6.15. Use of raised planters should also be considered throughout the town centre, although a long-term maintenance regime must be in place to ensure they remain a benefit to the area.
- 6.16. These measures will help to animate Edgware's streets and provide a much-improved experience for town centre users, particularly pedestrians and cycles



Figure 49 – Illustration of trees benefiting the street scene in front of the Broadwalk Centre



Figure 50 – Illustrative example of a green wall providing a landmark feature

## Street Furniture

6.17. There is an overall lack of seating; more benches could be introduced as part of a Street Plan, providing opportunities to rest and socialise. Any new street furniture must be of a high quality and appropriate design that improves the appearance and coherence of the town centre; for example, designs could mirror the inter-war heritage of the buildings frontages and provide a distinctive and unique feel to the area.

## Wayfinding

6.18. While main roads and key buildings do help to waymark the area, routes through Edgware Town Centre are not always clearly marked and signage seems geared towards the private vehicle rather than pedestrians. The bus station for example is not prominent and the entrance is indistinct, while some pathways are hard to find and access.

### Potential Improvements

6.19. The situation can be helped through more and better signage. Other public realm improvements such as installing plants and street furniture can be used to provide visual clues that to guide people around the town centre. There is also potential for special/ contrasting pavement to indicate directions and paths.

6.20. Buildings design can be used for wayfinding through height, massing and distinctive elements, for example green walls could be used to help provide mental markers.



# 7.

# Transport and Movement Guide

## 7. Transport and Movement Guide

- 7.1. Improving the transport and movement options is a critical element in improving Edgware Town Centre and making it a more attractive and sustainable destination. This section provides further detail to the approach established earlier in the Objectives and Development Principles.
- 7.2. To provide analysis of the transport and movement context in Edgware Town Centre a Transport Study was undertaken. The Study identifies issues and potential opportunities for change to support Edgware Town Centre, focussing on enabling movement by sustainable travel modes, i.e. walking, cycling and public transport. The Study provides analysis of the existing transport situation in Edgware, assesses the transport and movement implications of the proposed major development sites, and outlines a range of potential transport measures and interventions for the future. Further and more detailed technical analysis and Transport Assessments will be required during master planning and planning application phases.
- 7.3. **Pedestrians** show the highest concentrations of activity along the Station Road corridor, particularly around the tube station and the shopping centre – evening peak flows are approximately twice as high as the morning peak. The tube lines create a major barrier to east-west movement, and while pedestrian links provide short-cuts to residential areas these are often narrow and poorly lit. Dedicated pedestrian crossing provision is missing at key road junctions, notably High Street / Station Road. High levels of assessed 'walkability' indicate a substantial number of trips currently made by car within the area have the potential to be switched to walking. There is a need to move towards a fully accessible, permeable and pedestrian friendly town centre with increased street space for walking and cycling.
- 7.4. There are very low levels of **cycling** activity with peak flows typically only 1-4 cyclists per hour in each direction. Barnet as a whole makes only 2% of trips by bicycle, while in Harrow it is only 1%, compared to 8% in Haringey. Cycle lane and other infrastructure provision is very limited. Cycle racks at Edgware Station were observed to be well-used throughout the day with additional bicycles parked along the railings suggesting demand for commuter cycle parking exceeds supply. There are several pedestrian-only routes where cyclists need to dismount, while Station Road and High Street are the least cyclable due to wide carriageways, high vehicle speeds and a lack of cycling infrastructure. The 'cycleability' of the SPD area varies from low to medium. TfL has identified the A5 as one of London's top 25 routes with cycle potential. The Barnet Loop cycling proposal, as set out in Barnet's Long Term Transport Strategy (LTTTS), passes through Edgware and should be supported to provide an off road walking and cycling route linking Edgware southwards towards The Hyde, Burnt Oak and Colindale, and to the north and east of the borough.

### Analysis of Existing Transport and Movement Situation

- 7.5. There is a good provision of frequent **bus services**, contributing to PTAL scores between PTAL 5 and 6b (the highest rating). Edgware bus station is the main bus hub for the area catering for local trips, an interchange for longer journeys, and interchange with the underground station. The quality of public realm around the station could be improved. Nearly the whole SPD area is within 400m walk of a bus stop. During peak hours bus speeds are relatively slow, being around 7mph during the PM peak on Station Road and the High Street versus around 9 mph in the AM peak. TfL forecasts indicate a substantial increase in bus boarding and alighting activity in the SPD area. Barnet's Transport Strategy seeks an increase in the orbital connectivity of bus routes to better link together town centres and tube stations, an approach that could include a bus rapid transit (BRT) option.

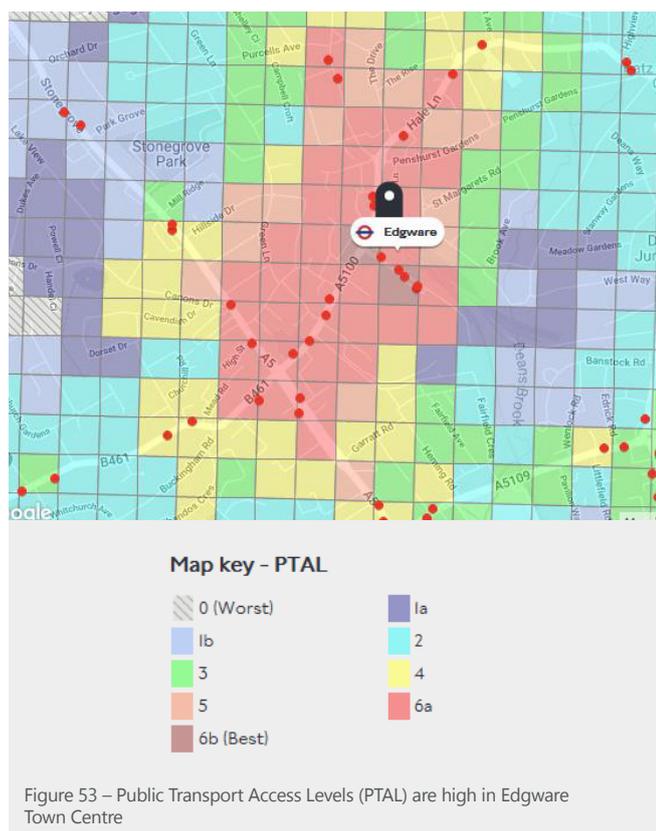


Figure 51 – Cycle racks in front of Edgware Station



Figure 52 – The Northern Line provide a good tube service for Edgware

7.6. Edgware **tube** station operates as an integrated interchange with the adjacent bus station with one third of tube station users arriving by bus during the morning peak. Whilst busy at peak times, and despite recent growth in entry/exit flows, the station is observed to currently operate within capacity. The planned growth at Edgware is expected to significantly increase usage of the station, particularly at the morning and evening peaks. The station forecourt prioritises vehicles, but this does not prevent congestion and queuing onto Station Road during the peak period.



7.7. Edgware roads are often highly congested with **traffic flows** the highest in the morning peak (8-9am) - Station Road flows are around 1,500 vehicles per hour in both directions, while Edgwarebury Lane, Hale Lane and Whitchurch Lane) have flows of around 1,000 vehicles per hour. A worsening highway performance in recent years is suggested by a 6% to 10% fall in traffic speeds along Station Road and a decrease of 10% to 20% along the High Street between 2013/14 and 2015/16, a performance consistent with falling average bus speeds.

7.8. A single large off-street **car park** serves the town centre with 1,150 short-stay and long-stay spaces. The long-stay commuter off-street parking is used to capacity while the short-stay shopper parking is typically at 60% full on a weekday. On-street parking is covered by several Controlled Parking Zones (CPZs) with spare on-street parking capacity observed at all times of day.

## Designing for Edgware’s Transport and Movement Needs

7.9. To meet the town centre’s transport and movement needs development should include the following considerations:

### Promoting Active Travel

- TfL’s Healthy Streets approach provides a set of tools to help design and promote active travel in Edgware;
- Edgware town centre seeks opportunities to improve travel choices; supporting measures to prioritise pedestrian and cycle and support reliable buses services;
- Walking and cycling should be designed to be the preferred choice for all short to medium distance journeys;
- Longer distance leisure and commuter travel via public transport, walking or cycling should be encouraged by improved links to more strategic active links that exist or are being developed, for example the A5, London Loop, and Barnet Loop;
- The choice to walk and cycle should be an easy choice encouraged by design and provision of facilities, by improvements to the quality of public realm and public spaces that encourages people to walk/ cycle to, and use, local services and shops;
- Development to be permeable and enable convenient and high-quality cycle and pedestrian routes from the development areas that link into wider desire lines;
- Public realm design to support walk and cycle links and provide for meeting areas and seating;
- Boost health and well-being of local community through contributing to air quality improvements and lower noise levels;
- Promote a safer and more secure environment for all road users including pedestrians and cyclists, making the roads less vehicle dominated, and considering a 20 mph zone on Station Road;
- Cycle parking designed in accord with London Cycle Design Standards, provision of a cycle hub and provision within the public realm.

### Public Transport Accessibility, Legibility and Capacity

- A station capacity which enables people with varying levels of mobility to use the station;
- Protect line capacity to support growth in Edgware and along this branch of the Northern Line, including depot space and rail sidings;
- Support bus reliability and access by safeguarding space for bus operations/standing and also improving the public realm of the bus station itself;

- Edgware bus station must:

**1.** Maintain a central location and enable easy interchange;

**2.** Overcome the severance caused by bus access on to Station Road and reduce conflict with pedestrians accessing the station and its immediate surroundings;

**3.** Provide intuitive way finding;

**4.** Offer high quality passenger information and waiting facilities;

**5.** Ensure integration of the station with its surrounding context.

- Interchange between bus and London Underground services is and will remain important. The guiding principle is to improve passenger experience by finding the balance between space, legibility/ visibility and proximity between modes;
- Make the most of transport heritage and architecture to help promote local identity and sense of place, particularly the London Underground station and design heritage;
- Land uses in Edgware Town Centre must be planned and designed to ensure that public transport uses (bus garage; bus station and stand; rail station, sidings and depot) remain viable and can continue or grow without unreasonable restrictions being placed on them (i.e. in line with the Agent of Change principle - transport services operate around the clock and throughout the year).

### **Delivery, servicing and vehicle access**

- Accessible car parking (Blue Badge) will be needed for future users and residents of the town centre;
- Where vehicle access and car parking is provided this should be designed to ensure access is safe and seeks a balance between supporting a vibrant high street and supporting a mode shift and reducing dependencies on car use;
- Where car parking is provided this should provide Electric Vehicle Charging Points;
- Where there is a conflict between vehicle access points, especially Heavy Good Vehicle routes, and pedestrian and cycle route, a risk assessment will be required to inform any mitigation strategy;

- Development servicing, deliveries and refuse collection will operate on the basis of comprehensive delivery consolidation to minimise vehicle movements to and within the development area; and
- There should be retention of some car parking for town centre users, and potentially commuters, depending on assessed need. Car parking provision must be efficient, utilising approaches such as multi-storey, basement or podium parking. The well-connected nature of the area will reduce the need for cars, particularly in new residential developments.

## **Transport Measures**

- 7.10. To test the likely impact of Local Plan developments assumptions, particularly the impact of new housing delivery, analysis was undertaken.
- 7.11. The outcomes indicated a substantial number of trips across the day:
- A clear morning peak that is dominated by work and education trips;
  - A mid-afternoon peak created by school departures; and
  - An evening peak spread over several hours (4-7pm) that comprises a mix of work, leisure and personal journey purposes.
- 7.12. A schedule of delivery and timescale for transport measures is included in Chapter 8.

## **Roads and Traffic**

- 7.13. Proposed changes to the road and street environment throughout Edgware Town Centre should take a Healthy Streets Approach.
- 7.14. The approach to traffic management should take into account that bus usage is expected to increase, and the following should be considered:
- Bus priority where traffic queuing occurs;
  - Managing the conflict between bus movements and drop-off at the Tube station by private vehicles.
- 7.15. The central part of Station Road is used for informal parking, creating issues with safety, traffic management and visually. Measures should be taken to tackle this, potentially through either traffic enforcement action, or physical interventions making it more difficult to park.
- 7.16. Opportunities should be assessed to improve and potentially add new road crossings for pedestrians to provide a better and safer experience, particularly across the A5/ High Street to connect the Harrow and Barnet parts of the town centre, along Station Road, and at the eastern end on Hale Lane and Edgwarebury Lane.

# 8.

# Delivery and Implementation

## 8. Delivery and Implementation

- 8.1. The planning framework will guide the redevelopment of Edgware Town Centre with the councils using their planning powers to work towards achieving the Vision and Objectives established through this SPD. Successful implementation will be achieved through council engagement with landowners, developers and local stakeholders including businesses, community groups and residents.
- 8.2. Growth in Edgware must prioritise employment and skills opportunities for local people, for example through securing construction apprenticeships arising with the development opportunities.
- 8.3. Building works can be very disruptive and the councils will expect sufficient measures to be put in place by developers to ameliorate impacts on existing business and residents.

### Local Stakeholders

- 8.4. Edgware has a diverse range of local stakeholders who were engaged during preparation of the SPD. The councils will seek an ongoing relationship with the local stakeholders and organisations to support delivery of the SPD.

### Landowners

- 8.5. Within the main development sites there is a mix of both privately and publicly owned land.
- 8.6. The Broadwalk Shopping Centre, which is the largest private site, was acquired by the Ballymore Group in 2020. Sainsburys are a long-term leaseholder and will be a key consideration in redevelopment of the site.
- 8.7. The Forumside area to the south west, including land to the rear of the key Railway Hotel heritage asset, is comprised of multiple land ownerships. Access into this area is limited and a coordinated approach is supported to realise the full potential.
- 8.8. Transport for London are the largest public landowner, with the site comprising the underground rail station and track areas, the bus station, standing area and garage as well as retail, residential and a medical centre.
- 8.9. The councils will seek a cooperative and coordinated approach, encouraging landowners to work together to optimise the opportunities and address issues.
- 8.10. In some instances, development may be most effectively realised through a process of land assembly. While it is anticipated that this process will be carried out through negotiation, the councils will pursue the option of compulsory purchases orders (CPO) if required.

## Planning Obligations

- 8.11. Growth in Edgware must deliver the infrastructure and environmental improvements needed by the local community.
- 8.12. Planning obligation requirements can be used to secure these improvements.
- 8.13. The infrastructure priorities in Edgware Town Centre include:
  - Transport and movement projects that support walking, cycling and public transport use;
  - New public open space throughout the town centre;
  - Improved public realm - including street furniture, planting and landscaping; better frontages (consider the potential for a fund to provide improved signage);
  - Affordable housing;
  - Environmental measures – Sustainable Urban Drainage Systems (SUDS), renewal and low carbon energy, and biodiversity net gain;
  - Community facilities including for education, nursery provision and health facilities, for example improvements to existing premises to increase capacity or supporting the new delivery of new facilities.
- 8.14. Whilst the existing planning obligation mechanisms of Section 106 and Community Infrastructure Levy (CIL) are summarised below, the Government White Paper *Planning for the Future* is proposes a major change in approach which would see the end of S106 legal agreements and CIL set at the national level.

## Section 106

- 8.15. Section 106 (S106) contributions can be sought from major developments coming forward within Edgware Town Centre where it can be demonstrated that the contribution is:
  - Necessary to make the development acceptable in planning terms;
  - Directly related to the development; and
  - Fairly and reasonably related in scale and kind to the development.
- 8.16. S106 obligations should be used to mitigate site-specific impacts, including both financial and 'in kind' contributions.

## Community Infrastructure Levy

- 8.17. The Community Infrastructure Levy (CIL) is a planning charge that Local Authorities and the Mayor of London can set on new development to help pay for community infrastructure. Most development which creates new floorspace is required to pay the Community Infrastructure Levy. Both Barnet and Harrow councils have adopted CIL Charging Schedules.
- 8.18. Given the nature and the scale of emerging proposals for major developments within Edgware Town Centre, it is likely that proposals would incur a significant CIL liability.
- 8.19. The Infrastructure Funding Statement (IFS) identifies the infrastructure CIL is required to support, and developers should refer to the most recent IFS, along with the Planning Obligations SPD. Developer contributions for the items set out in the IFS cannot be sought through Section 106 Agreements.

## Phasing Strategy

- 8.20. The scale of regeneration in Edgware means that change will happen over several years, and at different rates in different places during the SPD period. The tables below set out a broad timeframe for key deliverables, with early delivery being broadly 0-5 years, medium term 5-10 years and longer term 10-15 years.

## Delivery Timelines (non-transport)

ACTIONS	EARLY DELIVERY	MEDIUM TERM	LONGER TERM
<b>New leisure uses – e.g. cinema, leisure centre</b>	✓	✓	
<b>More eating and drinking out outlets</b>	✓	✓	✓
<b>Improved public realm – better quality streets and footpaths, including tree planting and landscaping</b>	✓	✓	✓
<b>New and improved cultural offering</b>	✓	✓	✓
<b>New interlinked open spaces</b>	✓	✓	✓
<b>Diverse housing delivery</b>	✓	✓	✓
<b>Railway Hotel restored and brought back into use</b>	✓	✓	
<b>School places as required</b>	✓	✓	✓
<b>Health facilities as required</b>	✓	✓	✓
<b>Environmental measure – SUDS</b>	✓	✓	✓
<b>Environmental measure - renewal and low carbon energy</b>	✓	✓	✓
<b>Environmental measure - biodiversity net gain</b>	✓	✓	✓
<b>Economy – provide new commercial floorspace</b>	✓	✓	✓
<b>Economy – skills and employment training</b>	✓	✓	✓
<b>Economy – increased employment opportunities</b>	✓	✓	✓

## Delivery Timelines (Transport)

THEME	MEASURE	EARLY DELIVERY	MEDIUM TERM	LONGER TERM
<b>Walking and cycling</b>	Use TfL's Healthy Streets approach	✓	✓	✓
<b>Walking and cycling</b>	Active Travel Zone	✓	✓	✓
<b>Walking</b>	Direct, well-signed and high-quality pedestrian links	✓	✓	✓
<b>Walking</b>	Improve pedestrian crossing provision	✓	✓	✓
<b>Walking</b>	Address actual and perceived personal security concerns	✓	✓	✓
<b>Cycling</b>	Provide dedicated cycling infrastructure	✓	✓	✓
<b>Cycling</b>	Cycle parking, including hubs	✓	✓	✓
<b>Walking and cycling</b>	Promote behaviour change (Transport Classification of Londoners)	✓	✓	✓
<b>Walking and cycling</b>	'Travel Planning' measures and interventions.	✓	✓	✓
<b>Traffic Management</b>	Reduce peak time queueing	✓	✓	✓
<b>Traffic Management</b>	Introduce speed-reduction measures	✓	✓	✓
<b>Traffic Management</b>	Modal conflict risk assessments	✓	✓	✓
<b>Traffic Management</b>	Focussed local management (eg schools)	✓	✓	
<b>Deliveries and Servicing</b>	Rationalise existing deliveries/servicing	✓	✓	
<b>Deliveries and Servicing</b>	Delivery consolidation measures	✓	✓	✓
<b>Bus</b>	Improve the relationship between the bus station and other town centre users	✓	✓	
<b>Bus</b>	Safeguard space for future bus operations/standing	✓	✓	✓
<b>Bus</b>	Provide for a larger bus garaging solution (incl. electrification requirements)		✓	✓

THEME	MEASURE	EARLY DELIVERY	MEDIUM TERM	LONGER TERM
<b>Bus</b>	Develop proposals for a new or upgraded integrated bus station facility		✓	✓
<b>Bus</b>	Introduce demand-responsive service		✓	✓
<b>Bus and Tube</b>	Promote a high-quality interchange between bus and LU		✓	✓
<b>Tube</b>	Investigate need for LU station entry/exit improvements		✓	✓
<b>Tube</b>	Ensure LU sufficient station capacity for all users		✓	✓
<b>Tube</b>	Protect line capacity to support growth (incl. depot and sidings)	✓	✓	✓
<b>Parking</b>	Reduce off-street car-parking through a phased approach over time	✓	✓	✓
<b>Parking</b>	Maximise utilisation of off-street parking throughout the day	✓	✓	✓
<b>Parking</b>	Introduce car-share clubs	✓	✓	✓
<b>Parking</b>	Accessible (Blue Badge) car parking	✓	✓	✓
<b>Parking</b>	Electric vehicle charging points	✓	✓	✓
<b>Public Realm</b>	Focussed public realm improvements on the Station Road corridor	✓	✓	✓
<b>Public Realm</b>	Create new public spaces that are inclusive and accessible	✓	✓	✓





**Report for: Cabinet**

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<b>Date of Meeting:</b>	17 <sup>th</sup> June 2021
<b>Subject:</b>	Modernisation and Organisational Recovery Funding
<b>Key Decision:</b>	Yes Involves revenue in excess of £500,000.
<b>Responsible Officer:</b>	Charlie Stewart Corporate Director Resources
<b>Portfolio Holder:</b>	Councillor Natasha Proctor Portfolio Holder for Finance and Resources
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	Yes
<b>Wards affected:</b>	All
<b>Enclosures:</b>	Appendix A – Equalities Impact Assessment (to follow)

## **Section 1 – Summary and Recommendations**

With the end of Lockdown and the C-19 pandemic in sight, this report sets out the funding requirements for restarting the Modernisation programme, undertaking key recovery activity and adding additional capacity to key areas. This programme focuses on how the council works to deliver the best service to residents.

Funding is available from the government's 'flexible use of capital receipts' scheme, which allows Councils to use capital receipts to fund transformation and change, but not other general revenue costs.

### **Recommendations:**

Cabinet is requested to agree:

1. To restart fully the Modernisation transformation and to delegate to the Corporate Director Resources, in consultation with the relevant Portfolio Holder, authority to take steps to progress the planned changes. Cabinet will be regularly updated on the steps taken and any significant proposed changes will be brought back to Cabinet for decision.
2. To add short-term capacity, to key areas of support, to help staff and managers as they work to recover the Council from the pandemic and therefore support residents.
3. Approve that the following budgets be set aside using the flexible use of capital receipts' scheme:
  1. Modernisation Programme - £3,804,638
  2. Additional Capacity - £640,000

### **Reason:**

The Council needs to prepare itself to move from how it has operated during the pandemic to how it will work and recover after the lockdown has ended. Only by having an effective organisation will the Council be able to support residents and businesses during recovery and in the longer term.

There are two key activities that will be central to the Council making this move:

1. Fully restarting the Modernisation programme. Most of the programme was put on hold when the pandemic started to release capacity and to not divert focus away from the response to the Covid-19 emergency. The Modernisation programme will now be key to developing the organisation, and so supporting residents, as we move out of the pandemic, including supporting the Council's equalities, diversity and inclusion agenda.

2. Adding short-term additional capacity to two key support areas to support the transformation and so that all staff and managers can be appropriately helped as they grapple to re-start services and move forward as the pandemic lifts.

## **Section 2 – Report**

### **Introductory paragraph**

If all goes to plan, the Country is about to emerge from the worst crisis it has seen since the Second World War. A crisis that has greatly affected the residents, businesses and communities of Harrow, and the staff of the Council. Much work will be required to recover the Council from these adverse effects and ensure it can quickly stand back on its feet, support residents and continue the improvements that were planned before the pandemic struck.

The work to put the Council back on its feet is broken down in this paper into two sections.

The first concerns re-starting in full the Modernisation programme. This will continue the modernisation of the Council which will be critical to ensure staff are able to best support residents. It includes moving the Council to a new norm of being able to work agilely and flexible, bring in much needed improvements to the way we manage and support staff and the culture of the organisation, and introduce new technologies, processes and models to services in order to make them more efficient and more effective in their support to residents.

The second section proposes adding temporary additional capacity to two key areas to provide a firm foundation to the Council's transformation and support to residents. Firstly, to HR to support managers and staff as they cope with the pressing changes in employee related issues, and secondly in the leadership of Community Safety to support the changes need in this area.

### **Options considered**

#### **Generally**

The Council could undertake no additional activity to help support its and therefore the Borough's recovery. This option is not supported as although recovery may eventually occur, it is likely to take an unacceptable time during which people and businesses will still unnecessarily suffer, the organisation will not move forward with much needed Modernisation and the opportunities that have come out of the experience learnt during the pandemic will not be capitalised.

## **Modernisation**

The four pillars of Modernisation (outlined in the diagram below) have been chosen to cover all the areas of where we work and how we work, and they are all interlinked. This ensures a wholistic view is taken of our transformation and problems are not solved in one way of working only to surface in another.

However, there are options about the general scope of some pillars:

Within Flexible Futures, there is an option to make managers responsible for bringing in the required changes without any support. Under this option, there would be no central support to developing policy, principles, guidance and managing the change. This was the approach that was agreed several years ago when the move to agile and flexible working was first agreed. It had very limited effect as managers neither understood nor had the time to invest in bringing the changes by themselves. Coordination of the changes did not occur, and agile working was not effectively brought in. This option is therefore not recommended especially as effective agile working is essential for the move to Forward Drive.

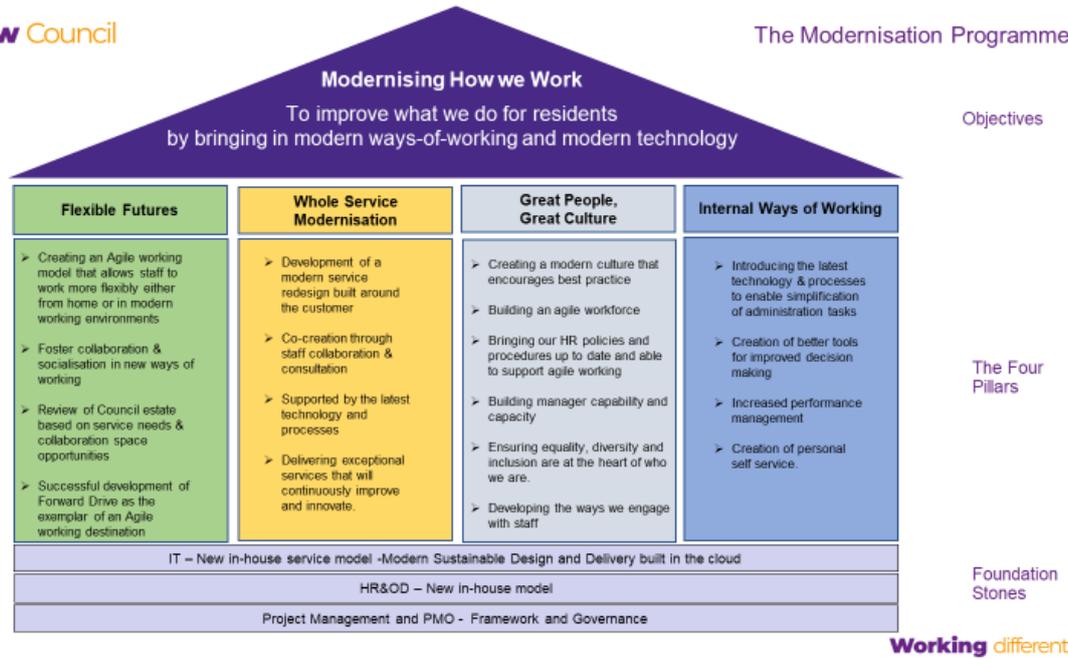
The Great People, Great Culture pillar has already gained some momentum both through the limited discussions on Flexible Futures and through the Black Lives Matters initiative. There is a possible option to just let these two initiatives move change forward. However, this option will be very slow in bringing in change, may well falter if other related change is not also enacted (which requires the additional capacity – such as Management Training) and there are other areas of People management and development that need improvement. It is therefore not recommended.

The Whole Service Review pillar is designed to first ‘discover’ where key improvements could be made in services and then plan and provide a cost benefit analysis on the change, before a project is initiated to enact that change. An alternative option could be to move directly to the project of change. However, with limited transformation funding available this option is not recommended as by doing ‘discovery’ first then we will understand where we can get the best return for our investment.

## **Current situation**

### **Modernisation**

The Council’s Modernisation transformation was defined before the pandemic hit. Its aim is to improve what we do for residents by bringing in modern ways-of-working and modern technology. It has four main pillars built upon 3 key foundation stones as outlined in the following diagram:



As the Council’s focus turned to handling Covid-19 it became clear that there would be limited capacity to undertake most of the transformation and those parts not essential to continue were stopped.

Those parts that went ahead included:

- The IT foundation which brought in a new IT service model and structure, roll-out new devices and Windows 10/365, and started the move to the ‘cloud’. This was an essential to ensure we had the right technology to work remotely as lockdown forced home working.
- The final elements on in-housing the HR&OD service, following the demise of the Buckinghamshire shared service, and the development of some engagement channels needed for improved communications with staff and for Flexible Futures and Dynamics development.
- Re-initiating the Flexible Futures model that had previously been agreed to help both remote working during lockdown and looking forward to a possible move out of the Civic Centre.
- Introducing the new Dynamics IT system and processes, as the basis of changing the way we work internally, as the old SAP systems’ remaining life was limited.
- Great People, Great Culture support to remote working both in developing HR practices, and management and staff skills to support remote working, supporting engagement and developing training for Dynamics and supporting the Black Lives Matter and EDI development.

Additional capacity to support these first steps was funded through various routes including the procurement of Dynamics, as agreed by Cabinet, the agreed capital programme and using the Chief Executives emergency powers to enacted support for our Covid-19 response. The latter was reported regularly to Cabinet during the Chief Executive's updates.

However, only the Internal Ways of Working pillar is funded beyond these 'first steps' as its budget is held within the approved Dynamics spend. The funding for the other pillars is not available beyond completion of the 'first steps'.

As we move out of lockdown and towards a (new) normality, the opportunity arises to fully re-start the Modernisation programme. The option to not do so, and only undertake those activities whose funding has been previously agreed, is not recommended (as noted above). Re-starting the transformation will enable us to take advantage of the opportunities and mitigate the risks that have arisen due to the changes in behaviours and working patterns that have happened during the pandemic:

- The experiences of home-working during lockdown has made agile and remote working an acceptable and, for many, preferred way as it helps balance work and life.
- Service users' needs and ways we can support them have changed during the pandemic and there is an opportunity to provide different services (supported by our Whole Service Reviews & developing our people).
- The integration of social care and the NHS has been accelerated by the close working of the services during Covid-19. The opportunities this brings can be support by Whole Service Reviews & developing our people and technology.

However, funding beyond the first steps will be required to complete the Modernisation programme. This funding amounts to a total of £3,804,638 broken down into:

- Flexible Futures - £1,204,432
- Great People, Great Culture - £2,025,206  
(This includes all OD capacity, training costs and supporting the embedding of change and building organisational resilience)
- Whole Service Reviews - £545,000  
(NB the funding takes this pillar only up to the end of the discovery phase as described below. Additional funding, as outlined in each review's business case, will then be needed to carry out the full-service review with costs being offset by savings)
- Project Management Office - £30,000

On average the funding is over a 2-year period, however each pillar will need extra resources for different times. It is proposed that secondments and fixed term contractors be employed where possible.

## **Modernisation – Next Steps**

If it is agreed to re-start the full Modernisation transformation, then the main deliverables from each of the pillars that require additional funding are as follows:

### **Flexible Futures**

The Flexible Futures programme will bring in a whole new way of thinking about and using the spaces where we work. We are implementing an agile model that will allow staff to work more flexibly either from home or in modern working environments, and that foster collaboration & socialisation, supported by the latest IT equipment & tools.

It will support and embed regular home and remote working as lockdown eases. It also directly supports the move to Forward Drive and will ensure we grasp the benefits of flexibility in when staff can work and agility in where they can work. These freedoms both benefit the organisation in increased productivity and better use of assets and are a key motivator to the majority of staff as it helps to balance their work with their lives.

By the end of 2021, Harrow Council officers and members will be confident in choosing the best places to work to be productive. They will have the knowledge of the locations and technology available to them (at home and at Council sites), and the skills to use these to benefit their performance, engagement and wellbeing.

The main objectives of the pillar are to:

- Introduce agile and flexible working that enables people to do their work in the best way, location and time for them and the organisation.
- Support and embed continued remote working to work around the space limitations in the Civic Centre and support future proposed accommodation, improve sustainability of travel to work and provide greater flexibility and balance to staff's lives.
- Developing the relevant Equalities Impact Assessment and coordinating a review of means of ensuring the safety of staff, members and visitors when visiting the New Civic Centre.
- The completion of the development of the Civic Centre as temporary collaboration space (the Civic Hub). This requires a re-organisation of the layout and working methods in the Civic centre. It will give respite to staff who have been suffering while working so long at home as well as allowing us to pilot the model and technology before we move to Forward Drive.
- The development of cash-lite and paper-lite ways of working to allow staff to work in an agile way but noting the requirement of some residents needs to use paper or cash. The move of ancillary services, which are not moving to Forward Drive, to other locations.

- The move to Forward Drive and the closing of the civic Centre.
- The development and introduction of collaborative and agile working methods and spaces across the Borough.

### **Great People, Great Culture**

Most of the work of this pillar will rest with the Organisational Development team within the HR&OD service. Over the years this team has been cut to a bare minimum and the training budget reduced to £90,000. The costs associated with this pillar are therefore greater than those of the others as we have so limited current capacity to support this part of the Modernisation.

The development of our staff is also a central need of both Flexible Futures pillar and the introduction of Dynamics and therefore the costs of this pillar also support the transformation more widely.

The outputs it will deliver are:

- The development and roll-out of a learning and development offer for all staff including succession and talent management to support organisational resilience.
- Agile organisation design principles and practices developed and deployed.
- Apprenticeships linked to service needs.
- New Employee/employer value proposition
- The overhaul of our performance review and development framework and reward recognition system
- The development and introduction of a new way of engaging staff including the establishment of a Change Champions network.
- Revised, timely people metrics and management information.
- EDI workforce action plan delivered.

### **Whole service reviews**

The Whole Service Review pillar of the Modernisation transformation is different from the others in that it was stopped before it started. There have been no 'first steps' for the pillar apart from planning how it could be delivered. It is also the one pillar that has not been discussed widely and therefore more information as to its aims and methods is given below.

The aim of the pillar is to modernise resident-facing services by using modern improvement methods and introducing, where applicable, the latest technology and processes. An outcome of each full review is to ensure managers and staff have the skills and motivation to continuously improve the service so that the changes brought about by the review are not a one-off. Each review will be built around the needs of the service users, fully involve staff in the development of the new ways of working and look at the whole customer journey from residents' first contact with the Council to resolution of their need. Therefore, each review will involve several services including those from the Resources Directorate.

Although this methodology and aim will be at the centre of each review, each one will be different; each will need different changes to working practices, processes, models and technology. Their benefits will include cost reduction, avoidance, demand management, improved user experience and staff experience, the main aim for each review will be to at least save as much as the review costs and, preferably, produce additional savings over the time of the MTFs.

The first step for the Whole Service Review pillar is therefore to 'discover' if the benefits and, specifically, savings are enough to warrant the costs of the implementation. A choice can then be made whether to proceed. The approval will be a joint one between the service, finance and the transformation programme.

The discovery phase would be 10 to 12 weeks per service, involve the programme team, staff, managers and stakeholders and it will produce the following outputs:

- Business case including completed benefits matrix.
- Delivery plan for implementation of business case (including estimated costs)
- Client Journey & User Story

Although some of this methodology has been used before in the Council, much of the detail is new and will need fine tuning. It is therefore proposed that we start with two or three discoveries in order to pilot the approach. The feedback from these pilots will then be used to confirm and, if necessary, change the methodology.

### **PMO and governance**

A very small programme management office, which develops and supports the project framework, programme governance and reporting, already exists. This is proposed to be slightly augmented to support the wide transformation by an additional £30,000 in their budget over the two years.

The aim is to produce more robust and consistent project management and less risk to achievement of each project's objectives through development and implementation of more modern project methods, tools and reporting.

### **Additional Capacity**

Alongside Modernisation, there are two key support areas that need additional capacity in order that the organisation and Borough can be effectively supported through recovery.

The cost of this proposed additional capacity is:

1. HR - £550,000
2. Community Safety - £90,000

## Human Resources

An aim of the Modernisation transformation is to develop our managers, culture and HR &OD ways of working so that we have an effective organisation fit for the future. However, there is a pressing problem with the lack of capacity in HR to deal with the current staff issues and employee relations and so ensure we have a solid HR service to support the Modernisation Transformation (the HR&OD foundation stone outlined in the Modernisation diagram above).

Since the implementation of the new HR&OD service in 2020, after it was in-housed from the Buckinghamshire share service, it has become evident that there is a need to improve our employee relations, update key HR policies and provide more support to service reviews (including those that will arise from the Modernisation Whole Service Reviews. The work involved far outstrips the capacity of the developing service, so it is proposed to build additional capacity into the HR team, to run alongside the Modernisation, with the aim of finishing building the HR transformation 'foundation stone'.

## Community Safety

Community Safety is one of the eight Borough Plan priorities. The recent move of the Community Safety Team from the Community Directorate into the Strategy and Partnerships Division will help strengthen the links across the Council, and in particular with other functions within this division such as Community Cohesion, Domestic Violence and the management and commissioning of the London Crime Prevention Fund. This development is vital for the transformation of these functions, but there is a need to build temporary additional leadership capacity as part of this move. This additional senior capacity is also important to support the work around the disproportionate impact of crime on black heritage communities in Harrow in particular (which fits under the cross-cutting priority in the Borough plan on Disproportionality) and the work being undertaken to both understand this and put in place sustainable solutions.

## Ward Councillors' comments

Not applicable

## Risk Management Implications

Risks included on corporate or directorate risk register? **Yes – Corporate Risk Register**

Separate risk register in place? **Yes – Each project/programme will have its own risk register.**

The following key risks should be taken onto account when agreeing the recommendations in this report:

Risk Description	Mitigations	RAG Status
Capacity of the Council to support Modernisation not available especially over the summer months.	<ul style="list-style-type: none"> <li>• Limitations in capacity of the Council over the summer has been reflected in Modernisation implementation plans and is discussed at CSB and programme boards.</li> </ul>	Green
Lack of buy-in by staff to the changes being implemented by Modernisation.	<ul style="list-style-type: none"> <li>• A lot of capacity, effort and focus is being put into the programmes.</li> <li>• The OD team (in HR&amp;OD) will lead the change management, including training and engagement.</li> <li>• A Change Champions group (of staff from across the Council) has been set-up.</li> </ul>	Amber
Fixed term contractors or secondments may not be available and therefore costs may increase as contractors on 'day-rates' may need to be used.	<ul style="list-style-type: none"> <li>• The cost estimates have been based on experience on the relevant recruitment markets and therefore are likely to be realistic.</li> <li>• A contingency is included in the proposed costs to cover potential increases.</li> <li>• Budget is finite with no capacity to increase.</li> </ul>	Amber
Projects and programmes may not deliver on time.	<ul style="list-style-type: none"> <li>• A governance structure, with the PMO at its heart, has been defined in order to review continually progress and report risks and issues to appropriate Boards including CSB and Member Oversight.</li> <li>• Strong project and programme management.</li> </ul>	Amber
Whole Service Reviews may not deliver enough savings to fund investment required and contribution to MTFS.	<ul style="list-style-type: none"> <li>• The Business Case, delivered after each Discovery phase, will show costs and savings and be signed-off by Director of Finance, Corporate Director of Resources and the Service Director, in consultation with the Portfolio Holder.</li> </ul>	Amber

	<ul style="list-style-type: none"> <li>• If return insufficient review will not progress.</li> </ul>	
<p>Budgets agreed using the flexible use of capital receipts' scheme:  Modernisation Programme - £3,804,638  Additional Capacity - £640,000  are insufficient to achieve aims.</p>	<ul style="list-style-type: none"> <li>• Budget requirement based on plans and required outcomes.</li> <li>• Good programme and project reporting throughout.</li> </ul>	Amber
<p>Funding available from the government's 'flexible use of capital receipts' scheme, which allows Councils to use capital receipts to fund transformation and change, but not other general revenue costs is not used in accordance with the requirements of the scheme.</p>	<ul style="list-style-type: none"> <li>• Pre-check undertaken.</li> <li>• Nature of spend to be consistent with plan.</li> <li>• Monitoring to be undertaken throughout the programme and projects.</li> </ul>	Green
<p>The Modernisation programme fails meet its aims and objectives and to deliver the required outcomes to develop the organisation, support residents and the Council's equalities, diversity and inclusion agenda.</p>	<ul style="list-style-type: none"> <li>• Robust programme and project management, monitoring and reporting throughout the life of the programme.</li> </ul>	Amber
<p>Emerging from lockdown does not 'go to plan' or 3<sup>rd</sup> lockdown impacting on the timing and cost of the modernisation programme and the organisational recovery.</p>	<ul style="list-style-type: none"> <li>• Pause programme.</li> <li>• Re-evaluation of programme and work undertaken to date.</li> <li>• Terminate interims where possible.</li> </ul>	Amber

## Procurement Implications

All procurement associated with the recommendations of this report will be undertaken compliantly and consistent with the Public Contract Regulation 2015 (as amended).

## Legal Implications

This report outlines internal changes to how the council works in order to benefit residents. Any changes will be subject to equalities impact

assessments if these are required. Consultation will be undertaken with staff on appropriate proposals.

If it is considered that a whole service review would impact services to residents then consultation with those residents would be required. Also the council will be mindful of whether any reviews would engage section 3(2) of the Local Government act 1999 this is the best value duty to consult.

- (1) A best value authority must make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
- (2) For the purpose of deciding how to fulfil the duty arising under subsection (1) an authority must consult—
  - (a) representatives of persons liable to pay any tax, precept or levy to or in respect of the authority,
  - (b) representatives of persons liable to pay non-domestic rates in respect of any area within which the authority carries out functions,
  - (c) representatives of persons who use or are likely to use services provided by the authority, and
  - (d) representatives of persons appearing to the authority to have an interest in any area within which the authority carries out functions.

## CONSULTATION

As a matter of public law the duty to consult with regards to proposals to vary, reduce or withdraw services will arise in 4 circumstances:

- Where there is a statutory requirement in the relevant legislative framework;
- Where the practice has been to consult or where a policy document states the council will consult then the council must comply with its own practice or policy;
- Exceptionally, where the matter is so important that there is a legitimate expectation of consultation and;
  - Where consultation is required to complete an equalities impact assessment. In this case changing the way that staff work will require an EIA. As work streams unfold there may be requirements for further consultation with staff and staff representatives.

Regardless of whether the council has a duty to consult, if it chooses to consult, such consultation must be carried out fairly. In general, a consultation can only be considered as proper consultation if:

- Comments are genuinely invited at the formative stage;
  - The consultation documents include sufficient reasons for the proposal to allow those being consulted to be properly informed and to give an informed response;
  - There is adequate time given to the consultees to consider the proposals;
    - There is a mechanism for feeding back the comments and those comments are conscientiously taken into account by the decision maker / decision making body when making a final decision;

- The degree of specificity with which, in fairness, the public authority should conduct its consultation exercise may be influenced by the identity of those whom it is consulting and;
- The consultation is clear on the reasons and extent to which alternatives and discarded options have been discarded.

Cabinet should have due regard to the public sector equality duty in making these decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome. The equalities impact will be revisited on each of the proposals as they are developed. Consideration of the duties should precede the decision. It is important that Cabinet has regard to the statutory grounds in the light of all available material such as consultation responses.

The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows: A public authority must, in the exercise of its functions, have due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
- Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low. The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to: (a) Tackle prejudice, and (b) Promote understanding.

Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act. The relevant protected characteristics are:  Age  Disability  Gender reassignment  Pregnancy and maternity  Race  Religion or belief  Sex  Sexual orientation  Marriage and Civil partnership

As the project develops, further reports to Cabinet or other appropriate body may be needed in respect of decisions required for specific matters.

## **Financial Implications**

In 2016 the government announced the Capital Receipts Flexibility Scheme to support local authorities to deliver more efficient and sustainable services by allowing them to spend up to 100% of their fixed assets receipts on the revenue costs of reform projects. The flexibility is in place until 2021/22. In its Local Government Finance Settlement, published in February 2021, MHCLG announced a further extension from 2022/23 onwards of the existing scheme. The settlement indicated further details on the extension will be published in due course and, until received, the principles of the existing flexibilities will be assumed.

It is proposed to fund the modernisation and organisation funding requirement of £4,444,638 under the capital flexibilities scheme with the receipts being generated from the sale of development at Waxwell Lane and Haslam House. A total of 29 new homes are being developed, due for completion in October 2021, 25 of which will be homes for private sales. The estimated surplus capital receipt from the private sales is estimated at £4.8m after all sales and marketing fees.

The balance of £0.350m, which is the estimated surplus capital receipt over and above the funding requirement of £4.444m required, will be set aside to fund any potential investment identified by the Whole Service Review pillar. This is contingent upon the nature of the investment and outcome meeting the criteria of the capital flexibilities scheme.

## **Equalities implications / Public Sector Equality Duty**

The updated equalities impact assessment for the introduction of Flexible Futures is at Annex A.

Impact assessments for each whole service review will be developed during the individual discovery phases.

## **Council Priorities**

The main priority that this proposal will affect is Modernising Harrow Council as it proposes funding to deliver our Modernisation transformation including bringing in technology and innovation to modernise how the Council works and improving access to digital services.

## **Section 3 - Statutory Officer Clearance**

**Statutory Officer: Dawn Calvert**

Signed by the Chief Financial Officer

**Date: 7<sup>th</sup> June 2021**

**Statutory Officer: Jessica Farmer**

Signed on behalf of the Monitoring Officer

**Date: 9<sup>th</sup> June 2021**

**Chief Officer: Charlie Stewart**

Signed off by the Corporate Director

**Date: 4<sup>th</sup> June 2021**

**Head of Procurement: Nimes Mehta**

Signed on \*behalf of/by the Head of Procurement

**Date: 4<sup>th</sup> June 2021**

**Head of Internal Audit: Susan Dixson**

Signed by the Head of Internal Audit

**Date: 7<sup>th</sup> June 2021**

### **Mandatory Checks**

*Ward Councillors notified: NO, as it impacts on all Wards*

*EqIA carried out: YES for Flexible Futures (FF)*

*EqIA cleared by: Build a Better Harrow Board*

## **Section 4 - Contact Details and Background Papers**

**Contact:** Charlie Stewart, Corporate Director Resources

**Background Papers:** None

### **Call-in waived by the Chair of Overview and Scrutiny Committee**

**NO**



**Report for: Cabinet**

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<b>Date of Meeting:</b>	17 June 2021
<b>Subject:</b>	Procurement of Pensions Administration System
<b>Key Decision:</b>	Yes - it is intended to award a five-year contract with an option to extend for up to a further five years. Based upon the annual value of the existing contract, the total contract value will exceed the key decision threshold of £500,000.
<b>Responsible Officer:</b>	Dawn Calvert – Director of Finance and Assurance
<b>Portfolio Holder:</b>	Councillor Natasha Proctor – Deputy Leader and Portfolio Holder for Finance and Resources
<b>Exempt:</b>	Yes - paragraph 3, Part 1 of Schedule 12A to the Local Government Act 1972 (as amended) as it contains information relating to the financial or business affairs of any particular person (including the authority holding that information)
<b>Decision subject to Call-in:</b>	Yes
<b>Wards affected:</b>	None
<b>Enclosures:</b>	None

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## Section 1 – Summary and Recommendations

This report sets out the proposed approach to the procurement of the Pensions Administration system in readiness for the expiry of the existing contract.

### Recommendations:

Cabinet is requested

1. To approve the commencement of a procurement for the provision of pensions administration software and the hosting thereof.
2. Approve the use of the National Local Government Pension Scheme (LGPS) Framework as the procurement route.
3. Delegate authority to authorise any procurement decisions made through this process and to award the contract for the Pensions Administration System following a compliant procurement to the Corporate Director of Resources following consultation with the Director of Finance and Assurance and the Deputy Leader and Portfolio Holder for Finance and Resources

**Reason: (for recommendation)** To ensure that the Council has a Pensions Administration system to discharge its responsibilities for the LGPS in Harrow.

## Section 2 – Report

The Council is the Administering Authority for the Local Government Pension Scheme (LGPS) in Harrow. This means it is responsible for managing the Harrow Pension Fund, and importantly, for administering and maintaining the contribution and pension records for all of the scheme members in the Fund – more than 18,600 people in total, from approximately 40 employers, of whom LBH is the largest. Maintaining this number of individual records for what is a complex scheme, requires specialist pensions administration software.

### Options Considered

1. As indicated above, the Pension Administration system is a complex database which enables the Council to manage and maintain the individual pension contribution records and calculate the pension entitlements for all of the Fund's active, deferred and pensioner scheme members – of whom there were totalling 18,638 at 31 December 2020.
2. The current contract, with SCC Limited (Aquila Heywood) expires in October 2021. It covers the administration software, together with hosting of the database and provision of interface files to collect / provide

data with other LBH systems, including payroll. Importantly, there is provision for updates to the system as the LGPS Regulations change.

3. It is essential to have a software solution which has been configured to meet the various regulatory arrangements for the LGPS. Given that the current system and arrangements meet Harrow's requirements, and offers the opportunity for enhancements such as "self-service" facilities, the options considered are as follows:
  - a. Extend the existing contract for a further period – as the contract has previously been extended, in accordance with the terms of the framework under which that contract was procured, a further extension is not possible.
  - b. Direct award to the existing contractor – whilst this is technically possible, legal advice indicates that the approach is not recommended because such a decision would carry the risk of a legal challenge from other potential providers.
  - c. Undertake a procurement exercise – this is the recommended option, using a suitable framework (the National LGPS Frameworks) for the reasons set out below. The Framework does not provide a facility for direct award.
4. The National LGPS Frameworks, led by Norfolk County Council who have been assisted by other administering authorities, have developed procurement frameworks covering the various services which all LGPS Funds require to carry out their responsibilities by administering authorities for the LGPS. Harrow has previously used these to appoint actuaries and investment advisors for the Pension Fund.
5. The specialist nature of software required for LGPS administration means that there are very few suitable solutions available in the market, and hence the National LGPS Frameworks have developed a framework contract for this service.
6. The framework will enable the Council to carry out a simplified tender process and award a contract commensurate with the services it requires. It will include the opportunity to develop "self-service" options to help improve efficiency and scheme members' experiences.
7. The cost of joining the framework (£8,000) has been met from the Pension Fund. This provides access to a suite of documents which will be used to carry out a tendering exercise using the three providers who have met the framework's quality threshold.
8. The current contract costs approximately £170,000 a year. The expected length of the new contract will be five years with an option to extend beyond that to a maximum period of ten years in total (i.e. 5 + 5). The total estimated cost of the contract is therefore £1.7 million.

9. The current system is “cloud based” and therefore aligns fully with the Council’s IT strategy. As part of the procurement, it will be essential to ensure that the solution chosen is similarly cloud based. There has been engagement with the IT team, and they will be involved in the tender evaluation and implementation of the chosen system.

### Environmental Implications

10. Whilst initially the system will replicate the current situation, it is intended that the implementation of some of self-service functionality will reduce the use of printed documents.

### Data Protection Implications

11. As this is continuing to deliver existing functionality, appropriate data protection arrangements are in place and will continue.
12. Should a data migration to a new provider’s platform be required, this will be carried out to the standards required to maintain protection and confidentiality of all personal data held.

### Risk Management Implications

13. Risks included on corporate or directorate risk register? **No**
14. Separate risk register in place? **Yes** – the Pension Fund Risk Register is reviewed regularly by the Pension Fund Committee.
15. The relevant risks arising from this decision are summarised below. They are not specifically reflected in the Pension Fund Risk Register.
16. The following key risks should be taken into account when agreeing the recommendations in this report:

Risk Description	Mitigations	RAG Status
LBH is unable to identify a suitable provider through the procurement process.	Procurement to be carried out using the National LGPS Framework which has identified 3 suitable providers.	Green
Procurement not compliant with legislation or LBH procurement rules.	Procurement to be carried out using the National LGPS Framework which is designed to comply with relevant legal requirements.	Green

## **Procurement Implications**

17. The procurement route identified as suitable to compliantly deliver a provider for the Pensions Administration System is the National LGPS Framework.
18. The framework has been developed by administering authorities of the LGPS in the UK, and the three providers on the framework have all demonstrated that they have systems which provide the required functionality.
19. The intended length of the award is five years with an option to extend for a further five years
20. A key aspect of the procurement evaluation will be the quality – with two factors of particular importance
  - demonstration of a track record with LGPS authorities in England and Wales (the LGPS has some different rules in other parts of the UK), and
  - the ability to have the system fully operational at the expiry of the existing contract.

## **Legal Implications**

21. The purchase of a pension administration system is categorised as a public services contract under the Public Contracts Regulations 2015 as amended by the Public Procurement (Amendment etc.) (EU Exit) Regulations 2020 (together the “Regulations”).
22. Given the estimated value of the contract being over the procurement threshold, the Council is required to undertake a regulated procurement. However, where the purchase of such services are procured through a Framework Agreement established in compliance with the Regulations, the Council is able to purchase services from the Framework Agreement by strictly following the rules set up under the Framework and in accordance with the Regulations. In addition, in accessing a Framework Agreement the Council must also follow its Contract Procedure Rules and be authorised to do so in accordance with the Council’s Scheme of Delegation contained within the Constitution.
23. As an LGPS Administering Authority, the Council is able to access the National LGPS Frameworks as a compliant Framework established in compliance with the Regulations. The National LGPS Frameworks have been specifically developed by practitioners working within the LGPS to streamline procurement of those services which are required by all LGPS Funds.

24. The Council must comply with the terms of the National LGPS Frameworks, which will involve a “mini competition” between the three companies named on the relevant National LGPS framework. The selection decision will be based upon which bid is the most economically advantageous for the Council, taking into account any initial set up and training costs which may arise.

### **Financial Implications**

25. The annual cost of the current contract is approximately £170,000. It is envisaged that the new contract will be comparable with this. These costs are met from the Pension Fund.
26. If a new provider is appointed as a result of the “mini competition”, there will be additional costs arising from the migration of data / records for all scheme members, the building of interfaces, development of new processes, training of staff plus project management of the change process. It is also likely that staff would be diverted from their routine work to assist in the migration process, necessitating the use of temporary staff to backfill. These costs have not been quantified at this stage but will form part of the tender evaluation process. Any such costs would be met from the Pension Fund.

### **Equalities implications / Public Sector Equality Duty**

27. There are no direct equalities implications arising from this report.
28. The Pensions Administration Team is committed to providing a service which meets appropriately the needs of all scheme members and will continue to do so.

### **Council Priorities**

29. The Pensions Administration System records contributions and facilitates payment of pensions to the scheme’s members when these are due – having adequate pensions helps to address poverty in retirement, and in doing so assists in improving health outcomes.

## **Section 3 - Statutory Officer Clearance**

### **Statutory Officer: Dawn Calvert**

Signed by the Chief Financial Officer

**Date: 13/05/2021**

### **Statutory Officer: Puja Shah**

Signed on behalf of the Monitoring Officer

**Date: 17/05/2021**

**Chief Officer: Charlie Stewart**

Signed off by the Corporate Director

**Date: 01/06/2021**

**Head of Procurement: Nimesh Mehta**

Signed by the Head of Procurement

**Date: 13/05/2021**

**Head of Internal Audit: Susan Dixon**

Signed by the Head of Internal Audit

**Date: 03/06/2021**

## **Mandatory Checks**

**Ward Councillors notified: NO – no direct impact on any ward.**

**EqlA carried out: NO – see paragraph 27 above**

There are no direct equalities impacts of this decision which is the procurement of an IT system to continue an existing function.

## **Section 4 - Contact Details and Background Papers**

**Contact:** Jeremy Randall – Interim Pensions Manager

email: [jeremy.randall@harrow.gov.uk](mailto:jeremy.randall@harrow.gov.uk)

Tel: 020 8736 6552

### **Background Papers:**

1. [Report to Pension Fund Committee 24 March 2021](#) (exempt)
2. National LGPS Framework for Pensions Administration Software Initial Notes.

## **Call-in waived by the Chair of Overview and Scrutiny Committee**

**NO**

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**Report for: Cabinet**

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<b>Date of Meeting:</b>	17 <sup>th</sup> June 2021
<b>Subject:</b>	Revenue and Capital Monitoring 2020/21 – Final Outturn
<b>Key Decision:</b>	Yes
<b>Responsible Officer:</b>	Dawn Calvert, Director of Finance and Assurance
<b>Portfolio Holder:</b>	Councillor Natasha Proctor, Deputy Leader and Portfolio Holder for Finance and Resources.
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	Yes
<b>Wards affected:</b>	All wards
<b>Enclosures:</b>	Appendix 1 – Summary of 2020/21 Revenue Budget Forecast by Directorate Appendix 2 – Summary of Reserves Appendix 3 – Summary of Carry Forwards Appendix 4 – 2020/21 Savings Tracker Appendix 5 – Capital Programme 2020/21 Appendix 6 – Trading Company Update 2020/21

## Section 1 – Summary and Recommendations

This report sets out the Council’s final revenue and capital outturn position for 2020/21.

### **Recommendations:**

1. That Cabinet notes the revenue and capital outturn positions set out in paragraphs 1.2 and 1.3.
2. That Cabinet approve the proposed amendments to the Capital Programme as set out in paragraphs 3.6 and 3.33 to 3.44
3. That Cabinet note the Council’s Trading Update as detailed in Appendix 6.

### **Reason: (For recommendations)**

To report the 2020/21 financial outturn position and to update Cabinet on trading company performance.

## Section 2 – Report

### 1.0 **INTRODUCTION**

- 1.1 This is the final budget monitoring report for 2020/21.
- 1.2 The final outturn on the revenue budget for 2020/21, after the planned use of reserves which are largely applied to fund one-off projects and cross divisional adjustments including one-off income, is a balanced position after transfers to reserves.
- 1.3 The final spend on the total capital programme is £54.597m, 58% of the total Capital Programme budget. The final spend on the General Fund is £42.060m, (58% of budget). The variance of £30.204m is made up of proposed slippage of £20.684m and a residual variance of £9.520m.
- 1.4 The final spend on the Housing Revenue Account Capital Programme is £12.537m (56% of budget). The variance of £10.041m is made up of proposed slippage of £8.941m and a net underspend of £1.1m.

### 2.0 **REVENUE MONITORING**

2.1 The revenue outturn position is balanced following transfers to reserves. The summary of the outturn by each division is set out in Table 1 with a more detailed breakdown at Appendix 1:

**Table 1: Summary of Revenue Budget Monitoring – final outturn 2020/21**

Directorate	Revised Budget	Outturn	To/ (From) Reserves	Cross Divisional Adjustment	Carry Forwards	Revised Outturn	Variance to budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Resources</b>	<b>36,938</b>	<b>41,883</b>	<b>490</b>	<b>0</b>	<b>245</b>	<b>42,618</b>	<b>5,680</b>
<b>Community</b>							
Commissioning & Commercial Services	(4,431)	5,878	80	0	160	6,118	10,549
Environment & Culture	23,226	25,710	(184)	0	808	26,334	3,108
Directorate Management	195	245	(56)	0	0	189	(6)
Housing General Fund	4,557	4,445	707	(272)	165	5,044	487
Enterprise & Planning	1,291	(904)	1,967	0	324	1,387	96
Regeneration	0	8,234	0	0	0	8,234	8,234
<b>Total Community</b>	<b>24,838</b>	<b>43,608</b>	<b>2,514</b>	<b>(272)</b>	<b>1,457</b>	<b>47,306</b>	<b>22,468</b>
<b>People</b>							
Adults Services	66,783	65,304	86	0	0	65,390	(1,393)
Public Health	(1,814)	(2,359)	545	0	0	(1,814)	0
Children's Services	33,845	32,168	2,914	0	0	35,082	1,237
<b>Total People</b>	<b>98,814</b>	<b>95,113</b>	<b>3,546</b>	<b>0</b>	<b>0</b>	<b>98,659</b>	<b>(156)</b>
<b>Total Directorate Budget</b>	<b>160,591</b>	<b>180,604</b>	<b>6,550</b>	<b>(272)</b>	<b>1,702</b>	<b>188,583</b>	<b>27,992</b>
Covid-19 Grant Allocations		(22,188)				(22,188)	(22,188)
Covid-19 estimated income compensation		(6,207)				(6,207)	(6,207)
Corporate Items	4,904	4,566	0	0	0	4,566	(338)
Corporate Contingency	1,248	0	0	0	0	0	(1,248)
Technical and Corporate Adjustment	12,058	(1,224)	15,271	0	0	14,047	1,989
<b>Total Corporate</b>	<b>18,210</b>	<b>(25,053)</b>	<b>15,271</b>	<b>0</b>	<b>0</b>	<b>(9,782)</b>	<b>(27,992)</b>
Uncontrollable Budget	(4,041)	(4,041)	0	0		(4,041)	0
<b>Total Budget</b>	<b>174,760</b>	<b>151,510</b>	<b>21,821</b>	<b>(272)</b>	<b>1,702</b>	<b>174,760</b>	<b>0</b>

## RESOURCES

2.2 At the end of the financial year the Resources directorate is reporting a net overspend of £5.680m after taking into account a carry forward request of £245k. The £5.680m includes COVID-19 related costs and loss of income totalling £4.690m as well as an overspend on business as usual of £990k. This is after the draw down and contribution to reserves and cross divisional adjustments.

2.3 The business as usual net overspend reflects £1.017m spend which was planned to be funded from reserves, however this funding was not drawn down

and the uncommitted remaining balance on this reserve will be added to the budget planning reserve to support future years budgets.

2.4 The remaining variances are set out as follows:

- **Business Support** net underspend of £36k due to staff supporting the Access Harrow duties funded from other sources.
- **Customer Services/Access Harrow** net overspend £398k. This reflects the additional costs of staffing to cover staff shielding and absence as well as unachieved savings in the planned change of communication channels (Revenues and Benefits).
- **ICT** net overspend £770k related to COVID-19 due to investment in remote working, additional licenses, telephones and teleconferencing
- **Management** net overspend £1.114m. This reflects additional spend of £304k on ICT, COVID-19 building safety measures and Flexible Futures. In addition, a further overspend of £810k relates to £783k transformation cost initially planned to be covered from reserve funding and the balance of £27k relates to various smaller variance.
- **Internal Audit and CAFT** net £62k underspend which relates to a vacancy which will be recruited to in 21/22.
- **Finance and Insurance** net overspend £2.152m of which £2.137m relates to COVID-19 related grants to Harrow Community Action, Harrow Community Transport and ICT – Connected Performance, food parcels delivery and increased mortuary fees.
- **Revenues and Benefits** net overspend £717k of which of which £240k relates to loss of summons income within the Collections & Housing Benefits Service due to central Government not allowing Local Authorities to instigate court actions during COVID-19 to pursue the debts for Council Tax & Business Rates. There were also additional costs in Benefits and Revenues Teams due to extra Capita support and overtime payments to staff to provide extra capacity and backfilling for those staff who worked on COVID-19 grant schemes and related self-isolation grants as well as additional resources to deal with additional 2,500 claims for Council Tax support from working age households due to the pandemic. Finally, £184k reflects an increased contribution to the Housing Benefit bad debt provision. Due to the uncertainty related to COVID-19 the provision was increased from 60% to 70% cover.
- **Procurement** net underspend £101k which reflects a vacancy within the procurement team pending recruitment.
- **HR** net overspend £242k due to increased employees related activities as a result of COVID-19 as well as costs related to Change Management

and Workforce equalities projects which were planned to be funded from reserve funding.

- **Legal & Governance** net underspend £248k of which £211k overspend reflects loss of income from Land charges, Citizenship ceremonies and Register of Birth, Death and Marriages due to lockdown and movement restrictions. This is offset by £459k underspend across registration services where income exceeded the budgeted income target. This is due to a delay in transfer of land charges service to Land Registry in 2021/22. In addition, there is an underspend in Democratic services and Legal management due to a reduction in service activity, meetings, postage, printing and procurement of external legal support during COVID-19.
- **Strategy** net overspend of £233k of which the majority reflects additional costs related to COVID-19 across the division incurred on Community Resilience team, assistance with establishing the community hub, additional cost of communication, loss of advertising income within communication team and loss of income from schools within the SIMS team due cancellation of the Key Stage tests this year.
- **Investment properties** net overspend £500k of which £100k relates to COVID-19 due to loss of income due to vacant space. The remaining £400k reflects an increased contribution to Investment property reserve to provide for the long-term impact of COVID-19 on the commercial rental market.

## COMMUNITY

2.5 The revenue outturn position for the Community directorate is an overspend of £22.468m, after taking into consideration of £1.457m carry forward requests. Of this £9.830m includes COVID-19 related costs as well as an overspend on business as usual of £12.639m.

**Table 2: Community Services Revenue Outturn 2020/21**

Division	Budget	Outturn	To/ (From) Reserves	Cross divisional adjmt	Carry Forwards	Revised Outturn	Variance to budget
	£000	£000	£000	£000	£000	£000	£000
Commissioning & Commercial	(4,431)	5,878	80	0	160	6,118	10,549
Environment & Culture	23,226	25,710	(184)	0	808	26,334	3,108
Directorate Management	195	245	(56)	0	0	189	(6)
Housing General Fund	4,557	4,445	707	(272)	165	5,044	487
Enterprise & Planning	1,291	(904)	1,967	0	324	1,387	96
Regeneration	0	8,234	0	0	0	8,234	8,234
<b>Total Budget</b>	<b>24,838</b>	<b>43,608</b>	<b>2,514</b>	<b>(272)</b>	<b>1,457</b>	<b>47,306</b>	<b>22,468</b>

## 2.6 Commissioning & Commercial Services

2.7 Commissioning and Commercial Services shows an overspend of £10.549m, attributable to the following:

- Parking Services - £5.657m. A significant loss of income was experienced across the service area as a direct result of COVID-19 restrictions reducing levels of traffic activity. This includes £3.857m in lost receipts from penalty charge notices (PCN) and £1.625m from Pay & Display parking income.
- Facilities Management - £1.905m. Cost pressures in building repairs and maintenance works resulted in an overspend of £508k. FM services to schools – including school cleaning – experienced an underachievement of income totalling £375k. Staffing expenditure overspent by £230k, due mainly to the use of interim staffing arrangements – with a further overspend of £173k on security costs at the depot. This has been partially offset by an underspend of (£120k) on utility costs and (£20k) on other miscellaneous expenditure. As part of 2021/22 budget process, a growth of £300k was provided in the MTFS to address the cost pressures in building repairs and maintenance. The completion of condition surveys recently will help inform and prioritise building repair works. In 2021/22, the service has also ceased to provide cleaning service to schools and this will address the historical deficit in the school cleaning account.
- The financial impact of COVID-19 resulted in a further spend of £511k on cleaning, fogging, and security. The cost of carrying out fire risk assessments led to a further overspend of £30k. In addition, rental income from the Depot underachieved by £82k, whilst reduced visitors and staff car park usage has resulted in a further loss of income of £133k.
- Divisional Director for Commissioning Services - £1.986m. The decision to discontinue several capital projects results in abortive costs totalling £1.201m. In addition, there is a net overspend of £24k on staffing related costs. The £681k MTFS target relating to commercial income from the Depot and £80k MTFS target relating to Vernon Lodge were not achieved, and these had been reversed as part of 2021/22 MTFS process.
- Business & Commercial - £465k. With fewer works being carried out due to lockdown restrictions, there is an underachievement of income totalling £403k. In addition, there is a staffing pressure of £63k.
- Corporate Estates - £234k. Given the impact of COVID-19 on local businesses within the borough, a rental payment holiday has been granted to eligible tenants, resulting in a loss of rent income.

- Contracts Management - £261k. There are overspends on staffing costs of £156k. In addition, the previous MTFs saving target of £40k in relation to contract procurement was not achieved, whilst the Public Mortuary service area overspent by £30k. These costs are partially offset by a forecast (£9k) underspend on consultant fees and other miscellaneous costs. A £43k overspend relating to Trading Standards SLA was planned to be funded from reserves.
- Catering - £205k. A net under-achievement of income following the closure of "The Retreat" and minimal activity from the Depot canteen. The income loss has been partially offset by reduced spend on agency staffing, catering supplies and equipment that would typically be required if the service was operating as BAU.
- Transport - £171k. A net overspend of £80k on staffing costs, including a £40k severance payment provided for the Head of Service. In addition, there is an overspend £60k on vehicle associated expenditure. The impact of COVID has reduced the level of income generating works carried out, resulting in an underachievement of £31k.
- Community Engagement £26k due to a net overspend on miscellaneous expenditure.
- There is a net underspend of (£361k) elsewhere across the division, due primarily to an overachievement of income within Network management.

## 2.8 Environment & Culture

2.9 Environment and Culture shows an overspend of £3.108m, attributable to the following:

- Leisure & Sports - £1.271m. The financial impact of COVID-19 placed significant cost pressures on the Council's leisure provider, Everyone Active (EA). A decision was made to provide financial support to EA, resulting in an overspend of £611k. In addition, the loss of income from reduced activities totalled £772k. This has been partially offset following the receipt of (£112k) in rental income from the NHS for their use of Council facilities as a vaccination centre.
- Public Protection - £782k. There was a net underspend of (£61k) of staffing costs. In addition, the service suffered a £515k loss of income from licensing and enforcement works. A lack of activity and applications as a result of social distancing and other lockdown restrictions across several areas, including Street Trading and Highways licences. Furthermore, there was net spend of £276k as a result of using the Kingdom contractor to carry out COVID-related works. This expenditure is net of government grants received to help fund cost pressures. There

was an overspend of £50k on PPE and other such items within the Health & Safety service.

- Waste Management - £568k. The service experienced a net underspend on staffing budgets of (£171k). A loss of Garden Waste subscription income totalling £102k due to the suspension of service for 6 weeks (resumed 11th May). A refund was made to customers for non-collection weeks. In addition, there was a further loss of income of £51k from textile and metal recycling works, and £106k in reduced disposal charges from trade customers at the C.A site. There was a further overspend of £480k on the WLWA levy due to higher residual waste tonnage than budgeted for.
- Harrow Museum - £498k. The service suffered a net loss of income of £612K from across the Museum's fee generating services. An additional £36k was spent on staffing costs, with a further overspend of £49k on miscellaneous costs and service overheads. These overspends were partially offset by savings of (£71k) incurred following reduced spend on catering and supplies costs. The service was successful in securing the Arts Council Cultural Recovery Fund. This totalled (£245k) and partially offsets some of the above loss of income relating the impact of COVID-19.
- Clean & Green - (£271k). Additional income from grounds maintenance works carried out on various HRA sites was achieved (£174k). There was an underspend of (£88k) on vehicle and utility expenditure. Spend on staffing, including agency workers and overtime, was (£80k) less than budgeted for. There was, however, an underachievement of £94k in income from across the Parks and Opens Spaces fee generating services; this includes pitch bookings and income from advertising. Additional fencing works of £8k at cemeteries were also undertaken to ensure social distancing is achievable.
- Divisional Director for E&C - £190k. A net overspend on staffing costs, driven by expenditure on interim staffing arrangements.
- Harrow Music Services – (£136k). A net underspend on staffing salaries and service overheads of (£171k). The service was adversely affected by the pandemic, especially following the temporary closure of schools. As a result, there was an underachievement of income totalling £285k. There was a further £10k additional expenditure on the preparation of holding online lessons. With fewer face-to-face lessons being carried out, the service made savings of (£69k) on equipment and leasing spend, and (£24k) on staffing spend. The above cost pressures have been partially mitigated by additional grant funding from the Arts Council Culture Recovery Fund (£135k) and reduced expenditure on examination fees (£32k).

- Libraries - £103k. The service achieved a net underspend of (46k) on staffing costs. This is owing to several budgeted positions that remained vacant through most of the financial year. The impact of COVID-19 resulted in additional building cleaning and sanitising costs, totalling £86k, and a 63k loss of income from Library activities. These income streams include room hiring, charges levied against overdue payments, and other events and activities.
- Harrow Arts Centre - £103k. Due to a lack of events being held at the Arts Centre, there was a net underachievement of income totalling £413k (loss of income offset by savings made from reduced service-led expenditure). In addition, there was a £27k under recovery of recharge income following the closure of Hatch End pool. The service area incurred increased cleaning costs as a result of weekly fogging requirements (for 6 months) £19k. The service has been successful in securing the Arts Council Cultural Recovery Fund; this totals (£356k) and partially offsets some of the above loss of income relating the impact of COVID-19.

## 2.10 Enterprise & Planning

2.11 Enterprise and Planning shows an overspend of £96k, attributable to the following:

- Economic Development & Research - £65k. The service overspent by £23k on staffing costs, due mainly to an honorarium arrangement. In addition, and to help manage the impact of COVID-19, a further £19k was spent on 3<sup>rd</sup> party and staffing costs to support business economic recovery. £23k of Tier 2 related expenditure will no longer be funded for corporately
- Planning & Building Control - £44k. A loss of income from Building Control statutory fees; this has been partially offset, however, by an overachievement in Planning income
- Planning Policy – (£13k). Underspends on staffing costs, including agency workers.

## 2.12 Regeneration

2.13 The final outturn on the Regeneration Programme revenue budget for 2020/21 is £8.234m. Of this £335k spend pressure is attributable to the financial impact of COVID-19. The outturn also includes a write-off of £7.153m for abortive costs of in respect of the pre-HSDP Regeneration Programme.

## 2.14 Housing General Fund

2.15 Housing Services is showing a balanced position after applying £0.961m from the Flexible Homelessness Support Grant (FHSG) to meet the business as

usual costs associated with the Homelessness Reduction Act. There is a further cross divisional adjustment of £272k associated with financing costs for the Property Acquisition Programme.

## PEOPLE SERVICES

2.16 The final outturn for the People Services directorate is a net underspend of £156k. This is made up of an underspend on business as usual of £1.897m and a COVID-19 related pressure of £1.741m.

**Table 3: People's Services Revenue Outturn 2020/21**

Division	Revised Budget	Outturn	To/ (From) Reserves	Cross divisional adjmts	Carry Forwards	Revised Outturn	Variance to budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Adults	66,783	65,304	86	0	0	65,390	(1,393)
Public Health	(1,814)	(2,359)	545	0	0	(1,814)	0
Children's Services	33,845	32,168	2,914	0	0	35,082	1,237
<b>Total</b>	<b>98,814</b>	<b>95,113</b>	<b>3,546</b>	<b>0</b>	<b>0</b>	<b>98,659</b>	<b>(156)</b>

2.17 The variations are explained in more detail as follows

### Adult Services

2.18 The final outturn for Adult Services is an underspend of £1.393m against the 2020/21 budget which includes Health Discharge funding of £1.358m. The cause of the underspend is highlighted as below

### 2.19 Strategic Management

2.20 An overspend of **£1.475m** is caused by the following:

- £0.713m: Costs associated with purchasing PPE, which was commissioned via the WLA and largely allocated to providers although some supplies will have been used within the Council.
- £0.604m: Payments made to support providers as agreed in the Leader's Decision Report of 6<sup>th</sup> May, which set out and approved the strategy of support to providers. This included a 5% Temporary Additional Payment made in May.
- £0.158m Cost of additional temporary staff in the service engaged above the agreed establishment to support social work practice during the pandemic.

### 2.21 Purchasing

2.22 A total net underspend of £0.920m which reflects the impact of COVID-19 on placements and services to meet citizens needs. Pressures totalling £2.272m are as follows:

- An overspend of £1.141m on the Learning Disability (LD) and non-Learning Disability care packages budget caused by variations to packages for existing citizens and an increase in the cost of new packages above budgeted assumptions of £0.909m, with the remaining £0.232m attributable to the partial achievement of MTFs savings.
- Pressure of £0.468m because of an increase in the bad debt provision requirement
- The budgeted brought forward Adult Social Care (ASC) grant from 2019/20 of £0.663m has not been drawn down as planned given the in year position. This contributed to the specific ASC reserve in 2021/22 (of £1.921m) which will provide support for any increased ongoing pressures in 2021/22

2.23 The pressures highlighted above are offset by underspends of £3.192m in the following areas in the Purchasing service:

- £1.781m due to an increased number of deaths above the budgeted assumptions
- £0.678m because of lower levels of expenditure in relation to Respite, Carers, Reablement and College Transport costs.
- £0.520m in the Children and Young Adults (CYAD) service due to care package commitments overstated in the social care system in relation to Domiciliary care, short breaks, and Direct Payments.
- £0.213m in relation to the BCF due to a combination of the Better Care Fund (BCF) uplift which delivered additional income, as well as underspends against the BCF staffing budget.

#### 2.24 COVID-19 Discharge Funding

2.25 An underspend of **£1.358m** representing the unbudgeted contribution from health in relation to the increased cost and volume associated with discharges during the covid period.

#### 2.26 Mental Health

2.27 Underspend of **£0.338m** - This is due to there being lower Central North West London (CNWL) Personal Budget and Placement package costs than budgeted for in 2020/21.

#### 2.28 Other Adults

2.29 Overspend of **£0.377m** largely represents additional temporary staff in the service engaged above the agreed establishment to support social work practice during the pandemic.

### 2.30 In-House services

2.31 An underspend against budget of **£0.628m** due to the Neighbourhood Resources Centres (NRCs) having been closed throughout 2020/21, leading to savings in agency staff costs and utilities and transport costs. As a result of the transport requirements, buses have been used flexibly across the People Services directorate with Children's Services using the buses during the year.

## Public Health

2.32 Public Health (PH) is reporting a balanced position after a contribution to the Public Health reserve of £0.545m. This will increase the PH reserve balance to £2.392m at the beginning of the 2021-22 financial year to provide additional capacity moving forward.

2.33 The funding for Lateral Flow Tests will be settled in full by the Department of Health and Social Care. Any variation will be funded by the PH reserve.

2.34 Underspends on Public Health relate to the following:

- Sexual health – An underspend of £0.330m, which reflect the agreed block payments based on 2018-19
- Health checks – An underspend of £40k, this reflects payments made to General Practitioners in line with guidance
- Wider Health Improvement – An underspend on the in-year projects of £0.145m offset by ongoing projects originally anticipated to be funded by the reserve of £0.210m resulting in a net pressure of £65k
- Staffing – an underspend of £0.140m– which relates to 3 new posts budgeted based on the Public Health grant increase.
- Grant holding code – An underspend of £0.106m in relation to the agenda for change funding.

## Children's Services

2.35 The final outturn for the directorate is a net overspend of £1.237m made up of overspends totalling £1.741m related to COVID-19 pressures mainly due to placement sufficiency and additional frontline staffing capacity, offset by an underspend of £504k in relation to SEN Transport.

2.36 It should be noted that excluding COVID-19 pressures the ongoing headline pressure across the directorate is £1.144m with mitigating management actions

of £649k and other underspends of £495k which will not be available in future years.

#### **2.37 Children's Placements & Accommodation overspend £1.696m**

2.38 There are a number of young people in high cost placements who are vulnerable and for whom the current placement meets their complex needs and safety. The majority of the pressures relate to COVID-19

2.39 This means that some young people are unable to move in a timely manner where it is safe to do so. In addition to this there is a sufficiency issue in the availability of placements particularly in relation to foster carers. This means young people may have to be accommodated in more expensive residential placements in order to meet safeguarding needs but where these could ordinarily be met in an alternative form of accommodation.

#### **2.40 Frontline Teams Staffing & Other Costs overspend £544k**

2.41 In order to manage caseloads agency staff are required to cover vacant Social Work posts, including sickness and maternity cover. There are around 18%-20% of frontline posts which are covered by agency. In addition, in response to COVID-19, additional capacity has been required in order to manage demand for statutory services and operate a 7 day service.

#### **2.42 Capital Programme & Schools Private Finance Initiative overspend £439k**

2.43 The majority of this is as a result of a contribution to the PFI sinking fund to ensure the PFI contract is affordable in future years.

#### **2.44 Legal costs and other client related spend overspend £154k**

2.45 Mainly pressures in relation to translation services, Legal disbursement costs in relation to care proceedings and expenditure to support families with children subject to a Child Protection or Children in Need plan, to help children remain at home where it is safe to do so.

#### **2.46 Management Actions and one-off income underspend £649k**

2.47 One-off grant income and centrally held budgets used to mitigate in-year pressures.

#### **2.48 SEN Transport underspend £504k**

2.49 Whilst the majority of special schools and specialist provision remained open during lockdown the number of children attending school was significantly reduced. This reduced the requirement for using the taxi framework for smaller minibuses and taxi journeys, which are only paid for when used, thus reducing the overall spend.

## 2.50 Various other service underspends £443k

2.51 These mainly relate to vacant posts which COVID-19 delayed recruitment, lower non-staffing costs and a reduction in interagency adoption fees.

### **Dedicated Schools Grant (DSG)**

2.52 The Dedicated Schools Grant (DSG) is a ring-fenced grant of which the majority is used to fund individual school budgets in maintained schools, academies and free schools in Harrow. It also funds Early Years nursery free entitlement places for 2, 3 and 4 year olds in maintained council nursery classes and private, voluntary and independent (PVI) nurseries as well as provision for pupils with High Needs including those with Education Health & Care Plans (EHCPs) in special schools and special provision and mainstream schools in Harrow and out of borough. The DSG is split into blocks: schools block, early years block and high needs block.

2.53 There is a net underspend on the overall DSG of £1.037m. There are small underspends on the central block and schools block totalling £258k. The largest underspend is on the Early Years Block due to COVID-19 as settings were not open during large parts of the year and when they did re-open, participation was significantly reduced. It is anticipated that this will reduce the funding available in 2021-22 since the January 2021 recorded fewer pupils than in previous years. Therefore, this underspend will be earmarked to support Early Years in 2021-22.

2.54 The final outturn on the High Needs Block is an overspend of £0.786m in 2020/21 which added to the deficit of £2.944m brought forward from 2019-20 takes the total deficit at the end of March 2021 to £3.73m. Despite underspends on the other blocks this will not be netted off the HNB pressure as Schools Forum does not support this approach. Any deficits an authority may have on its DSG account is expected to be carried forward and does not require to be covered by the authority's general reserves.

2.55 A Deficit Management Plan has been drafted and discussed with Schools Forum. Despite the significant proposals and measures planned over the next ten years, this will not mitigate the deficit. This is due to the following contributory factors:

- historical underfunding
- current budgets being based on historical budgets rather than historical spend
- extension of age range to include 0-5 and post 19
- current and projected formulaic funding which does not keep pace with demand
- significant historical and projected growth in number of EHCPs
- continued growth in complexity of pupils' needs
- limitations about creating cost effective provision in borough due to capacity and site limitations

## **CORPORATE AND TECHNICAL**

2.56 The final outturn for the corporate and technical budget is reporting an overall underspend on business as usual of £403k as detailed below. **Corporate Items**

2.57 The final outturn is a net underspend of £338k mainly in relation to pension augmentation costs.

### **Central Contingency**

2.58 The central contingency of £1.248m was not required and therefore there is an underspend against this budget.

### **Technical and Corporate Adjustments**

2.59 The final outturn on the technical and corporate adjustments is an overspend of £1.989m as follows:

- (£8.162m) underspend in capital financing costs and interest charges as a result of slippage in the Capital Programme.
- (£2.453m) additional grant and other income
- £3.805m overspend as a result of not drawing down the Budget Planning and Business Risk Reserves originally budgeted and planned for draw down in 2020/21.
- £8.799m additional contribution to reserves as set out in the reserves section of this report.

### **2.60 COVID-19 Grants & Income**

2.61 The Council received tranches of emergency funding, Controlling Outbreak Management Fund (COMF) grant and compensation for loss of income from MHCLG. In addition there are a number of other grants/income sources which are directly related to COVID-19. These were all spent on activities for which they have been provided/applied for. These are set out at Table 4 which includes the MHCLG tranche funding for completeness.

2.62 Items marked with an asterisk \* are those included in the overall forecast in Table 1 at the start of this report and have been used to fund expenditure and loss of income as a result of COVID-19.

**Table 4 – COVID-19 grants and external income**

<b>GRANT /FUNDING STREAM</b>	<b>Value</b>
------------------------------	--------------

Emergency Funding (tranches 1 to 4)	£17,627,760
Controlling Outbreak Management Fund (COMF) (Oct 2020 to March 2021)	£4,560,533
Compensation for loss of sales, fees & charges	£6,206,884
Track and Trace	£1,020,000
DEFRA - Food & Welfare	£218,260
DWP Covid Winter Grant Scheme	£588,956
Section 31 Grant - admin burdens	£145,311
Community Champions Fund	£495,000
Clinically Extremeley Vulnerable (tranches 1 and 2)	£320,762
Infection Control (tranches 1 to 2)	£3,437,967
ASC Rapid Testing	£431,905
Social Care Workforce Capacity Grant	£484,914
LA Enforcement & Compliance Grant	£112,853
Reopening High Street Safely Fund	£221,203
Cultural Recovery Fund (Arts Council)	£735,772
Emergency Active Travel Funding (DfT)	£100,000
London Streetspace Programme (TfL)	£683,000
Next Steps Accommodation Grant	£150,000
Welcome Back Fund (Support the High Street)	£221,203
Lateral Flow Testing (estimate)	£840,000
Test & Trace Support Grant	£184,450
Business Grants New Burdens	£752,606
Emergency Response Fund (Arts Council)	£20,405
<b>TOTAL</b>	<b>£39,559,744</b>
<b>GRANTS TO BUSINESSES AND RESIDENTS</b>	
Council Tax Hardship Grant re Council Tax Support	£1,391,506
Grants to Small Businesses	£42,216,000
2nd Funding amount Statutory Business	£7,081,500
Discretionary Business Grants	
LRSO Open discretionary Oct to 2 December	£289,318
Additional restrictions grant - 1st tranche	£5,023,200
LRSO Closed grants Nov 2020 to Dec 2020 1st tranche	£3,648,708
LRSO Closed & one off lockdown grants to 15-02-21 2nd tranche	£16,417,062
LRSO Closed grants 19/12-14/01/21 tranche 2	£2,269,721
LRSO Pub Claw Back	-£64,000
Additional restrictions grant - ARG top up Feb 2021 2nd tranche	£2,231,067
<b>Sub Total Business &amp; Residents Grants</b>	<b>£80,504,082</b>
Self Isolation £500 awards Grant:	
Programme Funding - standard applications 1	£94,000
Programme Funding - standard applications 2	£37,000
Programme Funding - standard applications 3	£72,000
Programme Funding - discretionary applications	£56,463
Programme Funding - Discretionary applications top up Feb 21	£41,537
Programme Funding - Discretionary applications top up March 21	£21,000
Admin Funding	£137,206
<b>Sub Total Self Isolation Grants</b>	<b>£459,206</b>

NNDR Rate relief for 20/21	£8,757,127
<b>GRAND TOTAL</b>	<b>£129,280,159</b>

## RESERVES

2.63 Attached at Appendix 2 is a schedule of all the reserves held by the Council including the movements to and from reserves included in the final outturn for 2020/21. A summary the main reserves and movements is shown in Table 5 followed by narrative of the key movements set out below.

**Table 5 – Summary of Reserves 2020/21**

Reserve	Bal Bfwd 1/4/20	Additions	Draw Downs	Realignment	Bal Cfwd 1/4/21
	£'000	£'000	£'000	£'000	£'000
Business Pool Reserve	(£1,800)	(£767)	£1,800	£0	(£767)
Carry Forward Reserves	(£3,223)	(£571)	£0	£1,753	(£2,041)
CIL Harrow	(£7,788)	(£2,038)	£3,095	£0	(£6,730)
HRA Reserves	(£783)	£0	£0	£0	(£783)
NEW - Accomodation Strategy Reserve	£0	(£725)	£0	£0	(£725)
NEW - Adults Social Care Reserve	£0	£0	£0	(£1,969)	(£1,969)
NEW - Capital Feasibilities Reserve	£0	(£500)	£0	£0	(£500)
NEW - Collection Fund Reserve	£0	(£8,925)	£0	£0	(£8,925)
NEW - EDI Reserve	£0	(£250)	£0	£0	(£250)
NEW - LLW Reserve	£0	(£250)	£0	£0	(£250)
NEW - PAP Sinking Fund	£0	(£190)	£0	£0	(£190)
Other Earmarked Reserve	(£5,450)	(£157)	£312	£0	(£5,295)
Public Health Reserve	(£1,847)	(£545)	£20	£0	(£2,372)
Revenue Grant Reserve	(£4,796)	(£2,393)	(£517)	£216	(£7,490)
<b>Total Earmarked Reserves</b>	<b>(£25,687)</b>	<b>(£17,312)</b>	<b>£4,710</b>	<b>£0</b>	<b>(£38,288)</b>
Budget Planning Reserve	(£2,629)	(£7,387)	£0	(£6,673)	(£16,689)
Business Risk Reserve	(£7,526)	£0	£366	£1,810	(£5,350)
Children's Social Care Reserve	(£2,286)	£0	£0	£952	(£1,334)
Commercialisation Reserve	(£1,265)	£0	£0	£1,265	£0
MTFS Implementation Reserve	(£1,775)	£0	£0	£1,426	(£350)
Transformation Reserve	(£3,221)	£0	£0	£1,221	(£2,000)
<b>Total Non Earmarked Reserves</b>	<b>(£18,702)</b>	<b>(£7,387)</b>	<b>£366</b>	<b>£0</b>	<b>(£25,722)</b>
<b>General Fund Reserves</b>	<b>(£10,000)</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>(£10,000)</b>

### 2.64 Earmarked Reserves

- **Business Rates Pool Reserve** – the balance brought forward relates to funding from the 2019/20 business pool reserve which was committed to the 2020/21 budget. The in-year addition relates to the 2020/21 business pool reserve which may be subject to adjustment and cannot be utilized until the pool accounts have been determined by the City of London.
- **Carry Forward Reserve** – the balance brought forward relates to revenue budgets carried forward from 2019/20 for use in 2020/21. The balance carried forward relates to revenue budgets carried forward from 2020/21 for use in 2021/22.

- **CIL Harrow** – the Community Infrastructure Levy is a planning charge introduced by the Planning Act 2008 as a tool for LAs in England and Wales to help deliver infrastructure to support the development of their area. An addition to the reserve has been made in 2020/21 totaling £2.038m. There are also drawdowns totaling £3.095m which have been used to support the capital programme.
- **HRA Reserves** – these reserves will be used to support Housing IT transformation, regeneration, support to eligible residents for financially sustainable independent living and housing repairs
- **Public Health Reserve** – this reserve relates to unspent government grant paid in relation to the delivery of public health responsibilities.
- **Revenue Grant Reserve** – this reserve holds revenue grants to be used for specific purposes or which may be subject to claw back if conditions of the grant are not met.
- **Other earmarked reserves** – including PFI sinking funds, legal services reserves and other small reserves set out in more detail at Appendix 2.

2.65 In addition to the other Earmarked Reserves above, 6 new reserves have been established in 2020/21 with balances committed in 2021/22 as follows:

- **Accommodation Strategy** – this reserve has been established to support the council’s accommodation strategy as reported to Cabinet in May 2021
- **Adults Social Care** – this funding has been realigned from the revenue grants reserve and carry forward reserves and is earmarked to future social care pressures in Adults Services
- **Capital Feasibilities Reserve** – this has been established to support services to undertake feasibility studies for capital projects.
- **Collection Fund Reserve** – in 2020/21 the LA received funding in advance to support the cash flow in relation to the collection fund. This reserve will be used to support the estimated Collection Fund deficit of £8.867m as reported to Cabinet in December 2020.
- **EDI Reserve** – this reserve has been established to support the council’s commitment to Equalities, Diversity and Inclusion agenda.
- **LLW Reserve** – this reserve has been established to support contractual increases as a result of the council’s commitment to pay the London Living Wage to external contractors

- **PAP Sinking Fund** – this reserve has been established to support capital and revenue expenditure on the Property Acquisition Programme (acquired through the General Fund) used for temporary accommodation for the homeless

## 2.66 Non-Earmarked Reserves

- **Budget Planning Reserve** – this reserve was established to support the 2020/21 budget with £2.969m allocated to balance the 2020/21 budget. However, this was not required to be drawn down. In addition a further £7.387m was added to the reserve in 2020/21 of which £2m was planned underspend as set out in the February 2020 Cabinet budget report and the balance identified to support the on-going impacts of COVID-19 on services, in particular, pent up demand in Adults and Children’s Social care. In addition, a number of other non-earmarked reserves have been realigned into the Budget Planning Reserve with more details set out below. Although this reserve is classed as non-earmarked, this reserve will be required to support the MTFS.
- **Business Risk Reserve** – this reserve was established to cover potential shortfalls/risk of achieving sufficient savings to cover future year budget gaps. The balance carried forward to 2021/22 of £5.350m is committed to investment in frontline priorities (£2m over the next two years) and the remainder is required, as planned, to balance the 2021/22 budget.
- **Children’s Social Care Reserve** – this was established to support pressures in children’s social care. The balance carried forward to 2021/22 is required to balance the 2021/22 budget.
- **Commercialisation Reserve** – this reserve was established to support commercialisation activities. It has been realigned into the Budget Planning Reserve to support the MTFS.
- **MTFS Implementation Reserve** – this reserve was established to facilitate the achievement of MTFS savings. The majority of this reserve has been realigned into the Budget Planning Reserve to support future years budget gaps. The balance carried forward to 2021/22 will be required to support the reserve’s original use.
- **Transformation Reserve** – this reserve was established to support organisational transformation costs. A balance of £2m is required to be carried forward to 2021/22 to support existing transformation commitments. The remainder has been realigned into the Budget Planning Reserve to support future years budget gaps.

## 2.67 General Fund Reserves

- General Fund Reserves remain at £10m.

### CARRY FORWARDS

2.68 Attached at Appendix 3 is a schedule of the revenue budget carry forwards included in the final outturn for 2020/21.

### MTFS IMPLEMENTATION TRACKER

2.69 The 2020/21 budget includes approved MTFS savings of £3.203m.

2.70 Appendix 4 shows a list of the individual red, amber, green and purple rated savings in the MTFS. The definition used to classify savings ratings in this report are detailed in table 6 below:

**Table 6: Savings Definition**

<b>Green</b> – Low or no risk to delivery of savings	Clear delivery plans in place Project running to timescale
<b>Amber</b> – Medium/some risk to delivery	Potential for slippage but project will be delivered as originally intended but not within timescale, so saving will not be fully realised
<b>Red</b> – High risk to delivering forecast savings	Project may have started but will deliver <b>no</b> savings in the current financial year Project cannot be delivered but underspends found elsewhere to mitigate savings.
<b>Purple</b>	Future years' savings

2.71 Table 7 below shows the summarised position for each directorate for 2020/21:

**Table 7: Savings Tracker 2020/21 – Directorate Summary**

	Resources	People Services	Community	Corporate	Total	%
	£'000	£'000	£'000	£'000	£'000	
<b>Red</b>	0	0	(783)	(400)	(1,183)	37%
<b>Amber</b>	(175)	(410)	0	0	(585)	18%
<b>Green</b>	(693)	0	(292)	(450)	(1,435)	45%
<b>Totals</b>	<b>(868)</b>	<b>(410)</b>	<b>(1,075)</b>	<b>(850)</b>	<b>(3,203)</b>	<b>100%</b>

2.72 At the final outturn, 45% of the 2020/21 savings are rated green, 18% are rated as amber, whilst 37% are rated as red.

2.73 The red savings of £1.183m relate to three savings in the Community Directorate and one saving held Corporately as follows:

- £681k relates to the non-achievement of income from the expansion of the Central Depot caused by a delay in the completion of the Depot.
- £80k relates to the non-achievement of income from the redevelopment of Vernon Lodge. However this saving is offset by savings in capital financing costs as a result of the capital not being spent.
- £22k relates to removal of base budget for 4 positions for which resolution is now delayed until after March 2021 due to COVID-19
- £400k relates to the non-achievement of SEN transport savings which have not been achieved. The saving is being offset against savings in the Capital Financing budget.

### **HOUSING REVENUE ACCOUNT**

2.74 The HRA in-year deficit, before transfers to reserves is £321k compared to an original budgeted position of £808k. This underspend of £487k along with an increase position on opening balances of £330k (£7.5m less £7.2m), totalling £818k, have been used to increase the Transformation and Regeneration reserves by £250 and £568k respectively.

2.75 These additions along with the budgeted transfer to the repairs and maintenance reserve of £114k total £932k which will support future pressures and risks associated with these activities whilst maintaining the 2020/21 budgeted HRA General Reserve position of £6.273m.

2.76 The net favourable in-year position of £487k is due to a reduction in operating costs for staffing, increased income due to delays in properties being demolished on Grange Farm and pressure on repairs and maintenance as a result of increased litigation and employee costs.

2.77 The figures reflect pressures and funding of £261k for COVID-19 that were identified in the HRA in 2020/21.

2.78 The HRA MTFs and Business Plan will be updated for the outturn position and assumptions reviewed as appropriate.

2.79 Table 8 below summarises the position on HRA revenue account.

**Table 8: update on Housing Revenue Account**

	<b>Outturn 2019-20 pre audit</b>	<b>Budget 2020/21</b>	<b>Outturn – Draft 2020/21</b>	<b>Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>

Reserves b/fwd	-7,474	-7,195	-7,526	-331
In year position deficit/ -Surplus	-144	808	321	-487
Transfers to reserves	92	114	932	818
Balance c/fwd	7,526	-6,273	-6,273	0

## UPDATE ON COMMERCIAL PROPERTY INVESTMENTS

2.80 From 2015 to 2019 the Council acquired seven investment properties at a cost of £48.2m. The portfolio consists of warehouses and other commercial and residential properties across the UK, as well as an office block in Harrow.

2.81 At acquisition, the net yield was estimated at 2.31% (gross yield 7.3%) for all but the office block Kings House (net yield 0.9% and gross yield 5.9%) which was also purchased as a land acquisition for potential regeneration. The return from investment properties was included in the MTFS.

2.82 The projected return from all but Kings House is currently on target despite COVID-19. There is vacant space in Kings House – part of the 3<sup>rd</sup> floor has been vacant since acquisition and the remainder of the 3<sup>rd</sup> floor became vacant in December 2020. This results in loss of rental receipts and the additional cost such as business rates and service charges which falls back to the council.

2.83 The annual estimated impact of vacant space at Kings House in 2021/22 is a loss of rental income of £395k.

2.84 If this pressure materialises the council can call on the investment property reserve to mitigate this.

### 3.0 CAPITAL PROGRAMME

3.1 The revised capital budget for 2020/21 is £94.842m as set out at Table 9:

#### Table 9: Capital Programme 2020/21

Directorate	TOTAL REVISED CAPITAL PROGRAMME 20/21	Outturn	Variance	Slippage	Over/ (underspend)	LBH	External/HRA	Underspend due to write offs
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>RESOURCES TOTAL</b>	<b>14,981</b>	<b>10,044</b>	<b>-4,937</b>	<b>-4,930</b>	<b>-7</b>	<b>-7</b>	<b>0</b>	<b>0</b>
<b>COMMUNITY</b>								
Commissioning and Environment & Culture	34,804	26,063	-8,741	-8,098	-643	-48	0	-595
Housing	9,535	6,500	-3,035	-1,356	-1,679	-1,679	0	0
Enterprise and Planning	2,297	1,219	-1,078	-1,050	-28	0	-28	0
Regeneration	5,636	-3,411	-9,047	-1,893	-7,154	0	0	-7,154
<b>COMMUNITY TOTAL</b>	<b>52,272</b>	<b>30,371</b>	<b>-21,901</b>	<b>-12,397</b>	<b>-9,504</b>	<b>-1,727</b>	<b>-28</b>	<b>-7,749</b>
<b>PEOPLE</b>								
Adults	330	281	-49	-41	-8	-8	0	0
Public Health	78	69	-9	-9	0	0	0	0
Children	4,603	1,295	-3,308	-3,307	-1	0	-1	0
<b>PEOPLE TOTAL</b>	<b>5,011</b>	<b>1,645</b>	<b>-3,366</b>	<b>-3,357</b>	<b>-9</b>	<b>-8</b>	<b>-1</b>	<b>0</b>
<b>TOTAL GENERAL FUND</b>	<b>72,264</b>	<b>42,060</b>	<b>-30,204</b>	<b>-20,684</b>	<b>-9,520</b>	<b>-1,742</b>	<b>-29</b>	<b>-7,749</b>
<b>TOTAL HRA</b>	<b>22,578</b>	<b>12,537</b>	<b>-10,041</b>	<b>-8,941</b>	<b>-1,100</b>	<b>-500</b>	<b>-600</b>	<b>0</b>
<b>TOTAL GENERAL FUND &amp; HRA</b>	<b>94,842</b>	<b>54,597</b>	<b>-40,245</b>	<b>-29,625</b>	<b>-10,620</b>	<b>-2,242</b>	<b>-629</b>	<b>-7,749</b>

3.2 The final spend is £54.597m, 58% of the total Capital Programme budget. The final spend on the General Fund is £42.060m, (58% of budget). The variance of £30.204m is made up of proposed slippage of £20.684m and a net underspend of £9.520m. The final spend on the Housing Revenue Account is £12.537m (56% of the budget). The variance on the HRA of £10.041m is made of up proposed slippage of £8.941m and an underspend of £1.1m.

3.3 At Cabinet in December 2020 slippage of £185.187m was reported and this has now been taken out of the figures in Table 9.

3.4 Table 9 sets shows a General Fund variance of £30.204m of which £20.684m will be slipped to 2021/22 and the remaining variance of £9.520m is an underspend. Of this underspend:

- £7.749m is as a result of a write off to revenue for abortive capital schemes.
- £29k relates to externally funded schemes.
- £1.742m is an underspend on schemes funded by borrowing. However, £810k of this relates to an underspend on the Property Acquisition scheme in the Housing General Fund which was put into the budget on a cost neutral basis and therefore this £810k saving in borrowing costs will not result in savings in the General Fund. The net saving in borrowing costs is therefore £932k.

3.5 Paragraph 3.6 below explains the delay on the implementation of the new ERP system (Programme Dynamics) which has been delayed until August 2021. There was a report to cabinet in April 2021 which set out the reasons for the delay and the associated cost of £850k, and also approved a virement

into the Resources Capital Programme for £850k that would be funded from any underspends on the 2020/21 Capital Programme.

- 3.6 Therefore, of the £932k underspend in capital, £850k will be vired into the Resources Capital Programme as approved by cabinet in April 2021 and the remaining £82k will be retained in the Council wide Contingency budget held in Resources.

## **RESOURCES**

- 3.7 At the final outturn £10.043m (67% of budget) has been spent. Of the £4.937m variance, £4.930m of funding will be carried forward to 2021-22 to complete ongoing projects. The slippage mainly relates to the following projects:

- Ongoing refresh and enhancement of ICT (£2.201m). The refresh and enhancement work is ongoing and based on the latest implementation timeline, the project is scheduled to be completed in 2021/22
- Devolved Applications refresh (£837k). Due to delays caused by COVID-19, project delivery is delayed and will be completed by Q3 in 2021/22. There are no revenue implications as a result of the delay.
- Enterprise Resource Planning System (£1.590m). The Dynamics project has been delayed from an April 2021 implementation to August 2021 implementation mainly as a result of COVID-19 and this was reported to Cabinet in April 2021. The delay has resulted in increased implementation costs and therefore a need to increase the capital budget by £850k. This £850k is funded from the underspends in other capital budgets in 2020/21 and a virement from the IT capital programme in 2020/21 and therefore there is no implication on the revenue budget.
- ABAVUS and Waste Collector systems (£241k). Due to COVID-19 related restrictions this project is expected to be delivered by July 2021. There is no revenue implication from this delay.
- LAA Performance Reward Grant (£59k). This project is externally funded and budget is used according to demand.

## **COMMUNITY**

- 3.8 The final outturn for the Community Directorate is total spend of £30.371m (58% of budget). Of the variance to budget of £21.901m, a total of £12.397m of funding will be slipped to 2021/22 to complete ongoing projects. The underspend of £9.504m results from write offs of abortive costs to revenue account (£7.749m) and project underspends (£1.755m).

### 3.9 Environment

3.10 The services spent £22.354m against a budget of £29.780m. £6.783m of funding is requested to be carried forward to 2021/22 and relates mainly to the following projects.

- Depot redevelopment (£4.068m). The redevelopment work is ongoing and based on the latest construction completion timeline, the project is scheduled to be completed in 2021/22. There was a MTFS target of £681k in 2020/21 associated with this project. This was not achieved and was reversed as part of the 2021/22 MTFS process.
- Headstone Manor Park for People project (£158k), Flood Alleviation project (£470k) and Flood Defence (£50k). These projects are externally funded. The delay in completing the projects was due to the pandemic and winter weather which makes it unsuitable for site works.
- Vehicle procurement (£425k). The budget was set aside for the replacement of mechanical sweepers, which was delayed as options were explored to encourage the move to greener fleet.
- Playground improvement (£46k). Resurfacing works to playgrounds were delayed due to the pandemic.
- Waste bins (£76k). Bin orders were placed but the delivery was delayed due to long lead in time from the manufacturers.
- Parks Infrastructure (£149k). Funding was allocated to works at various parks during the year. The works were put on hold due to lockdown restrictions, but they are now being undertaken and will be completed in 2021/22.
- High Priority Planned Maintenance and Corporate Accommodation (£731k). Works in some buildings were delayed due to site visits not being able to take place under lockdown restrictions. The service has commissioned condition survey recently to inform the planned maintenance works in future. The carry forward budget will supplement 2021/22 capital programme to deliver the programme of works.
- Bannister café (£306k) and Harrow Weald café (£69k). The pandemic had slowed down the works, but they are now resumed and will be completed in 2021/22. The redeveloped buildings are expected to generate a rent income which has been assumed in the existing MTFS with a saving of £36k profiled in 2021/22.
- Rayners Lane toilet block (£170k). The project is no longer going ahead as approval was obtained for the disposal of this asset at Cabinet March

2021. The funding is proposed to be repurposed to top up the Leisure and Libraries Infrastructure Fund in 2021/22 as additional projects have since been identified since the approval of the Capital Programme.

- CA site infrastructure (£14k). The budget is set aside for the construction of a canopy to protect the dry recyclables bay in 2021/22, once the planning application is approved.
- CCTV cameras (£45k). The installation of CCTV will be undertaken following the completion of consultation process.

3.11 Unless stated otherwise, the slippage has no implications on the revenue budget.

### 3.12 Culture

3.13 The services spent £3.709m against a budget of £5.024m. £1.314m of funding is requested to be carried forward to 2021/22 and relates mainly to the following projects.

- Bannister Sports Centre (£228k). The delay in completing the 3G Artificial Grass Pitch Works was due to timetabling of works with the grass pitch works and remedial works required to the pitch surface. Pitch works are a planning condition requirement relating to the redevelopment of Harrow View West.
- Harrow Weald pavilion (£50k). There was a delay in completing the electrical works due to the need to install a new meter.
- Leisure and Libraries Infrastructure (£163k). Various improvement works at libraries and Hatch End pool are ongoing. The lead in time required to order materials and contractor staff resource issues had delayed the completion of these projects.
- Harrow Arts Centre (£870k). This project is externally funded. The works are ongoing, and the construction of new build will commence following planning approval. The project is scheduled to complete in 2021/22.

3.14 Unless stated otherwise, the slippage has no implications on the revenue budget

### 3.15 Enterprise and Planning

3.16 The services spent £1.219m against a budget of £2.297m. £1.050m funding is requested to be carried forward to 2021/22 and relates mainly to the following projects.

- Lyon Road project (£330k): This is a multiple year project, with the construction phase near completion. The budget will be used to pay for outstanding works in 2021/22.
- Planning IT replacement (£490k). There was a delay in the procurement exercise, which has now been concluded. The project will move to implementation stage with completion anticipated in 2021/22.
- Harrow High Street Fund (£136k). This project is CIL funded. The delay in completion was due to changes made to the High street programme during the year, the delay in cycle routes delivery, and a late start of the consultation programme on the local centres. The budget is part of a multiyear allocation and so the budget carry forward can be used to continue scheme delivery in 2021/22.
- Neighbourhood CIL projects (£84k). The delivery of approved projects in various wards in 2020/21 will continue in 2021/22.
- Kenton Learning Centre refurbishment (£10k). The project is externally funded. The final element of the work was yet to be completed by the contractor.

3.17 Unless stated otherwise, the slippage has no implications on the revenue budget.

### 3.18 Housing General Fund

3.19 The final spend is £6.5m against a budget of £9.535m. Of this £1.356m is requested to be carried forward to 2021/22 and £1.679m is an underspend against the programme, as detailed below:

- DFGs £1.018m – of this, £398k relates to mandatory grant adaptations which were delayed due to access to properties not being able to take place due to lockdown restrictions but are now being undertaken and will be completed in 2021/22. The remaining £850k is unspent as a result of the pandemic where works on site were stopped and no visits were able to take place
- Property Acquisition Programme £1.768m – of this, £958k is proposed to be carried forward into 2021/22 for the completion of the acquisition of the remaining 3 properties within the programme, which will conclude in 2021/22. The remaining £810k is unspent as a result of the pandemic where lockdown restrictions prevented further properties from being sourced.

- Empty Properties Programme £19k – unspent as a result of lockdown restrictions preventing further properties being sourced.

3.20 There are no implications on the revenue budgets as a result of the above slippage.

### 3.21 **Regeneration**

3.22 The final regeneration programme spend is £3.742m against a budget of £5.636m. Of this, £1.894m is requested to be slipped into 2021/22.

3.23 There are no further revenue implications as a result of this slippage that are listed below:

- Haslam House £0.626m – the construction phase of work is ongoing and based on the latest construction completion timeline, the project is scheduled to be completed in 2021/22.
- Waxwell Lane £1.267m – disruptions to the supply chain because of COVID-19 has resulted in delays to the scheme with completion now anticipated in 2021/22.
- Gayton Road – there is a small slippage of £1k that will be carried forward to next year’s budget allocation to facilitate the relocation of Citizens Advice Bureau to Gayton Road.

## **PEOPLE SERVICES**

3.20 The final outturn for the People Services capital programme is spend of £1.645m of a total budget of £5.011m which is 33% of the approved capital budget.

### 3.21 **Adult Services**

3.22 The service spent £0.268m against a budget of £0.688m, with a variance of £0.420m of which £0.411m relates to slippage, with £9k attributable to net underspends.

3.23 The Slippage relates to the following:

- Assistive Technology £0.270m slippage because of delays in the implementation and review of the Assistive Technology pilot.
- In House residential services £0.141m slippage - £0.125m of this relates to a delay to capital works at Millman’s Day centre as a result of

NRCs being closed in 2020/21, and therefore works against which this was assigned to have not been completed. The remainder relates to the Wiseworks Ridgeway project which will be completed in 2021/22.

- The net underspend of £9k relates to the Vaughan Party wall budget which has been completed and underspent against the budget allocated.

**3.24** The expectation was that Assistive Technology would keep ongoing care packages low/minimised. The implication therefore of the delay is increased ongoing care costs (although there were no MTFs savings pending the outcome of the pilot). As a result of COVID-19 there is likely to be a review of next steps as the pandemic will inevitably impact approaches moving forward and may have opened new avenues to be explored.

### **3.25 Public Health**

**3.26** The service received funding from the Healthy Pupils Capital Fund ring fenced grant of £0.174m in 2018/19, of which £0.165m has been spent to date, with £9k slipping into 2021/22.

### **3.27 Children's Services**

**3.28** The revised capital programme totals £4.603m of which £417k is spent and the remainder will be slipped to 2021-22 as COVID-19 has limited the amount of works that can be carried out in schools.

**3.29** There are no revenue implications as a result of this slippage.

## **HOUSING REVENUE ACCOUNT**

**3.30** HRA spent £12.537m (55.5%) against a budget of £22.578m, including Homes-4-Harrow, generating an underspend of £10.041m. Of this, £8.940m will be slipped to 2021/22 leaving an underspend of £1.100m.

**3.31** This underspend relates to the Next Steps Accommodation Programme funding secured via the GLA of £1.1m (£600k grant, £500k borrowing) to acquire 5x studio flats on the open market in Harrow. The allocation was only confirmed in Autumn 2020 and by then property prices had increased and the service were unable to source suitable vacant studio flats at an affordable price. After discussion with the GLA it was agreed to hand back the grant allocation and submit a bid in 2021/22 to acquire vacant 1 bed properties which are more widely available. As a result, there will be a saving in the associated financing costs of the additional borrowing which will now not be required.

**3.32** The main items of slippage of £8.940m are detailed below:

- Homes-4-Harrow £7.129m – comprises Grange Farm £5.627m which has a contractor appointed and is undertaking works to enable demolition prior to construction of the new homes. A further £1.502m relates to BCHfL which, combined with Grange Farm, will contribute towards the overall programme approved by Council 11 February 2021 to deliver some six hundred and sixty new homes across the borough
- The remaining £1.811m comprises £1.759m including some compliance and health & safety works for existing Council houses identified earlier in 2020/21 for delivery in 2021/22 and £0.052m earmarked for the mandatory Housing IT system replacement

3.33 Unless otherwise stated, there are no further revenue implications as a result of the above slippage.

## **AMENDMENTS TO THE CAPITAL PROGRAMME 2021/22**

3.33 The following amendments include realignment of capital programmes as well as additions required to the Capital Programme which are all funded by grant and therefore no additional capital financing costs will be incurred.

### **Additions to the Capital Programme**

#### **3.34 Schools Condition Allocation - £2,800,444**

3.35 The Department for Education allocates funding each year to help maintain and improve the condition of school buildings and grounds. The SCA provides LAs with funding for maintained school buildings.

3.36 The grant allocation for 2021-22 was announced on 28 April 2021. It is proposed to add this to the capital programme to continue to fund the annual cycle of proactive and reactive maintenance in LA maintained schools.

#### **3.37 The Lyon Road Project - £34,509**

3.38 The Lyon Road Project is an existing scheme in the capital programme, with a budget allocation of £1.072m which is met from external funding from the GLA Good Growth Fund (£485k), S106 contribution (£512k) and NCIL (£75k) respectively. The project is underway and will create a new multi-functional public space (Greenhill Place) and five food kiosks in the town centre. Additional S106 funding has subsequently been allocated to the project to improve public realm including surfacing and place equipment. It is therefore proposed that the additional S106 funding of £34,509 is added to the capital programme.

#### **3.39 Carbon Offset Fund - £500,000**

3.40 The Carbon Offset Fund comprises payments collected by the Council by way of planning obligations contained in Section 106 Agreements. These payments are made by developers who are unable to meet in full, via on site mitigations, the required carbon reductions that are set out current London Plan for new development. They represent a sum in lieu of on-site mitigations that can instead be utilised by the local planning authority to achieve the necessary carbon reductions elsewhere in the borough.

3.41 The council has received a number of payments into the fund over the last two years as developments have progressed and these now total in excess of £500,000. These funds must be spent by the local authority on carbon emission reduction initiatives within Harrow. The council is currently developing suitable proposals, to include energy efficiency initiatives to schools and other council owned public buildings. In order to enable these projects to progress it is necessary to add £500,000 from the Fund into the capital programme for 2021/22, as recommended by this report. Prior to releasing any monies formal business cases will be developed for approval by the appropriate senior officer, in order to confirm compliance with the Fund criteria.

### **Capital Programme Realignments 2021/22**

#### **3.42 Ongoing ICT Refresh and Enhancements £2,609,000**

3.43 In December 2020 Cabinet approved new capital funding and along with the realigned existing programme it will be spent on refreshment and enhancement of ICT systems in Harrow. There is no clear line between devolved applications and ongoing refreshment of ICT in delivery of the new schemes proposed over the next four years.

3.44 Therefore, Cabinet is asked to agree the amalgamation of the ICT capital budget and transfer approved unallocated capital budget into one programme for Ongoing ICT Refresh and Enhancement as laid out in the table below:

<b>Project Definition</b>	<b>CODE</b>	<b>Budget</b>	<b>Movement</b>
		<b>£000</b>	<b>£000</b>
Devolved Applications refresh	C20-219E99	539	-539
Digital Improvements Programme	C21-104E99	750	-750
Devolved Applications refresh	C21-219E99	1,320	-1,320
Ongoing ICT Refresh and Enhancements	C21-205E99		+2,609
<b>TOTAL</b>		<b>2,609</b>	<b>0</b>

#### **4.0 COUNCIL TRADING STRUCTURE UPDATE 2021/21**

4.1 The Council's Trading Structure update is attached at Appendix 6 and summarises the financial position and provides a general update on the activities of all the Council's trading entities.

## 5.0 **REPORTING FOR THE 2020/21 FINANCIAL YEAR**

5.1 This is the final revenue and capital budget monitoring report for 2020/21

### 6.0 **Implications of the Recommendation**

Implications of recommendation are set out in the body of this report.

### 7.0 **Performance Issues**

Good financial monitoring is essential to ensuring that there are adequate and appropriately directed resources to support delivery and achievement of Council priorities and targets as set out in the Corporate Plan. In addition, adherence to the Prudential Framework ensures capital expenditure plans remain affordable in the longer term and that capital resources are maximized.

The final revenue outturn for 2020/21 is a balanced budget

For the 2020/21 savings built into the MTFS total £3.203m. The overall position is that 45% of the savings are RAG rated as Green (Clear delivery plans in place and project running to timescale), 19% amber (Potential for slippage, project will be delivered as originally intended but not within timescale, so saving will not be fully realised) and 36% red (Project may have started but will deliver no savings in the current financial year).

The final capital programme spend was 58% of the total budget.

### 8.0 **Environmental Implications**

There is no direct environmental impact.

### 9.0 **Risk Management Implications**

Risks included on corporate or directorate risk register? **Yes**

Separate risk register in place? **No**

The relevant risks contained in the register are attached/summarised below.  
**Yes**

The following key risks should be taken onto account when agreeing the recommendations in this report:

<b>Risk Description</b>	<b>Mitigations</b>	<b>RAG Status</b>
Additions to the capital programme that may incur additional borrowing costs to the council	<ul style="list-style-type: none"><li>Funded by additional grants and contributions thus no additional capital financing costs will be incurred</li></ul>	Green
Overspends in specific	<ul style="list-style-type: none"><li>Overspends related to COVID-19</li></ul>	Green

directorates potentially impact on deliverability of budget in 2021/22	related activities or losses of income were compensated by external funding. The 2021/22 budget has also accounted for assumptions on COVID-19 external funding as well as additional legacy costs and continued losses of income. The remaining overspends on Business As Usual activities have been mitigated by allocating growth in the MTFS to the impacted areas as reported to Cabinet in February 2021.	
Percentage of red rated savings at outturn (37%) represent a risk to the achievement of the MTFS	<ul style="list-style-type: none"> <li>▪ In 2020/21 these have been mitigated through finding alternative savings or through general underspends across the council which has enabled the council to achieve a balanced budget. In terms of future MTFS a number of the 2020/21 have been reversed in 2021/22 and the remainder will continue to be monitored through the savings tracker</li> </ul>	Green

## 10.0 Procurement Implications

There are no procurement implication arising from this report

## 11.0 Legal Implications

Section 151 of the Local Government Act 1972 states that without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs". Section 28 of the Local government Act 2003 imposes a statutory duty on a billing or major precepting authority to monitor, during the financial year, its income and expenditure against budget calculations.

Additions to the Capital Programme are dealt with in B48 of the Financial Regulations, the additions above are within the thresholds allowed for Cabinet.

## 12.0 Financial Implications

Financial matters are integral to this report.

## 13.0 Equalities implications / Public Sector Equality Duty

13.1 Decision makers should have due regard to the public sector equality duty in making their decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome. The equalities impact will be revisited on each of the proposals as they are developed. Consideration of the duties should precede the decision. It is important that Cabinet has regard to the statutory grounds in the light of all available material such as consultation responses. The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:

13.2 A public authority must, in the exercise of its functions, have due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

13.2 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
- Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities. Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- Tackle prejudice, and
- Promote understanding.

13.3 Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act. The relevant protected characteristics are:

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Race,
- Religion or belief
- Sex
- Sexual orientation
- Marriage and Civil partnership

13.4 Equality assessments were undertaken for the budget proposals agreed by Council listed as part of the MTFs process and an overall equality assessment was

undertaken on the MTF. There is only recommendation in this report for decision “That Cabinet approve the proposed amendments to the Capital Programme as set out in paragraphs 3.33 to 3.41” it is not considered that this will have a detrimental equalities impact.

It is not considered that this report will have any further equality implications.

#### 14.0 Council Priorities

The Council’s vision:

##### **Working Together to Make a Difference for Harrow**

This report deals with the Revenue monitoring which is key to delivering the Council’s new priorities:

- Making a difference for the vulnerable
- Making a difference for communities
- Making a difference for local business’s
- Making a difference for families

## **Section 3 - Statutory Officer Clearance**

### **Statutory Officer: Dawn Calvert**

Signed by the Chief Financial Officer

**Date: 4 June 2021**

### **Statutory Officer: Jessica Farmer**

Signed on behalf of the Monitoring Officer

**Date: 8 June 2021**

### **Chief Officer: Charlie Stewart**

Signed by the Corporate Director

**Date: 4 June 2021**

### **Head of Procurement: Nimesh Mehta**

Signed by the Head of Procurement

**Date: 4 June 2021**

### **Head of Internal Audit: Susan Dixon**

Signed by the Head of Internal Audit

**Date: 7 June 2021**

## **Mandatory Checks**

*Ward Councillors notified: NO as it impacts on all Wards*

*EqIA carried out: NO*

*EqIA cleared by: N/A*

## **Section 4 - Contact Details and Background Papers**

**Contact:** Sharon Daniels, Head of Strategic and Technical Finance (Deputy S151), Telephone 020 8424 1332, Sharon Daniels@harrow.gov.uk

### **Background Papers:**

- [MTFS 2020/21 to 2022/23](#)
- [2020/21 Budget Report](#)

**Call-in waived by the Chair of Overview and Scrutiny Committee**  
**NO**

## Appendix 1: Summary of 2020/21 Revenue Budget

	Revised Budget	Outturn	Contribution/ Drawdown From reserves	Cross Divisional Adjustments Including one-off Income	Carry Forward Requests	Revised Outturn	Variance to budget
	£000	£000	£000	£000	£000	£000	£000
<b>Resources</b>							
Business Support	3,367	3,331	0	0	0	3,331	(36)
Customer Services/Acess Harrow	3,671	4,069	0	0	0	4,069	398
ICT	7,265	8,151	(116)	0	0	8,035	770
Director of Resources	727	1,841	0	0	0	1,841	1,114
Internal Audit & CAFT	625	563	0	0	0	563	(62)
Finance & Insurance	3,140	5,292	0	0	0	5,292	2,152
Revenues, Parking & Benefits	13,090	13,807	0	0	0	13,807	717
Procurement	774	673	0	0	0	673	(101)
HRD	1,157	1,399	0	0	0	1,399	242
Legal & Governance	3,071	2,749	51	0	23	2,823	(248)
Strategy	2,802	2,893	(80)	0	222	3,035	233
Investment Income	(2,750)	(2,885)	635	0	0	(2,250)	500
<b>Total Controllable Budget</b>	<b>36,938</b>	<b>41,883</b>	<b>490</b>	<b>0</b>	<b>245</b>	<b>42,618</b>	<b>5,680</b>
Uncontrollable Budget	(18,697)	(18,697)		0	0	(18,697)	0
<b>Community</b>							
<b>Controllable Budget</b>							
Commissioning & Commercial Services	(4,431)	5,878	80	0	160	6,118	10,549
Environment & Culture	23,226	25,710	(184)	0	808	26,334	3,108
Directorate Management	195	245	(56)	0	0	189	(6)
Housing General Fund	4,557	4,445	707	(272)	165	5,044	487
Enterprise & Planning	1,291	(904)	1,967	0	324	1,387	96
Regeneration	0	8,234	0	0	0	8,234	8,234
<b>Total Controllable Budget</b>	<b>24,838</b>	<b>43,608</b>	<b>2,514</b>	<b>(272)</b>	<b>1,457</b>	<b>47,306</b>	<b>22,468</b>
Uncontrollable Budget	24,849	24,849				24,849	0
<b>People</b>							
<b>Controllable Budget</b>							
Adults Services	66,783	65,304	86	0	0	65,390	(1,393)
Public Health	(1,814)	(2,359)	545	0	0	(1,814)	0
Children's Services	33,845	32,168	2,914	0	0	35,082	1,237
<b>Total Controllable Budget</b>	<b>98,814</b>	<b>95,113</b>	<b>3,546</b>	<b>0</b>	<b>0</b>	<b>98,659</b>	<b>(156)</b>
Uncontrollable Budget	16,205	16,205	0	0	0	16,205	0
<b>Total Directorate Budgets</b>	<b>182,948</b>	<b>202,961</b>	<b>6,550</b>	<b>(272)</b>	<b>1,702</b>	<b>210,940</b>	<b>27,992</b>
Corporate Items	4,904	4,566	0	0	0	4,566	(338)
Covid Grants		(22,188)				(22,188)	(22,188)
Anticipated Compensation loss of income		(6,207)				(6,207)	(6,207)
Corporate Contingency	1,248	0		0	0	0	(1,248)
Technical and Corporate Adjustment	12,058	(1,224)	15,271	0	0	14,047	1,989
<b>Total Controllable Budget</b>	<b>18,210</b>	<b>(25,053)</b>	<b>15,271</b>	<b>0</b>	<b>0</b>	<b>(9,782)</b>	<b>(27,992)</b>
Uncontrollable Budget	(26,398)	(26,398)		0	0	(26,398)	0
<b>Total Corporate Budget</b>	<b>(8,188)</b>	<b>(51,451)</b>	<b>15,271</b>	<b>0</b>	<b>0</b>	<b>(36,180)</b>	<b>(27,992)</b>
<b>Total Budget Requirement</b>	<b>174,760</b>	<b>151,510</b>	<b>21,821</b>	<b>(272)</b>	<b>1,702</b>	<b>174,760</b>	<b>0</b>

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## Reserves 2020-21 Final Outturn

## Appendix 2

Description	Balance Brought Forward 1/4/2020	Addition to Reserves 2020-21	Directorates Draw Down From Reserves	Corporate Reserves Movements	Balance Carry Forward 31/03/2021	Reserves Committed to future MTFS	Total Reserves	Realignment	Final Reserves
CIL Harrow	-7,787,893	-2,037,782	3,095,233		-6,730,442		-6,730,442		-6,730,442
Revenue Grant Reserve	-4,795,864	-2,262,059	-516,972	-131,000	-7,705,895		-7,705,895	216,170	-7,489,725
Compensatory Added Year Reserve	-322,782			80,000	-242,782		-242,782		-242,782
Business Pool Reserve	-1,800,000			1,032,830	-767,170		-767,170		-767,170
PFI Schools Sinking Fund	-2,371,579				-2,371,579		-2,371,579		-2,371,579
Public Health Reserve	-1,847,250	-545,190	20,000		-2,372,440		-2,372,440		-2,372,440
PFI NRC Sinking Fund	-1,665,557	-86,395			-1,751,952		-1,751,952		-1,751,952
Legal Services Contingency	-1,054,339		105,000		-949,339		-949,339		-949,339
Legal Expansion Reserve	-418,639				-418,639		-418,639		-418,639
HRA Transformation Reserve	-421,551				-421,551		-421,551		-421,551
Carryforward Reserve	-3,223,305	-2,041,394		1,470,000	-3,794,699		-3,794,699	1,753,305	-2,041,394
Collection Fund Reserve				-8,924,753	-8,924,753		-8,924,753		-8,924,753
Equalities Diversity & Inclusion Reserve				-250,000	-250,000		-250,000		-250,000
London Living Wage Reserve				-250,000	-250,000		-250,000		-250,000
Capital Feasibilities Reserve				-500,000	-500,000		-500,000		-500,000
Accommodation Strategy Reserve				-725,000	-725,000		-725,000		-725,000
Adults Social Care Reserve					0		0	-1,969,475	-1,969,475
IT Reserve	-250,000		116,000		-134,000		-134,000		-134,000
Borough Election	-242,747	-156,000			-398,747		-398,747		-398,747
Harvist Reserve Harrow Share	-36,135		20,246		-15,889		-15,889		-15,889
Proceeds Of Crime Reserve	-63,000				-63,000		-63,000		-63,000
Proceeds Of Crime Reserve Planning	-326,550				-326,550		-326,550		-326,550
Headstone Manor Reserve	-287,750				-287,750		-287,750		-287,750
CIL Mayor	-223,560		70,658		-152,902		-152,902		-152,902
Libraries Reserve	-150,000				-150,000		-150,000		-150,000
Vehicle Fund	-774,478	-146,000			-920,478		-920,478		-920,478
Investment Property Reserve	-206,875	-635,000			-841,875		-841,875		-841,875
DSG Overspend	2,944,000	786,218			3,730,218		3,730,218		3,730,218
PAP Sinking Fund -NEW		-190,000			-190,000		-190,000		-190,000
HRA Hardship Fund	-172,513				-172,513		-172,513		-172,513

Description	Balance Brough Forward 1/4/2020	Addition to Reserves 2020-21	Directorates Draw Down From Reserves	Corporate Reserves Movements	Balance Carry Forward 31/03/2021	Reserves Committed to future MTFS	Total Reserves	Realignment	Final Reserves
HRA Regeneration Reserve	-25,000				-25,000		-25,000		-25,000
HRA Repair Reserve	-163,756				-163,756		-163,756		-163,756
<b>Total Earmarked Reserves</b>	<b>-25,687,123</b>	<b>-7,313,601</b>	<b>2,910,165</b>	<b>-8,197,923</b>	<b>-38,288,483</b>	<b>0</b>	<b>-38,288,483</b>	<b>0</b>	<b>-38,288,483</b>
									0
Business Risk Reserve	-7,526,000		366,054		-7,159,946		-7,159,946	1,809,946	-5,350,000
Budget Planning Reserve	-2,628,689	-651,950		-6,734,786	-10,015,425		-10,015,425	-6,673,336	-16,688,761
Children's Social Care Reserve	-2,286,000				-2,286,000		-2,286,000	952,000	-1,334,000
Capacity Build/ Transformation Reserve	-3,221,091		0		-3,221,091		-3,221,091	1,221,091	-2,000,000
MTFS Implementation Reserve	-1,775,209				-1,775,209		-1,775,209	1,425,526	-349,683
Commercialisation Reserve	-1,264,773				-1,264,773		-1,264,773	1,264,773	0
<b>Total Non-Earmarked Reserves</b>	<b>-18,701,762</b>	<b>-651,950</b>	<b>366,054</b>	<b>-6,734,786</b>	<b>-25,722,444</b>	<b>0</b>	<b>-25,722,444</b>	<b>0</b>	<b>-25,722,444</b>
					0				0
<b>Total non General Fund Reserves</b>	<b>-44,388,885</b>	<b>-7,965,551</b>	<b>3,276,219</b>	<b>-14,932,709</b>	<b>-64,010,926</b>	<b>0</b>	<b>-64,010,926</b>	<b>0</b>	<b>-64,010,926</b>
									0
<b>General Fund Reserves</b>	<b>-10,000,000</b>				<b>-10,000,000</b>		<b>-10,000,000</b>		<b>-10,000,000</b>

Environment & Enterprise Directorate  
Revenue Carry Forward Requests 2013-14

		Amount					
Revenue Carry Forward Request 2020-21							Appendix 3
		Council Funding	Ring Fenced Grant Funding	Non Ring Fenced Grant Funding	Total Carry Forward		
Division	Description	£	£	£	£	Reason for Carry Forward & Consequences of not carrying forward.	Budget manager
<b>Carry Forward Request 2020-21</b>							
Enterprise	West London Alliance - Strategic Investment Pot - Enabling Fund Digital		£81,937		<b>£81,937</b>	The WLA Strategic Investment Pot - Using Public Assets to Unlock Digital Infrastructure project "Enabling Fund" will be used to support the delivery of digital infrastructure in the borough. Cabinet approved the draft Digital Infrastructure Strategy for consultation with external stakeholders in Feb 2021. This funding will be used to provide additional specialist consultancy advice, or specialist Legal input where required.	David Sklair
Enterprise	West London Alliance - Strategic Investment Pot - Businesses & Skills funding		£101,348		<b>£101,348</b>	The works have been committed and will continue into 2021/12, to provide support to residents on skills and apprenticeship and to support entrepreneurs and micro businesses.	Victoria Issacs
Enterprise	DWP - Harrow Brokerage Programme		£24,510		<b>£24,510</b>	To continue to deliver works in 2021/22. Unable to deliver contract if not carried forward	Victoria Issacs
Environmental Services	West London Waste Authority - Food Waste project funding		£500,000		<b>£500,000</b>	Following the approval of business case by WLWA, A £0.5m is allocated to Harrow to deliver a food waste pilot project for flats above shops / commercial premises. The money was provided in late March 2021. The project is to be delivered in 2021-22.	Rebecca Johnson
Culture	Sport England - National Leisure Recovery Fund		£307,382		<b>£307,382</b>	Harrow was awarded a total NLRP of £523,642 (£464,475 originally plus £59,167 top up) to support our leisure provider Everyone Active. Under the T&Cs, 30% of the funding can be used to fund lockdown costs in 2020/21. This is equivalent to £157,092.60, and has been paid to EA. The top up grant is yet to be received, therefore the amount c/fwd is £307,382 (£464,475 - £157,092.60).	Tim Bryan
Culture	London Youth Games Grant - Nike Development		£805		<b>£805</b>	Due to Covid-19 there has been a delay in completing the delivery of the handball competition as part of the London Youth Games. London Youth Games has provided a letter confirming approval to carry forward the remaining grant to the next financial year.	Tim Bryan
Environmental Services	Department for Transport - Emergency Active Travel Fund		£10,191		<b>£10,191</b>	Unspent fund is set aside for the removal of streetspace schemes	David Eaglesham
Environmental Services	Redundancies associated with Phase 3 of the divisional restructure	£150,000			<b>£150,000</b>	Phase 3 restructure is delayed and will now take place in 2021/22. Some job losses are anticipated in accordance with the overall restructure proposal. £150k is estimated based on an average payment of £30k for 5 posts.	Michael Butler

		Council Funding	Ring Fenced Grant Funding	Non Ring Fenced Grant Funding	Total Carry Forward		
Division	Description	£	£	£	£	Reason for Carry Forward & Consequences of not carrying forward.	Budget manager
	<b>Carry Forward Request 2020-21</b>						
Planning	Heat Network Delivery Unit (HNDU) grant (former Department of Energy and Climate Change)		£48,000		<b>£48,000</b>	Work on potential heat network serving the main Council regeneration sites was put on hold as part of the broader review of the Regeneration programme. Consequently the work proposed to be undertaken using this grant was not progressed in 2019/20 nor 2020/21. Heat network considerations form part of the newly appointed Harrow Strategic Development Partner, so grant likely to be spent in 2021/22. Grant condition requires it to be spent on heat network investigations.	David Hughes
Enterprise	JCP DWP grant - Raising Ambition Harrow, to support unemployed into work		£68,231		<b>£68,231</b>	Funding is exclusively for purpose, must be repaid if not used in accordance with contract. If the fund is not carried forward then the project will not be delivered and money will be clawed back. Reputational risk.	Victoria Issacs
316 Housing	NHS - Out of Hospital discharge Grant		£1,535		<b>£1,535</b>	To be used to in 2021/22 to continue to pay for initial emergency accommodation placements from hospital as instructed by leuan ap Rees, West London Homelessness Coordinator. If we do not carry £1,535 forward we will not be able to fund these placements	Paul Allen
Housing	Rough Sleeping Initiative (RSI) Grant		£163,208		<b>£163,208</b>	Carry forward to be used as part of 2021/22 funding as instructed by MHCLG. If we do not carry this forward our agreed 2021 Grant will be automatically reduced by £165,708	Paul Allen
Strategy	Community premises grant		<b>£73,102</b>		<b>£73,102</b>	ringfenced grant to be used to improve community premises in Harrow	Alex Dewsnap
Strategy	MOPAC grant funding		£149,375		<b>£149,375</b>	ringfenced grant funding	Rahel Gapp
Legal and Governance	Grand funding /governance		£23,000		<b>£23,000</b>	Government grant funding relating to elections with no time limit within members and elections section	Elaine McEachron
Corporate	Year end SERCOP adjustments	£338,769			<b>£338,769</b>	Year end accounting adjustments required by SERCOP	Dawn Calvert
	<b>Total 2020-21</b>	<b>£488,769</b>	<b>£1,552,625</b>	<b>£0</b>	<b>£2,041,394</b>		

2020-21 Savings Update								
Item No	Unique Reference No.	Headline Description re: saving / reduction	2020-21	2021-22	2022-23	Total	Rag Rating	Comment - (Comment relates to 2020/21 savings only)
	(1)	(3)	(10)	(11)		(12)		
			£000	£000	£000	£000		
<b>Resources Directorate</b>								
1	RES 2	Access Harrow /Contact Cente - delete one post in the Adults team	(35)			(35)	Green	Savings achieved, post deleted prior to 2020/21.
2	RES 3	Revenues - delete 0.5 FTE which covers the Capita contract resilience	(25)			(25)	Green	Savings already removed from Revenues budget - achieved
3	RES 4	Benefits - delete two posts over two years	(33)	(33)		(66)	Green	£33k already removed from budget and on target to deliver the other £33k in 21/22
4	RES 5	Delete one FTE across finance function	(30)			(30)	Green	Savings already achieved , deletion of a vacant post.
5	RES 2019-20 S1-4	Reduction in Customer Channels (A) - closing telephony & email channels across Council Tax, Housing Benefits, Planning & Building Control and only accepting on-line applications following the release of new on-line services by April 2019.	(135)			(135)	Green	Savings already achieved , deletion of a vacant post.
6	RES 2019-20 S1-5	Reduction in Customer Channels (B) - closing telephony & email channels across Council Tax, Housing Benefits, Planning, Building Control, Education, Parking & Switchboard and only accepting on-line applications following the release of new on-line services by April 2019/20.	(175)	(175)		(350)	Amber	Savings at risk, first year implementation in Revenues and Benefits sections should have started from 1st October 2020, however the preparatory work (digital services and consultation) are not complete as staff are not allowed in the office due to COVID situation. Progress
7	RES 2019-20 S1-6	Review of Business Support for Children's Services - Lean review of Children's' Services and associated business support.	(20)			(20)	Green	Savings achieved, post deleted prior to 2020/21.

2020-21 Savings Update								
Item No	Unique Reference No.	Headline Description re: saving / reduction	2020-21	2021-22	2022-23	Total	Rag Rating	Comment - (Comment relates to 2020/21 savings only)
	(1)	(3)	(10)	(11)		(12)		
			£000	£000	£000	£000		
8	RES 2019-20 S1-13	Additional Legal Hours 'Growth of £530k was added to the budget for 2019/20 in connection with additional usage within Harrow of legal services. Only 50% of this growth is required in 2019/20 and the remaining 50% can be fully removed in 2020/21.	(265)			(265)	Green	Savings achieved
9	RES	<b>Investment Income :</b> Income from investing in commercial properties		(1,726)		(1,726)	Purple	
29	COR 04	Income from £100m Investment Property Purchase	(150)	(1,175)	(1,175)	(2,500)	Green	Savings achieved for 2020/21. The savings on the shedule are net figures. For 2020/21 gross saving is £450k while the capital financing cost is £300k. For 2021/22 and 22/23 the gross savings are £3.525m in each year while the capital financing cost is £2.350m in each year.
		<b>Resources total</b>	<b>(868)</b>	<b>(3,109)</b>	<b>(1,175)</b>	<b>(5,152)</b>		
<b>People Directorate</b>								

2020-21 Savings Update								
Item No	Unique Reference No.	Headline Description re: saving / reduction	2020-21	2021-22	2022-23	Total	Rag Rating	Comment - (Comment relates to 2020/21 savings only)
	(1)	(3)	(10)	(11)		(12)		
			£000	£000	£000	£000		
10	PC_01	<p><b>Reduction in expenditure in relation to children's placements, accommodation and client related spend.</b></p> <p>Targeted early intervention and support to prevent young people from coming into care or stepping young people down from care where it is safe to do so. Targeted actions continue to reduce the average cost of service provision through negotiation with providers and continued maximisation of capacity available within block contracts services and council properties.</p>	(410)	(410)		(820)	Amber	Monitoring of achievement is required during the year as savings are at risk due to fluctuations in demand
<b>Children and Young People Total</b>			<b>(410)</b>	<b>(410)</b>		<b>(820)</b>		
<b>Community Directorate</b>								
11	COM_20.21_S01	<p>Substitute funding for 2 existing job brokers with external grant in 2020/21. External funding has been secured as part of Strategic Investment Pot (SIP) over 2 years. Part of this grant is earmarked for funding staffing costs. The proposed funding substitution means the delivery of the programme will have to be incorporated into the work of existing staff. If no further funding is secured beyond 2020/21, one post will be deleted and the other one retained.</p>	(90)	45		(45)	Green	Saving achieved.

2020-21 Savings Update								
Item No	Unique Reference No.	Headline Description re: saving / reduction	2020-21	2021-22	2022-23	Total	Rag Rating	Comment - (Comment relates to 2020/21 savings only)
	(1)	(3)	(10)	(11)		(12)		
			£000	£000	£000	£000		
13	COM_20.21_S02	Automatic Public Convenience (APC) 'The removal of the APC situated at Pinner Road in previous year results in a saving on hire and maintenance costs.	(25)			(25)	Green	Saving achieved. The lease of the APC has been terminated.
14	COM_20.21_S03	Removal of base budget from October 2020 for 4 positions that are currently 67% grant funded - either securing further external funding to 100% fund these posts or deleting the posts. These 4 FTC positions are created as part of the successful bid to HLF for the Headstone Manor refurbishment project. HLF funding will end in Sept 2020, thereby the future of these posts will be dependent on the availability of further external funding.	(22)	(22)		(44)	Red	The removal of base budget from October 2020 for 4 positions that are currently 67% grant funded is expected to be delayed until 31 March 2021. This is a direct result of the onset of the pandemic; it is expected, however, that this saving will be achieved in full in 2021/22.
15	COM_20.21_S04	Achieving full cost recovery from Travellers site-'The council has a duty to provide suitable accommodation for Gypsy and Travellers and use Watling farm site for this purpose.Saving proposal is to seek a cost neutral outcome for the council to be achieved by increased charges to the current licensees and/or agreement for the cost of repairs and maintenance to be passed over to the occupiers.		(14)		(14)	Purple	Awaiting plan from Head of Resident Services

2020-21 Savings Update								
Item No	Unique Reference No.	Headline Description re: saving / reduction	2020-21	2021-22	2022-23	Total	Rag Rating	Comment - (Comment relates to 2020/21 savings only)
	(1)	(3)	(10)	(11)		(12)		
			£000	£000	£000	£000		
16	COM_20.21_S05	Reduction in EACH contract and Sheltered housing support from April 2020- Each contract to be transferred to floating support scheme and reduction in sheltered housing support proposed to finance through enhanced housing management service charge which is HB eligible/ or reduce scope of the service provided.		(68)		(68)	Purple	[1] EACH contract £30k transfer to Floating Support - expected to be achieved through FHSG [2] Sheltered Hsg Support - expected to achieve through reduction in scope service and enhanced management charge which is eligible for Housing Benefit - Domestic Abuse services contract with Hestia (to which Housing contributes GF budget for refuge and floating support) extended. Project team in place for procurement exercise - currently seeking feedback from internal colleagues on current services.
17	COM_20.21_S06	Removal of GF funded base budget for 1 position from April 2020 - As part of the Housing Services management re organisation the vacant post of Head of Service for Business Development & Transformation has been deleted.	(18)			(18)	Green	Savings achieved.
18	COM_20.21_S07	Building Control - Additional income from commercialisation of the service		(20)		(20)	Purple	Future year saving, however the health pandemic is likely to adversely impact on the number of building control applications as a slow economic recovery is anticipated.
19	COM	Income from expansion of Central Depot	(681)			(681)	Red	The target was originally added to the MTFs to reflect the funding for the capital financing costs of the depot redevelopment project. The timeline for completing the project has been delayed. This target is now included in the wider financial and commercial review, which is being worked through to identify mitigations.

2020-21 Savings Update								
Item No	Unique Reference No.	Headline Description re: saving / reduction	2020-21	2021-22	2022-23	Total	Rag Rating	Comment - (Comment relates to 2020/21 savings only)
	(1)	(3)	(10)	(11)		(12)		
			£000	£000	£000	£000		
20	CC_2	Library Strategy Phase 2 - delivery of network of libraries and library regeneration The original saving relates to the relocation of Gayton Library and Wealdstone Library. The new town centre library that replaces Gayton Library will be built by the developer as part of the redevelopment of 51 College Road. The latest timescale suggests that the new library will become operational no later than March 2020. Therefore the saving relating to Gayton Library (£159k) needs to be re-profiled to 2020/21 at the earliest.	(159)			(159)	Green	Gayton Library will be replaced by the new town centre library. The fit out of the new library was originally scheduled to be completed by the end of April 2020 with the new library due to open in mid-May 2020. This is now further delayed due to the health pandemic. However, an agreement has been reached with the landlord of Gayton Library for an extension to the lease until the 31st August 2020 on a rent free basis, therefore the MTFs saving can be achieved in full.

2020-21 Savings Update								
Item No	Unique Reference No.	Headline Description re: saving / reduction	2020-21	2021-22	2022-23	Total	Rag Rating	Comment - (Comment relates to 2020/21 savings only)
	(1)	(3)	(10)	(11)		(12)		
			£000	£000	£000	£000		
22	COM_19.20 S01	<p>Review of Libraries Service</p> <p>Review of operational arrangements to consider minimum staffing level and/or opening hours of libraries in the next 6-9 months through the work with the cross party working group. The estimated financial saving will be available once the proposal is developed. To deliver a service model in line with the new vision for Libraries which is to be developed by the cross party working group. Externalisation of the service will also be considered, to identify a suitable provider to deliver the service for the Council. It should be noted that, the libraries budget was insufficient to pay for Carillion's cost in the past due to the unbudgeted contract indexation. It remains the case for the in-house service provision, with an estimated budget pressure of circa £150k in 18/19 (to be met from one-off libraries reserve). There is a growth budget in the existing MTFS, originally intended for contract indexation (£175k in 19/20 and £25k in 20/21). This will be needed to fund the in-house service to meet the current operating arrangements.</p>	(50)			(50)	Green	Changes to opening hours and staffing reorganisation already completed during 2019/20. This saving in 2020/21 represents the full year effect of the reduction in staffing costs.

2020-21 Savings Update								
Item No	Unique Reference No.	Headline Description re: saving / reduction	2020-21	2021-22	2022-23	Total	Rag Rating	Comment - (Comment relates to 2020/21 savings only)
	(1)	(3)	(10)	(11)		(12)		
			£000	£000	£000	£000		
23	COM_19.20 S02	Increase in Planning fees Income NB: this is predicated on diverting further CIL monies to fund Harrow Local Plan Review instead of using planning income as originally planned.	50			50	Green	This figure shown in 2020/21 reflects a reduction of MTFS target from £100k in 2019/20 to £50k in 2020/21. Albeit not a saving target, it should be noted that the health pandemic resulted in an adverse impact on the number of planning applications in the early part of the financial year. This may be compensated by the income from Planning Performance Agreements and will be closely monitored.
24	COM_19.20 S04	Redevelopment of the Vernon Lodge Homelessness Hostel and the Atkins House Site The maximisation of the assets to increase the homelessness provision at Vernon Lodge while providing capacity to generate additional income at both Vernon Lodge and Atkins House, following Cabinet approval of the redevelopment work in July 18. Gross savings.	(80)	(643)		(723)	Red	Rent income from Atkins House following the completion of refurbishment work will ensure that the 2019/20 MTFS target of £130k is achieved in full in 2020/21. The MTFS targets of £80k and £643k in 2020/21 and 2021/22 respectively relate to the assumed rental income from the redevelopment of Vernon Lodge.  The originally planned scheme at Vernon Lodge is no longer progressed. A revised business case for the project is currently being reviewed, along with the inclusion of the Probation Centre as part of a wider proposal to provide homeless accommodation, to assess the financial viability of the scheme. Therefore the 2020/21 saving is not achievable, however there is a corresponding saving on capital financing cost as the capital budget is not spent. The Capital financing cost assumed in 2020/21 is £190k

2020-21 Savings Update								
Item No	Unique Reference No.	Headline Description re: saving / reduction	2020-21	2021-22	2022-23	Total	Rag Rating	Comment - (Comment relates to 2020/21 savings only)
	(1)	(3)	(10)	(11)		(12)		
			£000	£000	£000	£000		
26		Additional Financing Income : Banister (25k) Harrow Weald Toilet (£11k) Probation Centre (£275k) Drones (unmanned aerials) (£92k)		(403)		(403)	Purple	Future year saving, which reflects the capital financing cost of various capital projects. Some capital projects have been delayed or are being reassessed, therefore the MTFs target will have to be reviewed as part of 2021/22 refresh.
<b>Community Total</b>			<b>(1,075)</b>	<b>(1,125)</b>	<b>-</b>	<b>(2,200)</b>		
<b>Corporate</b>								
28	COR 03	SEN Transport efficiency from Transformation	(400)	(400)		(800)	Red	The saving in 2020/21 is not forecast to be achieved. This saving is being offset against underspends in the Capital financing budget.
31	COR 06	Transformation Target - additional £1m over and above SEN Transport target per annum		(1,000)	(1,000)	(2,000)	Purple	Future year savings
27	COR 02	Gayton Road - income from 53 PRS units	(450)	(144)	(47)	(641)	Green	Savings achieved
<b>Corporate Total</b>			<b>(850)</b>	<b>(1,544)</b>	<b>(1,047)</b>	<b>(3,441)</b>		
<b>Total Savings</b>			<b>(3,203)</b>	<b>(6,188)</b>	<b>(2,222)</b>	<b>(11,613)</b>		

<b>Green - Low or no risk to delivery of savings</b>	
<b>Amber - Medium/some risk to delivery</b>	
<b>Red - High risk to delivering forecast savings</b>	
<b>Purple</b>	

Clear delivery plans in place
Project running to timescale
Potential for slippage but project will be delivered as originally intended but not within timescale, so saving will not be fully realised.
Project may have started but will deliver <b>no</b> savings in the current financial year
Project cannot be delivered but underspends found else where to mitigate savings.
Future year's savings

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Appendix 5 – Capital Programme 2020/21

Project Definition	Original Programme	Realignment 20/21 budget in 19/20	19/20 Carry Forwards	Changes in Q1-Q4	2020/21 Revised Budget	Outturn	Variance	Slippage to 2021/22	(Over/underspend)	LBH	External/HR A	Write offs to revenue therefore creating a credit on capital	Reason for variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Capital cost of transition and transformation of ICT service	0	0	159	(85)	74	73	(1)	0	(1)	(1)			Budget no longer required – scheme complete
ICT Infrastructure & Corporate Applications	0	0	0	0	0	0	0	0	0	0			
IT Corporate System Refresh	0	0	0	0	0	0	0	0	0	0			
ICT Re-Commissioning	0	0	1,044	0	1,044	1,037	(6)	0	(6)	(6)			Budget no longer required – scheme complete
Ongoing refresh & enhancement of ICT	3,000	0	4,448	(1,765)	5,682	3,480	(2,202)	(2,201)	(1)	(1)			Funds required for various projects completion in 2021/22 which straddle two financial years, the main projects are as follows : Data centre, move to new new office hub, systems migration to cloud, wifi across the council buildings.
Devolved Applications refresh	1,700	0	927	(1,192)	1,436	598	(838)	(838)	0	0			Due to delays caused by COVID, projects delivery is delayed, the project will not be completed until Q3 next financial year.
SAP: Financial Leger/Systems Control Imp	0	0	56	(56)	0	0	0	0	0	0			
Waste Collector	0	0	25	0	25	0	(25)	(25)	0	0			Scheme to continue in 2021/22
ABAVUS	0	0	513	0	513	297	(216)	(216)	0	0			<b>Due to covid-related delays, this project is expected to continue until July 2021. We have been unable to work with frontline staff due to Covid restrictions.</b>
LAA Performance Reward Grant	0	0	59	0	59	0	(59)	(59)	0	0			Grant funded scheme to continue in 2021/22
Other Schemes (Council wide)	0	0	2,204	(2,204)	0	0	0	0	0	0			
IER Grant	0	0	0	0	0	0	0	0	0	0			
FM Minor Work	0	0	0	0	0	0	0	0	0	0			
Property Investment	0	0	94,407	(94,407)	0	0	0	0	0	0			
HR Shared Service	0	0	65	(65)	0	0	0	0	0	0			
Enterprise Resource Planning System	1,500	0	2,362	2,245	6,107	4,517	(1,590)	(1,590)	0	0			The Dynamics project will complete in July 2021
Legal Case Management System	0	0	0	41	41	41	0	0	0	0			
<b>TOTAL RESOURCES</b>	<b>6,200</b>	<b>0</b>	<b>106,268</b>	<b>(97,487)</b>	<b>14,981</b>	<b>10,044</b>	<b>(4,938)</b>	<b>(4,930)</b>	<b>(8)</b>	<b>(8)</b>	<b>0</b>	<b>0</b>	
<b>Commissioning and Environment &amp; Culture</b>													
Car Parks Infrastructure	15	0	4	0	19	17	(1)	(1)	0	0			Required for completion of work
City Farm/Pinner Park Farm	0	0	0	0	0	0	0	0	0	0			
Corporate Accommodation Maintenance	0	0	174	(117)	57	53	(5)	(4)	(1)	(1)			See note below for High Priority Planned Maintenance
High Priority Plan Maintenance Corporate Property	855	0	248	117	1,220	485	(736)	(727)	(9)	(9)			High Priority Planned Maintenance (£731k). Works in some buildings were delayed due to site visits not being able to take place under lockdown restrictions. The service has commissioned condition survey recently to inform the planned maintenance works in future. The carry forward budget will supplement 2021/22 capital programme to deliver the programme of works.

Project Definition	Original Programme	Realignment 20/21 budget in 19/20	19/20 Carry Forwards	Changes in Q1-Q4	2020/21 Revised Budget	Outturn	Variance	Slippage to 2021/22	(Over/underspend)	LBH	External/HR A	Write offs to revenue therefore creating a credit on capital	Reason for variance
Highway Drainage Improvements & Flood Defence Infrastructure	500	0	0	0	500	450	(50)	(50)	0	0			Flood Defence (£50k). Required for completion of work. The delay in completing the projects was due to the pandemic and winter weather which makes it unsuitable for site works.
Highway Improvement Programme	5,000	0	0	37	5,037	5,037	0	0	0	0			
Parking Management Programme	300	0	0	0	300	294	(6)	0	(6)	(6)			Small underspend in various parking schemes.
Neighbourhood Investment Scheme	0	0	0	0	0	0	0	0	0	0			
Waste and Recycling	150	0	7	0	157	143	(14)	(14)	(1)	(1)			CA site infrastructure (£14k). The budget is set aside for the construction of a canopy to protect the dry recyclables bay in 2021/22, once the planning application is approved.
Section 106 Schemes for Highways	0	0	0	0	0	0	0	0	0	0			
Street Lighting Improvement Programme	1,000	0	0	0	1,000	1,000	(0)	0	(0)	(0)			
TfL Principal Road Maintenance	0	0	0	0	0	0	0	0	0	0			
TfL Transport Capital	1,291	0	0	(761)	530	530	(0)	0	(0)		(0)		
Trade Waste	100	0	138	0	238	163	(76)	(76)	0	0			Waste bins (£76k). Bin orders were placed but the delivery was delayed due to long lead in time from the manufacturers.
Town Centre Regeneration	0	0	0	0	0	0	0	0	0	0			
Harrow Green Grid	150	0	67	0	217	217	(0)	0	(0)	(0)			
CCTV cameras and equipment at the depot	50	0	0	0	50	5	(45)	(50)	5	5			Required for completion of work. CCTV installation delayed due to consultation.
CCTV Infrastructure	0	0	1,265	(1,246)	18	18	0	0	(0)	(0)			
Parks Infrastructure	675	0	276	0	951	767	(184)	(149)	(35)	(35)			Parks Infrastructure (£149k). Funding was allocated to works at various parks during the year. The works were put on hold due to lockdown restrictions, but they are now being undertaken and will be completed in 2021/22.
Parks Litter Bins	0	0	0	0	0	0	0	0	0	0			
Green Gym	0	0	0	0	0	0	0	0	0	0			
Parks Playground Improvement	250	0	123	0	373	327	(46)	(46)	0	0			Playground improvement (£46k). Resurfacing works to playgrounds were delayed due to the pandemic.
Street Litter Bins	0	0	29	0	29	29	(0)	0	(0)	(0)			
Harrow Weald Toilet Block	0	0	149	0	149	80	(69)	(69)	0	0			The pandemic had slowed down the works, but they are now resumed and will be completed in 2021/22. The redeveloped buildings are expected to generate a rent income which has been assumed in the existing MTFS with a saving of £36k profiled in 2021/22.
Redevelopment of Rayners Lane Toilet Block	0	0	71	0	71	(99)	(170)	(170)	0	0			Rayners Lane toilet block (£170k). The project is no longer going ahead as approval was obtained for the disposal of this asset at Cabinet March 2021. The funding is proposed to be repurposed to top up the Leisure and Libraries Infrastructure Fund in 2021/22 as additional projects have since been identified since the approval of the Capital Programme.

Project Definition	Original Programme	Realignment 20/21 budget in 19/20	19/20 Carry Forwards	Changes in Q1-Q4	2020/21 Revised Budget	Outturn	Variance	Slippage to 2021/22	(Over/underspend)	LBH	External/HR A	Write offs to revenue therefore creating a credit on capital	Reason for variance
Redevelopment of Vernon Lodge & Atkins House	1,324	0	7,858	(9,177)	5	(591)	(596)	0	(596)	0		(596)	The project is no longer going ahead as the revised business case indicated that it is not financially viable. Costs incurred in previous years are abortive, and therefore written off to revenue account, hence creating a credit sum in the capital account in 2020/21.
Vehicle Procurement	0	0	7,659	(7,234)	425	0	(425)	(425)	0	0			Vehicle procurement (£425k). The budget was set aside for the replacement of mechanical sweepers, which was delayed as options were explored to encourage the move to greener fleet.
Depot Redevelopment	5,650	0	8,921	0	14,571	10,503	(4,069)	(4,069)	0	0			Depot redevelopment (£4.068m). The redevelopment work is ongoing and based on the latest construction completion timeline, the project is scheduled to be completed in 2021/22. There was a MTFS target of £681k in 2020/21 associated with this project. This was not achieved and was reversed as part of the 2021/22 MTFS process.
Headstone Manor - Park for People Project	0	0	897	0	897	739	(158)	(158)	0	0			Headstone Manor Park for People project (£158k). The project is externally funded. The delay in completing the projects was due to the pandemic and winter weather which makes it unsuitable for site works.
Probation Centre	3,000	0	2,000	(5,000)	0	0	0	0	0	0			
Wealdstone Major Transport Infrastructure	2,700	0	0	(1,700)	1,000	1,000	0	0	0	0			
Headstone Manor Flood Alleviation Scheme	1,218	0	0	400	1,618	1,148	(470)	(470)	0	0			Flood Alleviation project (£470k). The project is externally funded. The delay in completing the projects was due to the pandemic and winter weather which makes it unsuitable for site works.
NIS - Kenton West	0	0	0	0	0	0	0	0	0	0			
Bannisters Former Civil Defence Building	0	0	348	0	348	41	(306)	(306)	0	0			The pandemic had slowed down the works, but they are now resumed and will be completed in 2021/22. The redeveloped buildings are expected to generate a rent income which has been assumed in the existing MTFS with a saving of £36k profiled in 2021/22.
Unmanned Aerial Vehicles	0	0	400	(400)	0	0	0	0	0	0			
Sec 106 Banister Sport Pitch	0	0	1,159	0	1,159	880	(279)	(279)	0	0			Bannister Sports Centre (£228k). The delay in completing the 3G Artificial Grass Pitch Works was due to timetabling of works with the grass pitch works and remedial works required to the pitch surface. Pitch works are a planning condition requirement relating to the redevelopment of Harrow View West.  Harrow Weald pavilion (£50k). There was a delay in completing the electrical works due to the need to install a new meter.
Harrow Arts Centre	1,021	0	1,110	0	2,131	1,295	(836)	(836)	0	0			Harrow Arts Centre (£870k). This project is externally funded. The works are ongoing, and the construction of new build will commence following planning approval. The project is scheduled to complete in 2021/22.
Headstone Manor	0	0	0	0	0	0	0	0	0	0			

Project Definition	Original Programme	Realignment 20/21 budget in 19/20	19/20 Carry Forwards	Changes in Q1-Q4	2020/21 Revised Budget	Outturn	Variance	Slippage to 2021/22	(Over/underspend)	LBH	External/HR A	Write offs to revenue therefore creating a credit on capital	Reason for variance
HAC/Museum - ICT	0	0	0	0	0	0	0	0	0	0			
Central Library Refit/Refurb	0	0	1,009	53	1,062	1,062	0	0	0	0			
Refurbishment of 3 Libraries	150	0	150	(300)	0	0	0	0	0	0			
Libraries and Leisure Capital Infrastructure	150	0	232	(53)	329	165	(165)	(163)	(1)	(1)			Leisure and Libraries Infrastructure (£163k). Various improvement works at libraries and Hatch End pool are ongoing. The lead in time required to order materials and contractor staff resource issues had delayed the completion of these projects.
Harrow Arts Centre Capital Infrastructure	300	0	0	0	300	266	(34)	(34)	0	0			See note above for Harrow Art Centre
Harrow Museum Capital Infrastructure	104	0	0	(60)	44	41	(3)	(3)	0	0			Required for completion of work
<b>Total Commissioning and Environment &amp; Culture</b>	<b>25,953</b>	<b>0</b>	<b>34,291</b>	<b>(25,440)</b>	<b>34,804</b>	<b>26,063</b>	<b>(8,741)</b>	<b>(8,098)</b>	<b>(643)</b>	<b>(47)</b>	<b>0</b>	<b>(596)</b>	
<b>Housing</b>													
Disabled Facilities Grants	2,030	(75)	14	337	2,306	1,058	(1,248)	(398)	(850)	(850)			DFGs (£398k)-Mandatory grant adaptations were delayed due to access to properties not being able to take place due to lockdown restrictions but are now being undertaken and will be completed in 2021/22. As a result of lockdown restrictions , £850k of the budget was underspent in 2020/21.
Empty Property Grant	450	0	0	(330)	120	101	(19)	0	(19)	(19)			Budget not required-scheme complete.
Improvement grant	0	0	0	0	0	0	0	0	0	0			
Housing Property Purchase - 100 Homes	0	0	24	3	27	27	(0)	0	(0)	(0)			
Housing Property Purchase - 50 Homes	0	0	7,387	(305)	7,082	5,314	(1,767)	(958)	(809)	(809)			Property Acquisition Programme (£958k) This is for the completion of the acquisition and works to the remaining 3 properties of the programme, which will conclude in 2021/22. The remaining £809k is unspent as a result of the pandemic where lockdown restrictions prevented further properties from being sourced.
<b>Total Housing</b>	<b>2,480</b>	<b>(75)</b>	<b>7,425</b>	<b>(295)</b>	<b>9,535</b>	<b>6,500</b>	<b>(3,035)</b>	<b>(1,356)</b>	<b>(1,679)</b>	<b>(1,679)</b>	<b>0</b>	<b>0</b>	
<b>Enterprise and Planning</b>													
New Planning IT system	0	0	875	0	875	385	(490)	(490)	0	0			Planning IT replacement (£490k). There was a delay in the procurement exercise, which has now been concluded. The project will move to implementation stage with completion anticipated in 2021/22.
Harrow High Street Fund	1,000	0	737	(1,387)	350	201	(148)	(136)	(13)		(13)		Harrow High Street Fund (£136k). This project is CIL funded. The delay in completion was due to changes made to the High street programme during the year, the delay in cycle routes delivery, and a late start of the consultation programme on the local centres. The budget is part of a multiyear allocation and so the budget carry forward can be used to continue scheme delivery in 2021/22.
Neighbourhood CIL Schemes	0	0	157	0	157	59	(99)	(84)	(15)		(15)		Neighbourhood CIL projects (£84k). The delivery of approved projects in various wards in 2020/21 will continue in 2021/22.



Project Definition	Original Programme	Realignment 20/21 budget in 19/20	19/20 Carry Forwards	Changes in Q1-Q4	2020/21 Revised Budget	Outturn	Variance	Slippage to 2021/22	(Over/underspend)	LBH	External/HR A	Write offs to revenue therefore creating a credit on capital	Reason for variance
Integrated Health Model	0	0	85	(85)	0	0	0	0	0	0			
Assistive Technology	500	0	0	(245)	255	230	(25)	(25)	(0)	(0)			Assistive Technology slippage due to delays in the implementation and review of the Assistive Technology pilot.
In-House Residential	125	0	55	(105)	75	52	(23)	(16)	(7)	(7)			Slippage relates to the Wiseworks Ridgeway project which will be completed in 2021/22.
<b>Total Adults</b>	<b>625</b>	<b>0</b>	<b>140</b>	<b>(435)</b>	<b>330</b>	<b>281</b>	<b>(49)</b>	<b>(41)</b>	<b>(8)</b>	<b>(8)</b>	<b>0</b>	<b>0</b>	
Healthy Pupil Capital Fund	0		78	0	78	69	(9)	(9)	0	0			Healthy Pupils Capital Fund ring fenced grant
<b>Total Public Health</b>	<b>0</b>	<b>0</b>	<b>78</b>	<b>0</b>	<b>78</b>	<b>69</b>	<b>(9)</b>	<b>(9)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Children</b>													
School Amalgamation	0	10	544	176	730	76	(654)	(654)	0	0	0	0	Amalgamation works delayed due to Covid-19
Bulge Classes	0	0	552	(552)	0	0	0	0	0	0	0	0	
Schools Capital Maintenance	0	0	1,939	1,325	3,264	1,014	(2,250)	(2,245)	(5)	0	(5)		Capital maintenance works delayed due to Covid-19
Devolved Formula Non VA Schools	0	0	53	0	53	0	(53)	(53)	0	0	0	0	Ringfenced grants for schools
Secondary Expansions	0	0	13,233	(13,233)	0	0	0	0	0	0	0	0	
SEN Provision	621	0	5,965	(6,512)	75	10	(65)	(69)	4	0	4		Ringfenced grants for school expansion to support projects in 2021/22
Schools Expansion Programme - Phase 2	0	0	1,266	(1,148)	118	95	(23)	(23)	0	0	0	0	Ringfenced grants for school expansion to support projects in 2021/22
Schools Expansion Programme - Phase 3	0	0	0	0	0	0	0	0	0	0	0	0	Ringfenced grants for school expansion to support projects in 2021/22
Hatch End MUGA	0	0	0	0	0	0	0	0	0	0	0	0	
Childrens IT Development	0	0	264	0	264	42	(222)	(222)	0	0			Funding slipped to support projects in 2021/22
Day respite Provision	400	0	0	(400)	0	0	0	0	0	0	0	0	
Childrens Services Buildings Programme Works	100		0	0	100	58	(42)	(42)	0	0			Children's Centres works delayed due to Covid-19
<b>Total Children</b>	<b>1,121</b>	<b>10</b>	<b>23,817</b>	<b>(20,344)</b>	<b>4,603</b>	<b>1,295</b>	<b>(3,309)</b>	<b>(3,307)</b>	<b>(2)</b>	<b>0</b>	<b>(1)</b>	<b>0</b>	
<b>TOTAL PEOPLE</b>	<b>1,746</b>	<b>10</b>	<b>24,034</b>	<b>(20,779)</b>	<b>5,011</b>	<b>1,645</b>	<b>(3,366)</b>	<b>(3,357)</b>	<b>(9)</b>	<b>(8)</b>	<b>(1)</b>	<b>0</b>	
<b>TOTAL GENERAL FUND</b>	<b>42,773</b>	<b>(125)</b>	<b>200,384</b>	<b>(170,769)</b>	<b>72,263</b>	<b>42,059</b>	<b>(30,204)</b>	<b>(20,684)</b>	<b>(9,520)</b>	<b>(1,741)</b>	<b>(28)</b>	<b>(7,750)</b>	
Housing Programme	5,725	(621)	5,213	(4,713)	5,604	3,793	(1,811)	(1,811)	0	0			Relates to slippage of £1.759m for compliance & safety works for existing council houses identified in 2020/21 to be completed in 2021/22 and £0.052m earmarked for the mandatory housing IT system replacement.
NSAP-Next Steps Accommodation Programme	0	0	0	1,100	1,100	0	(1,100)	0	(1,100)	(500)	(600)		Next Steps Accommodation Programme funding secured via the GLA of £1.1m to acquire 5 x studio flats on the open market in Harrow. The allocation was only confirmed in Autumn 2020 and by then property prices had increased and the service were unable to source suitable vacant studio flats at an affordable price. After discussion with the GLA, it was agreed to hand back the grant allocation and submit a bid in 21/22 to acquire vacant 1 bed properties which are more widely available.

Project Definition	Original Programme	Realignment 20/21 budget in 19/20	19/20 Carry Forwards	Changes in Q1-Q4	2020/21 Revised Budget	Outturn	Variance	Slippage to 2021/22	(Over/underspend)	LBH	External/HRA	Write offs to revenue therefore creating a credit on capital	Reason for variance
Grange Farm Phase 1 & Phase 2	12,553	(240)	3,523	(5,651)	10,185	4,558	(5,628)	(5,628)	0	0			The pandemic slowed down the scheme works but these have now resumed and will continue in 2021/22 to enable demolition prior to construction of new homes.
Affordable Housing	5,252		315	(2,207)	3,360	2,938	(423)	(423)	0	0			relates to BCHFL which, combined with Grange Farm, will contribute towards the overall programme approved by Council 11 <sup>th</sup> February 2021 to deliver some six hundred and sixty new homes across the Borough
Affordable Housing - Infill Phase 2	0		0	0	0	0	0	0	0	0			
Gayton Road	0		0	0	0	0	0	0	0	0			
Other Schemes	12,768	275	6,294	(17,008)	2,329	1,249	(1,079)	(1,079)	0	0			relates to BCHFL which, combined with Grange Farm, will contribute towards the overall programme approved by Council 11 <sup>th</sup> February 2021 to deliver some six hundred and sixty new homes across the Borough
<b>TOTAL HRA</b>	<b>36,298</b>	<b>(586)</b>	<b>15,345</b>	<b>(28,479)</b>	<b>22,578</b>	<b>12,537</b>	<b>(10,041)</b>	<b>(8,941)</b>	<b>(1,100)</b>	<b>(500)</b>	<b>(600)</b>	<b>0</b>	
<b>Total General Fund and HRA</b>	<b>79,071</b>	<b>(711)</b>	<b>215,729</b>	<b>(199,248)</b>	<b>94,841</b>	<b>54,596</b>	<b>(40,245)</b>	<b>(29,625)</b>	<b>(10,620)</b>	<b>(2,241)</b>	<b>(628)</b>	<b>(7,750)</b>	

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## **Appendix 6 – Council Trading Company Update 2020/21, Quarter 4**

### **Introduction**

1. As at Quarter 4 2020/21, the Council’s trading structure consists of four separate legal entities set out in table 1 below and presented as a flow chart at the end of this report along with detailed financial results.

**Table 1: Harrow Council Trading Structure**

<b>Name</b>	<b>Legal Structure</b>	<b>Date Started Trading</b>
Concilium Group Limited (Holding Company)	UK Limited Company	November 2015
Concilium Business Services Limited	UK Limited Company	November 2015
Sancroft Community Care Limited	UK Limited Company	January 2018
Concilium Assets LLP	Limited Liability Partnership	January 2019

2. These entities have been set up to provide a financial or other benefit to the Council whilst enabling it to undertake specific commercial activities. Harrow Council either directly or indirectly holds a 100% controlling interest in each of them.

### **Background**

3. Concilium Group Ltd. is a wholly owned commercial subsidiary of the Council, set up with the dual purpose of consolidating the financials of its subsidiaries and to act as the minority partner in a Council controlled Limited Liability Partnership (Concilium Assets LLP).
4. Concillium Business Services Ltd is a wholly owned subsidiary of Concillium Group Ltd. Until February 2019 its principal source of revenue came from the property management of 100 homes, managed on behalf of Harrow Council. Its activities are now kept to a minimum.
5. Sancroft Community Care Ltd is a wholly owned subsidiary of Concilium Group Ltd. It was set up to take over the operation of the now 62 bed residential care home for the elderly. 45 of these beds are block contracted with the London Borough of Harrow for five years.
6. Concilium Assets LLP (The LLP) is a Limited Liability Partnership owned 95% by Harrow and 5% by Concilium Group Ltd, set up to enable direct private rental sector (PRS) property investment activities. 53 PRS units on Gayton Road were transferred to the LLP in July 2019 on a 10 year lease for rent to the private market.

### **Financial Implications**

7. The accounting year end for all of these entities is the 31<sup>st</sup> March in line with the council’s year end. This report references detail for financial years ended 2020 and 2021 along with a summary for financial years ended 2022 and 2023.

8. Financial accounts have been prepared for the year ended 31<sup>st</sup> March 2020 for Sancroft Community Care Limited and Concilium Assets LLP. Audits of these accounts have been completed. Group accounts have been prepared for Concilium Group Limited and Concilium Business Services Limited. These accounts are currently being audited. For reporting purposes, Concilium Group Limited is classified as a dormant entity. The published financial position for the companies for the year ending 31<sup>st</sup> March 2020 is summarised in Table 4.
9. The detailed annual forecast position to 31<sup>st</sup> March 2021 for the council's trading structure has been summarised in Table 5. These figures have not yet been subject to audit.
10. The annual forecast position for the council's trading structure has been summarised in Table 6. The table covers financial years 2020/21, 2021/22 and 2022/23 in line with the respective business plans.

### **Concilium Business Services Ltd**

11. Concilium Business Services Ltd has undergone a strategic change of direction and the details were presented as part of the part two savings tracker to Cabinet in July 2019. As a result, the company is now only responsible for the legal ownership of 2 homes. The company retains 5% of the income collected from these tenants, distributing the remaining 95% back to the Council.
12. The entity is now trading as a principal as opposed to an agent, thus retaining legal ownership of these properties and neither charging a management fee nor undertaking any property management/agency activities.
13. The future financial position in Table 6 assumes that Concilium Business Services Limited shall remain active with minimal activities which may be subject to change in the coming years as there is a view to winding down the company.

### **Sancroft Community Care Ltd**

14. The audited financial information for Sancroft Community Care Ltd for the year ending 31<sup>st</sup> March 2020 is summarised in Table 4 at the end of this report. A financial summary of Sancroft's performance against its business plan (budget) for 2020/21 is presented in Table 2 below.

**Table 2: Sancroft Forecast Annual Position as at 31<sup>st</sup> March 2021**

<i>Negative/(Positive)</i>	Full year Forecast	Annual Budget	Forecast Budget Variance
Total Income	(2,359,038)	(2,419,349)	60,311
Total Expenditure	2,290,791	2,363,116	(72,325)
<b>(Net Profit)/Loss</b>	<b>(68,247)</b>	<b>(56,233)</b>	<b>(12,014)</b>

15. The full business plan (refreshed) for Sancroft Community Care Ltd was presented as Appendix 8 (exempt) to the 12<sup>th</sup> September 2019 Cabinet report and approved along with the detailed quarterly performance against budget for Q1 2019/20 as Appendix 7 (exempt).
16. The forecast remains volatile due to the impact of Covid-19 and the continued uncertainty for the remainder of the year.

### Concilium Assets LLP

17. Concilium Assets LLP has had its first year of trading extended for commercial reasons and its prior year shortened. Dormant accounts were therefore filed for the 9 months ended 31<sup>st</sup> December 2018 and for accounting purposes the LLP has been trading since 1<sup>st</sup> January 2019 and has prepared audited accounts to the 15 months ended 31<sup>st</sup> March 2020.
18. The final business plan including financial model for Concilium Assets LLP was included as Appendix 9 (exempt) to the 12<sup>th</sup> September Cabinet report and approved by Cabinet. The figures reported in Table 6 are a reflection of the final approved business plan.
19. Performance against the LLP's business plan this year is reported below in Table 3. Results for the quarter are in line with the annual budget.

**Table 3: LLP Forecast Annual Position as at 31<sup>st</sup> March 2021**

<i>Negative/(Positive)</i>	Full year Forecast	Annual Budget (B-Plan)	Forecast Budget Variance
Total Income	(1,080,945)	(1,072,113)	(8,832)
Total Expenditure*	1,054,317	605,303	449,014
<b>(Net Profit)/Loss</b>	<b>(26,628)</b>	<b>(466,810)</b>	<b>440,182</b>

\* See paragraphs 20 - 22 below

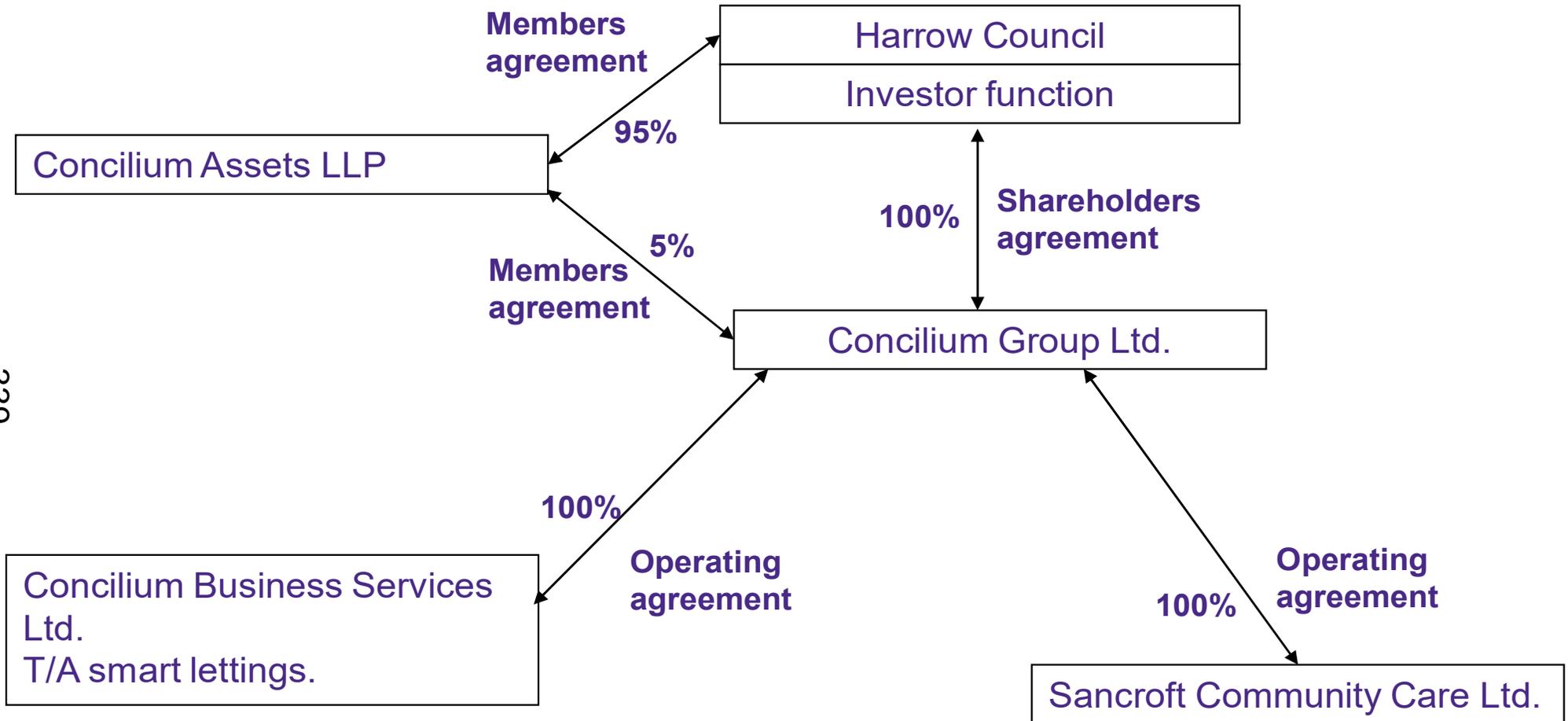
20. The Council charges the LLP 33% of its turnover (the lease rent) which is accounted for as an expense in the accounts of the LLP. This expense was not included in the business plan which accounts for the forecast budget variance. The lease rent is a direct benefit to the Council and is included in the MTFS.
21. The LLP accounts for 2019/20 include a technical adjustment spreading lease rent payments to the Council over the full term of the lease rather than accounting for them on a cash basis. The value of this adjustment for 2019/20 is £199,687 resulting in a loss in the audited company accounts for 2019/20 of £74,755. The £199,687 adjustment will be offset by rental income received in future years.
22. Any remaining profit is distributed back to the council as a dividend. The position for the LLP including these distributions is published in the business plan and included in the council's MTFS. The amount paid to the Council in respect of lease rent and dividend for 2021/21 was £451k.

## Funding Arrangements

23. Concilium Assets LLP was granted a start-up loan of £175,000 which was fully drawn down in 2019. An additional short term loan facility to the LLP of up to £250k was approved by Cabinet in July 2019 of which only £100k was drawn down. These loans were repaid in full before March 2020, ahead of business plan projections.

# Harrow Council Commercial Structure

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**Table 4: Trading Structure Full Year Position to 31<sup>st</sup> March 2020**

£ Negative/( £ Positive)	Concilium Business Services Ltd	Concilium Group Ltd	Sancroft Community Care Ltd	Concilium Assets LLP	Aggregate Position
Income	(141,063)	0	(2,373,783)	(679,440)	(3,194,286)
Direct and Administrative Expenditure	145,262	10,463	2,309,648	754,195	3,219,568
(Net Profit)/Loss	4,199	10,463	(64,135)	74,755*	25,282
Retained Earnings c/f	(26,997)	10,463	2,356	74,755	60,577

\* Refer to paragraph 21.

**Table 5: Trading Structure Full Year Forecast to 31<sup>st</sup> March 2021 - unaudited**

£ Negative/( £ Positive)	Concilium Business Services Ltd	Concilium Group Ltd	Sancroft Community Care Ltd	Concilium Assets LLP	Aggregate Position
Income	(68,557)	0	(2,359,038)	(1,080,945)	(3,508,540)
Direct and Administrative Expenditure	73,500	2,500	2,290,791	1,054,317*	3,421,108
(Net Profit)/Loss	4,943	2,500	(68,247)	(26,628)	(87,432)
Retained Earnings c/f	(22,054)	12,963	(106,986)	48,127	(67,950)

\* This figure includes the Council's 33% share of rental income which is treated as an expense in the accounts of the LLP. Refer to paragraph 20.

**Table 6: Trading Structure Full Year Forecast for MTFS**

£ Negative/( £ Positive)	Concilium Business Services Ltd	Concilium Group Ltd	Sancroft Community Care Ltd	Concilium Assets LLP *	Aggregate Position
Retained Earnings b/f	(26,997)	10,463	2,356	74,755	60,577
(Net Profit)/Loss - 2020/21	4,943	2,500	(68,247)	(26,628)	(87,432)
(Net Profit)/Loss - 2021/22	5,500	2,500	(45,964)	(23,414)	(61,378)
(Net Profit)/Loss - 2022/23	6,500	2,500	(29,062)	11,849	(8,213)
Retained Earnings c/f	(10,054)	17,963	(140,917)	36,562	(96,446)

\* These figures include the Council's 33% share of rental income which is treated as an expense in the accounts of the LLP. Refer to paragraph 20.

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