

MEETING

BUSINESS MANAGEMENT OVERVIEW AND SCRUTINY COMMITTEE

DATE AND TIME

MONDAY 11TH MARCH, 2013

AT 7.00 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, NW4 4BG

TO: MEMBERS OF BUSINESS MANAGEMENT OVERVIEW AND SCRUTINY COMMITTEE (Quorum 3)

Chairman: Councillor Hugh Rayner (Chairman)
Vice Chairman: Councillor Brian Salinger (Vice-Chairman)

Councillors

Maureen Braun	Kath McGuirk	Barry Rawlings
Jack Cohen	Alison Moore	Andrew Strongolou
Brian Gordon	Rowan Quigley Turner	

Substitute Members

Geoffrey Johnson	Susette Palmer	Alan Schneiderman
John Marshall	Lord Palmer	Daniel Seal

You are requested to attend the above meeting for which an agenda is attached.

Andrew Nathan – Head of Governance

Governance Services contact: Anita Vukomanovic 020 8359 7034
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Media Relations contact: Sue Cocker 020 8359 7039

CORPORATE GOVERNANCE DIRECTORATE

ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes of the Previous Meeting	
2.	Absence of Members	
3.	Declaration of Members' Interests <ul style="list-style-type: none"> a) Disclosable Pecuniary Interests and Non Pecuniary Interests b) Whipping Arrangements (in accordance with Overview and Scrutiny Procedure Rule 17) 	
4.	Public Question Time (if any)	
5.	Members' Items (submitted in accordance with Overview and Scrutiny Procedure Rule 9) (if any)	
	Call-in	
6.	Any matters Referred by Members of the Committee relating to key decisions made by: Cabinet 25 February 2013; Cabinet Resources Committee 25 February 2013; or Any action taken by Cabinet Member(s) and/or Directors/Chief Officers under delegated powers (Executive Functions)	
	Councillor Calls for Action	
7.	Councillor Calls for Action (Submitted in accordance with Overview and Scrutiny Procedure Rule 22) (if any)	
	Business of the Committee	
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Meeting	Business Management Overview and Scrutiny Committee
Date	11 March 2013
Subject	Town Centre Strategies for Chipping Barnet and Edgware
Report of	Cabinet Member for Planning & Regulatory Services
Summary	This report provides the Committee with an update on the development of the Town Centre Strategies for Chipping Barnet and Edgware in advance of formal approval by Cabinet in June 2013

Officer Contributors	Martin Cowie - Assistant Director for Strategic Planning & Regeneration
Status (public or exempt)	Public
Wards Affected	Edgware, High Barnet, Underhill
Key Decision	N/A
Reason for urgency / exemption from call-in	N/A
Function of	Committee
Enclosures	Appendix 1 – Draft Town Centre Framework for Edgware Appendix 2 – Draft Town Centre Strategy for Chipping Barnet
Contact for Further Information:	Martin Cowie - Assistant Director for Strategic Planning & Regeneration

1. RECOMMENDATIONS

- 1.1 That the Committee consider and make appropriate comments and recommendations on the draft town centre strategies for Chipping Barnet and Edgware as part of the final stage of consultation and in advance of formal approval by Cabinet in June 2013.**

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Cabinet, 3 April 2008, Decision 10 (Vibrant and Viable Town Centres – A Suburban Town Centre Strategy for Barnet).
- 2.2 Cabinet, 3 February 2010, Decision 6 (Responding to the Recession – Suburban Town Centres).
- 2.3 Cabinet, 17 July 2012 Cabinet Decision 9, followed by full Council 11 September 2012 (item 4.1) approved the formal adoption of the Local Plan Core Strategy and Development Management Policies documents.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 Overview and Scrutiny Committees, Panels and Task and Finish Groups must ensure that the work of Scrutiny is reflective of the Council's priorities.
- 3.2 The three priority outcomes set out in the 2012/13 Corporate Plan are: –
- Better services with less money
 - Sharing opportunities, sharing responsibilities
 - A successful London suburb
- 3.3 Through the preparation of Town Centre Strategies, the Council can deliver the Corporate Plan strategic objective of ensuring that our town centres are vibrant places where business can thrive.
- 3.4 In September 2012 the Secretary of State for Communities and Local Government announced that it will remove requirements for planning permission for change of use of office accommodation to new homes. This will reduce the ability of the Council, local communities and local businesses to manage change in town centres. The Council has, therefore, on the basis of its work on town centre strategies sought exemption for town centres including Edgware and Chipping Barnet and awaits a response from the Secretary of State.

4. RISK MANAGEMENT ISSUES

- 4.1 Failure to sustain and enhance Barnet's town centres will impair their key contribution to the social, economic and environmental well-being of the borough.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 Pursuant to the Equality Act 2010 (“the Act”), the council has a legislative duty to have ‘due regard’ to eliminating unlawful discrimination, advancing equality and fostering good relations in the contexts of age, disability, gender reassignment, pregnancy, and maternity, religion or belief and sexual orientation.
- 5.2 In addition to the Terms of Reference of the Committee, and in so far as relating to matters within its remit, the responsibility of the Committee is to perform the Overview and Scrutiny role in relation to:
- Council’s leadership role in relation to diversity and inclusiveness; and
 - fulfilment of Council’s duties as employer including recruitment and retention, personnel, pensions and payroll services, staff development, equalities and health and safety.
- 5.3 Town centre strategies aim to create the right environment for vibrant and viable town centres in Barnet. Integral to this is the need to respect the diversity of the town centre network and to take into account the different requirements of each town centre, and the different needs and preferences of those who use them.
- 5.4 The individual Town Centre Strategies will identify opportunities to enhance the public realm and improve accessibility for all users and will seek to support the provision of a wide range of shops and services to meet the needs of diverse local populations.
- 5.5 Both documents and information about the consultation were placed on the Council’s Consultation Portal (engage.barnet.gov.uk) including an online survey which members of the public were encouraged to fill out.

6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)

- 6.1 Use of resources implications will be addressed when the draft town centre strategies for Chipping Barnet and Edgware are reported to Cabinet, and will be contained within existing EPR budgets.

7. LEGAL ISSUES

- 7.1 The development of Town Centre Strategies is currently not a statutory requirement in the United Kingdom. However, the London Plan emphasises the strategic importance of town centres and contains a series of specific policies for London’s town centres, which all local authorities must be in general conformity with. This includes maximising choice in town centres and promoting sustainable access to goods and services.
- 7.2 Any decision relating to the implementation of the draft town centre strategies for Chipping Barnet and Edgware which has legal implications will be addressed at the time of reporting to Cabinet.

8. CONSTITUTIONAL POWERS (Relevant section from the Constitution, Key/Non-Key Decision)

- 8.1 The scope of the Overview & Scrutiny Committees is contained within Part 2, Article 6 of the Council's Constitution.
- 8.2 The Terms of Reference of the Overview & Scrutiny Committees are set out in the Overview and Scrutiny Procedure Rules (Part 4 of the Constitution).
- 8.3 Item 2 of Business Management Overview & Scrutiny Committee Terms of Reference details that the Committee has "...responsibility for the review of the policy framework and development of policy and strategy not within the remit of other overview and scrutiny committees."
- 8.4 Decisions relating to the Town Centre Strategies are for the Executive as a whole. Responsibilities of the Executive are set out in Section 3 (Responsibility for Functions) of the Council's Constitution.

9. BACKGROUND INFORMATION

- 9.1 The Council is preparing Town Centre Strategies for Chipping Barnet and Edgware as part of a programme of strategies for four priority town centres in the borough that seek to promote Barnet as a place of economic growth and prosperity. The purpose of these documents is to provide a high level planning strategy to respond to town centre development opportunities and create the right environment to encourage private sector investment and secure a vibrant and viable future for Chipping Barnet and Edgware.
- 9.2 The two documents will be used to guide future development proposals for key sites and offer significant opportunities to secure infrastructure improvements to support existing businesses, address traffic issues and enhance attractiveness of both town centres as places to live, work and shop. These documents will be used to inform planning discussions with developers, negotiations over infrastructure and planning contributions, and to inform decisions on planning applications over the next 5 to 10 years in a manner that facilitates the overall improvement of the town centre.
- 9.3 Following review of feedback on the two documents the draft Edgware Town Centre Framework and the draft Chipping Barnet Town Centre Strategy will be amended as necessary before final documents are reported to Cabinet in June for adoption. Reports on the public consultation will be published on the Council's Consultation Portal.

Edgware Town Centre Framework (TCF)

- 9.4 A draft strategy for Edgware was prepared in 2007/08 which responded to aspirations for the comprehensive redevelopment of the Broadwalk Shopping Centre. The draft document did not progress largely due to the recession. The revised draft TCF is the result of information gathered from questionnaires and traders. This has included discussion with TfL in relation to Edgware Underground Station and Bus Station, as well as the owners of Broadwalk.
- 9.5 There are a number of development sites within Edgware which, if managed properly will help retain existing and attract new retailers. Broadwalk

represents the largest development opportunity with 1,100 car parking spaces and 18,500m² of floorspace shared between 43 retailers. The Broadwalk owners want to deliver major improvements by extending its anchor stores and adding new retail units, a new cinema and associated food and drink offer. Other town centre opportunities include the Forumside area and land around Premier House. In terms of vacant office blocks the floorspace can be made more attractive to home workers and small business through the provision of formats such as enterprise hubs or innovation centres as part of a mixed use development including new homes which will make the town centre feel more active, particularly in the evenings.

- 9.6 A key objective of the Edgware TCF is to enhance and expand the retail offer through providing the shops that will attract modern retailers as well as encourage retail investment in existing shops within Broadwalk and the high street. Leisure uses such as a cinema, hotel and restaurants can also help attract people to Edgware.
- 9.7 The TCF vision is *“Edgware town centre will be a successful and thriving place with new and expanded shops around The Broadwalk Shopping Centre integrated with Station Road and the surrounding residential suburbs by new streets and connections. Improved public space outside the Tube Station will provide opportunities for markets and local events while enhancements to the public realm and junctions along Station Road will make Edgware a place that people will enjoy shopping and spending time in.”*
- 9.8 The vision will be delivered through the following objectives :
- Protect and enhance Edgware’s position as a Major Town Centre by identifying sites for retail growth and other town centre uses to enhance range of shops on offer and secure a vibrant local economy;
 - Secure transport and infrastructure improvements so that new retail development is fully integrated with Station Road;
 - Reduce congestion on Station Road and encourage walking and cycling along attractive routes and streets;
 - Encourage the development of a distinct Northern Quarter around the Hale Lane and Edgwarebury Lane with specialist shopping and services;
 - Identify and deliver new public spaces and improved public realm including new tree planting outside Edgware Station;
 - Provide an attractive and safe environment, encompassing the highest quality urban design, architecture and open spaces.
- 9.9 The draft TCF was subject to 8 weeks public consultation between November 2012 and January 2013. Exhibition boards were displayed at Edgware Library and within the Broadwalk Shopping Centre for duration of the consultation. Four exhibition sessions were held at the Broadwalk where Council officers explained the plans. Residents were notified by leaflet and an advert was placed in the local papers. Officers also attended meetings of the Edgware Town Team (formerly Edgware Business Forum) to present the draft TCF. The Town Team welcomed the TCF but expressed concerns about retail expansion in Edgware given the economic pressures on high streets.

- 9.10 Part of Edgware town centre is within London Borough of Harrow. Harrow Council welcome the TCF and its potential to realise some significant retail growth and investment opportunities in the 'central zone' between the station and High Street (the A5). Harrow officers highlighted the TCF's recognition of the need to remodel the A5/ Station Road/ Whitchurch Lane junction, and for this to improve quality of public realm and pedestrian crossing facilities.
- 9.11 The consultation revealed a positive reaction to the draft TCF with general concerns raised about Edgware High Street in particular traffic congestion on Station Road, the adverse affects of buses on this congestion around the bus depot and the dominance of low quality retailing. Specific concerns were raised by Edgware Junior and Infants schools in relation to the proposed new streets in the TCF which are close to the entrances to the two schools.
- 9.12 Nearly 90% of TCF survey respondents agreed with the Vision. There was significant support (averaging 80% agreeing or strongly agreeing) for TCF objectives with exception of the objective relating to the Northern Quarter which received 65% agreement with 13% not agreeing. The proposed improvement and creation of a public square/space outside Edgware Station was recognised as a key feature of the town centre and was generally supported, although some respondents thought it currently worked well. The proposal for a bus strategy for Edgware Town Centre was met favourably while respondents highlighted the lack of focus on a new cinema and need for more traffic calming measures.

Chipping Barnet Town Centre Strategy

- 9.13 Work on developing a strategy for Chipping Barnet started in 2009. Initially driven by the 2008 Suburban Town Centres Strategy and local concerns about high business turnover and vacancy levels, car parking, congestion, appearance of shopfronts and future of Barnet Market the context changed in 2011 with the creation of the High Barnet Town Team, the Localism Act 2011 and the review of High Streets by Mary Portas. A Chipping Barnet Town Centre Strategy Board was created to guide the Strategy
- 9.14 Prior to the Strategy a Planning Framework for three strategic sites (the Spires Shopping Centre, Barnet Market and the Territorial Army Centre) was adopted in July 2012. This Framework set out key development principles to support future growth while managing anticipated change. The Strategy goes beyond the Framework focusing on the wider issues facing the town centre, identifying what makes it distinctive and what can be done to improve it in both the short and long term. Collaboration with residents, traders, Barnet Market, local community groups as well as the Police and Barnet and Southgate College through the Town Team has created the following vision :
- '... a town centre that is economically, commercially and environmentally viable and is a vibrant destination with quality shopping and leisure facilities, well designed housing and a high quality sustainable environment that serves the needs of the local community'*
- 9.15 The Strategy vision is delivered by five high level objectives
- To respect and celebrate the town centre's history and character;
 - To improve the quality and range of retail and leisure with re-provision of Barnet Market at its heart;

- To improve accessibility, ensure better parking, cycling and traffic management;
- To provide a high quality public realm and improved town centre appearance;
- To promote cultural, leisure and student activities in town centre.

9.16 The focus of this Strategy for Chipping Barnet is about collective action and an Action Plan has been drawn up to set out short, medium and long term actions to deliver its objectives. The delivery of the Action Plan will be monitored by the Strategy Board who will keep it up to date and ensure continuous improvement.

9.17 The Chipping Barnet Town Centre Strategy was launched on February 19th and the public consultation will last until March 19th. Reflecting the consultation already conducted in Spring 2012 on the Spires Planning Framework and the collaborative approach behind the document members of the Strategy Board have circulated the web consultation link to their membership. Posters advertising the consultation have been displayed by local shops and hard copies of the document are available for viewing at Chipping Barnet Library.

10. LIST OF BACKGROUND PAPERS

- 10.1 Department for Business Innovation and Skills, High Street Review, Portas Review:
<http://webarchive.nationalarchives.gov.uk/+http://www.bis.gov.uk/highstreet>

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Cleared by Legal (Officer's initials)	CH

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Edgware Town Centre Framework

November 2012 – Draft





Looking south along Station Road outside the bus and underground interchange

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Preface

This Town Centre Framework aims to create the right environment to encourage private sector investment and growth in the town centre to secure a vibrant and viable future for Edgware.

The framework will provide the basis for managing and promoting positive change in the town centre and offers a significant opportunity to secure infrastructure improvements to support existing businesses, address traffic issues and enhance the attractiveness of Edgware as a place to live, work and shop.

The framework will:

- address the mixture of land uses in the town centre, focusing on main town centre uses of retail, leisure, entertainment (cinemas), offices, and hotels but also including residential uses
- create a strategy, which promotes and maximises existing and future movement opportunities including public transport and pedestrian and cycle connections
- promote a safer and more secure environment in which all sectors of the community can have a sense of ownership of and pride in the town centre

- create a clear role for the town centre in the context of the planned growth at Brent Cross and other centres
- identify and take account of the opportunities and constraints for sustainable development

This draft is intended to engage land owners, local businesses, residents and other stakeholders to help shape the future of Edgware town centre and we would welcome your views on the draft framework before it is finalised.

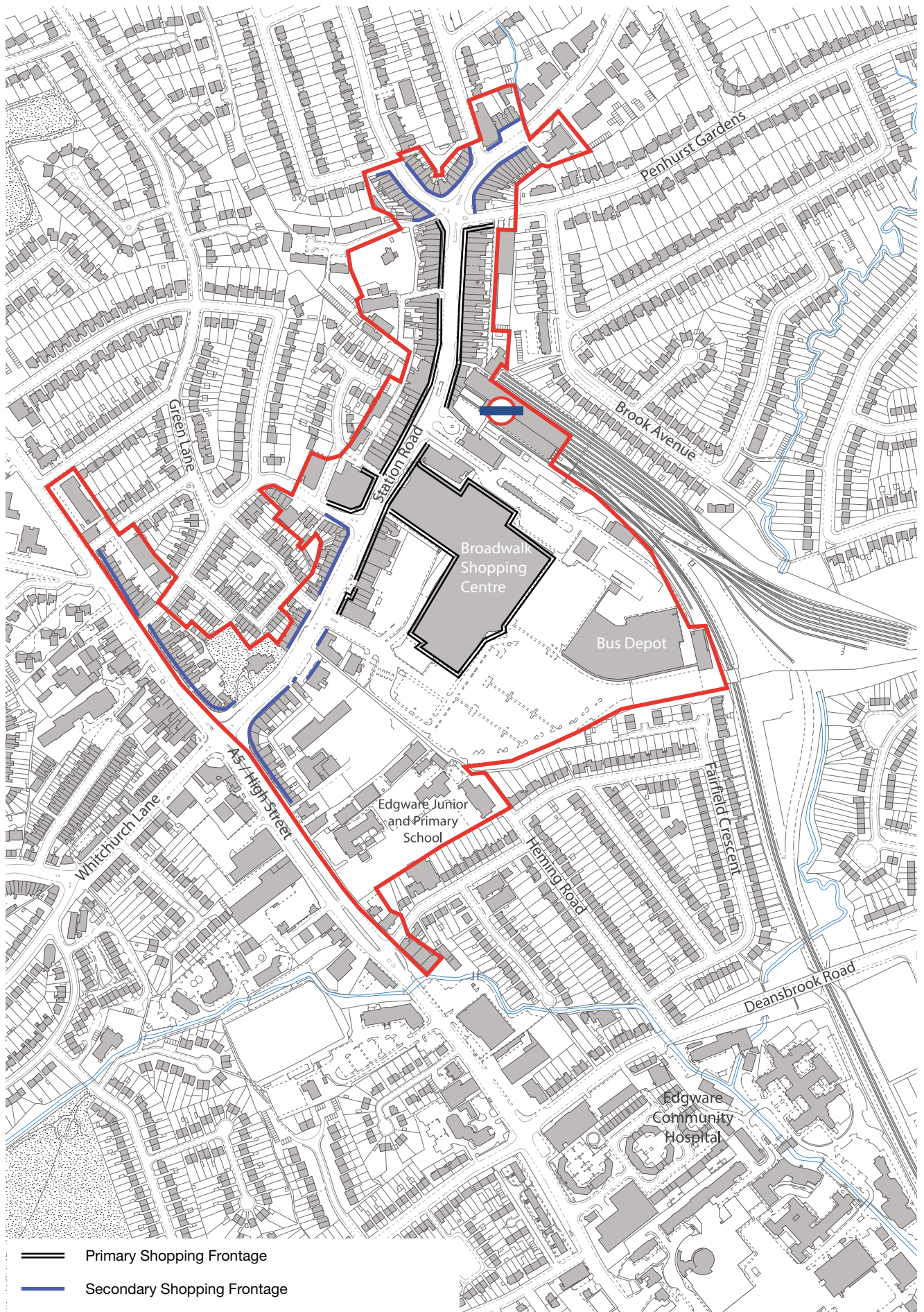
Please visit our website and complete the online feedback form at engage.barnet.gov.uk

Alternatively you can send your comments to:

Edgware Town Centre Strategy Consultation
Major Developments Team,
Environment, Planning and Regeneration
London Borough of Barnet
North London Business Park
First Floor, Building 4, Oakleigh Road South
London N11 1NP

All comments should be received by 5pm on Friday 25 January 2013 and will be considered in the finalisation of the document.





Edgware Town Centre Framework boundary

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1. Introduction

1.1. Background

Barnet’s suburban town centres are the economic, civic, retail, leisure and transport hubs of Barnet and a good indicator of the economic, environmental and social health of the borough. The network of 20 town centres in Barnet plus Brent Cross shopping centre contributes significantly to the economic prosperity of Outer London as a whole. Nearly every resident in Barnet lives within half a mile of a town centre. Each centre has a special character that contributes to Barnet’s distinctiveness.

Edgware is classed as a major centre in Barnet beneath which there are 14 district centres, 5 local centres and 10 neighbourhood centres. The map below shows how these are distributed across the borough.

In order to promote Barnet as a place of economic growth and prosperity the Council aims to support the continued vitality and viability of 20 town centres in the borough, focusing commercial investment in the four

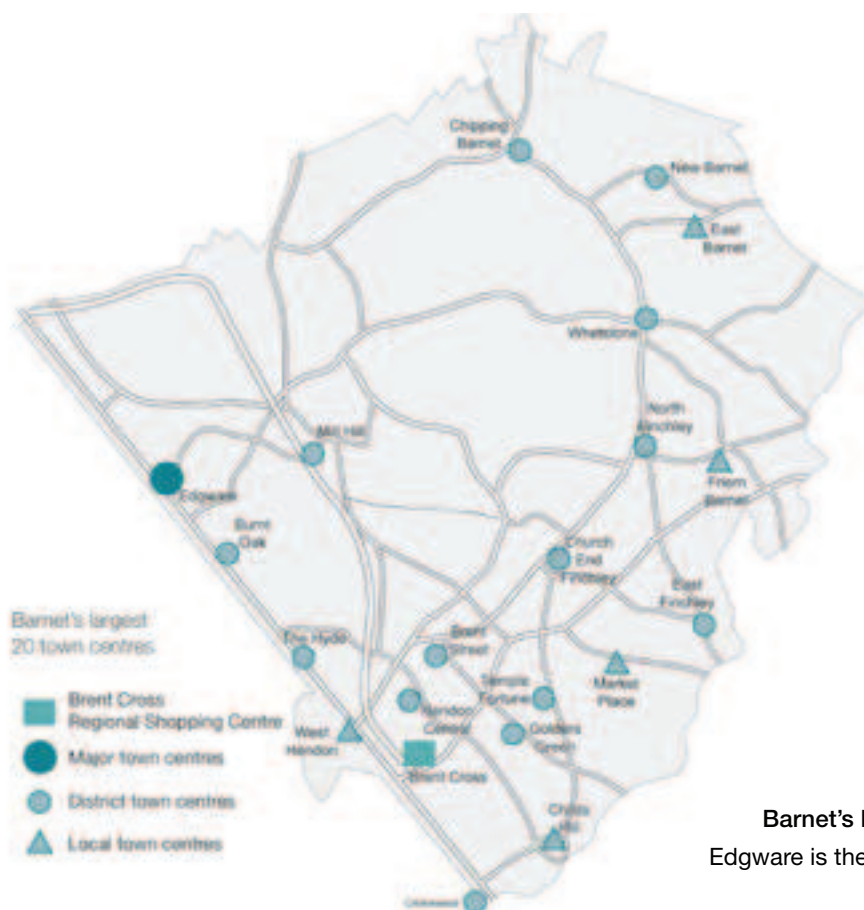
priority town centres of Edgware, Chipping Barnet, Finchley Church End and North Finchley.

1.2. The purpose of the framework

As one of the objectives of Barnet’s adopted Core Strategy (September 2012) set out in Policy CS6 - ‘Promoting Barnet’s town centres’, this Framework sets out the Council’s planning strategy for Edgware town centre.

The Framework responds to the development opportunities that are emerging in the town centre by providing a spatial strategy to guide future development proposals for key sites, manage changes in land use and secure necessary infrastructure improvements within the town centre.

The Town Centre Framework is intended to be a high level strategy for Edgware that sits within Barnet’s overall Local Plan. The Framework does not establish new planning policies but it does provide specific guidance on the implementation of development



Barnet’s largest 20 town centres
Edgware is the only Major town centre in the borough

plan policies within Edgware. It is therefore a material consideration for planning applications in Edgware Town Centre.

The Town Centre Framework will be used to inform planning discussions with developers including negotiations over infrastructure and planning contributions, and to make decisions on planning applications over the next 5 to 10 years.

1.3. Town Centre boundary

This town centre framework uses the same boundary for Edgware town centre as the one identified in the adopted Local Plan Development Management Policies document (September 2012) and is shown on the plan on page 6. This covers the primary and secondary retail frontages that make up the main retail and business core of Edgware Town Centre within Barnet's control. This includes the Broadwalk Shopping Centre, the high street along Station Road and the businesses along the east side of the A5.

The wider residential area around Station Road has also been reviewed to ensure that proposals have a strategic approach and integrate successfully with the surrounding area.

1.4. Opportunities in Edgware

Edgware is one of the most sustainable locations in Barnet with excellent public transport facilities at Edgware Underground Station and Edgware Bus Station. The average weekly footfall through the centre is estimated to be around 130,000 with a broad catchment population of approximately 400,000. Edgware's role as a commuter interchange with large numbers of associated footfall present a key opportunity to capture this audience and encourage them to stop, linger and spend time and money in the town centre rather than pass through.

While the property market in Edgware has fared relatively well during the recession, there is a recognised need to strengthen the town centre in order to maintain its function as a major centre in light of the prevailing economic climate, competition from nearby retail destinations and the projected population growth for the borough of Barnet (12% between 2010 and 2026). The largest and key anchor

stores currently in the town centre are Sainsbury's which is currently approximately 4,645m² gross (2,787m² net) and Marks and Spencer which is approximately 1,858m² gross (1,239m² net).

The Council updated its Town Centre Floorspace Needs Assessment for the borough in 2010 (GVA Grimley 2010). This informed the amount of retail development planned for in the adopted Barnet Core Strategy. The TCFNA identified key opportunities for substantial enhancement in the comparison retail offer in Edgware, Chipping Barnet and North Finchley.

In this context, there are a number of development sites within Edgware town centre which, if managed properly, offer opportunities to deliver improvements to Edgware that will help retain existing retailers and attract new retailers to the town centre.

The biggest development opportunity lies around the Broadwalk Shopping Centre which currently has approximately 18,500m² of floorspace shared between 43 individual retailers and benefits from 1,100 car parking spaces. The car park and land to the rear of the shopping centre could potentially accommodate extensions to provide new retail units.

Other opportunities exist to redevelop derelict land around the Forumside area and land around Premier House. These sites could deliver retail and other town centre uses to contribute to the vitality and viability of Edgware town centre.

In addition to retail development the town centre is also an appropriate location for new residential development which would help provide a mixture of uses to make the town centre feel active, particularly in the evenings.

Edgware town centre is an important public transport node in the borough with the benefit of both an Underground station and bus interchange. It is therefore vital that plans and proposals for the town centre and interchange area are taken forward in partnership with Transport for London.

1.5. Vision for Edgware

A key objective of this planning framework is to enhance and expand the retail offer in Edgware. This means providing new and better shops that will attract modern retailers to the town centre. This will in turn encourage private investment by retailers in the existing shops within the shopping centre and high street. However it is important that new development provides new and improved connections to Station Road so that any retail expansion compliments the existing high street rather than compete with it. Other town centre leisure uses such as a cinema, hotel and restaurants can also help attract people to Edgware. Introducing residential flats above some sites will also provide activity at different times of the day and night.

The following vision has been set for Edgware town centre which responds to local issues and opportunities as well as a sense of the town centres' local distinctiveness and character.

Vision

Edgware town centre will be a successful and thriving place with new and expanded shops around The Broadwalk Shopping Centre integrated with Station Road and the surrounding residential suburbs by new streets and connections. Improved public space outside the Tube Station will provide opportunities for markets and local events while enhancements to the public realm and junctions along Station Road will make Edgware a place that people will enjoy shopping and spending time in .

1.6. Objectives of the Town Centre Framework

The following objectives underpin the Town Centre Framework and set out how the vision for Edgware will be achieved:

- Protect and enhance Edgware's position as Barnet's Major Town Centre by identifying sites for retail growth and other town centre uses to enhance the range of shops on offer and secure a vibrant local economy;
- Secure transport and infrastructure improvements so that new retail development is fully integrated with Station Road;
- Reduce congestion on Station Road and encourage more people to access the town centre by walking and cycling along attractive routes and streets;
- Encourage the development of a distinct Northern Quarter around the Hale Lane and Edgwarebury Lane area with specialist shopping and services;
- Identify and deliver new public spaces and improved public realm including new tree planting an improved environment and public space outside Edgware Tube Station;
- Provide an attractive and safe environment, encompassing the highest quality urban design, architecture and open spaces.

1.7. Structure of the Framework

The Framework is composed of four sections. This first section provides a vision for Edgware town centre and sets out the opportunities and objectives that underpin it.

Section 2 of the document sets out some of the issues facing Edgware town centre and provides the physical, socio-economic and planning policy context for the strategy.

Section 3 sets out an overarching spatial strategy for the town centre which identifies key development sites along with 7 elements of infrastructure which underpin the development opportunities.

Section 4 contains information on how the changes in Edgware town centre can be delivered and the next steps in the process.



Looking north along Station Road, at the junction for access to the Broadwalk Shopping Centre

2. Understanding the issues

This section provides analysis of the urban environment, socio-economic profile, local property market and planning policy context and looks at some of the issues affecting Edgware Town Centre.

2.1. Edgware Town Centre

Edgware town centre is Barnet's largest town centre and the only one in the borough classified as a Major Centre (as defined in the London Plan). Edgware is approximately 10 miles north-west of central London and acts as one of the northern termini for London Underground's Northern Line and is directly served by 19 bus routes, most of which terminate in the centre. It also has good access to the A1 and M1.

2.2. Urban analysis overview

The quality of Edgware town centre's connections, both to its immediate hinterland and to strategic London-wide links, are important for the town's long term economic success. The quality of the buildings, streets and public spaces within the town centre also has a bearing on the perceived attractiveness of Edgware as a place. In addition, the distribution and range of activities in the centre provides a measure of Edgware's vitality and impacts strongly on the way people use and move around the centre. These factors are looked at in more detail under the headings below.

Routes and connections

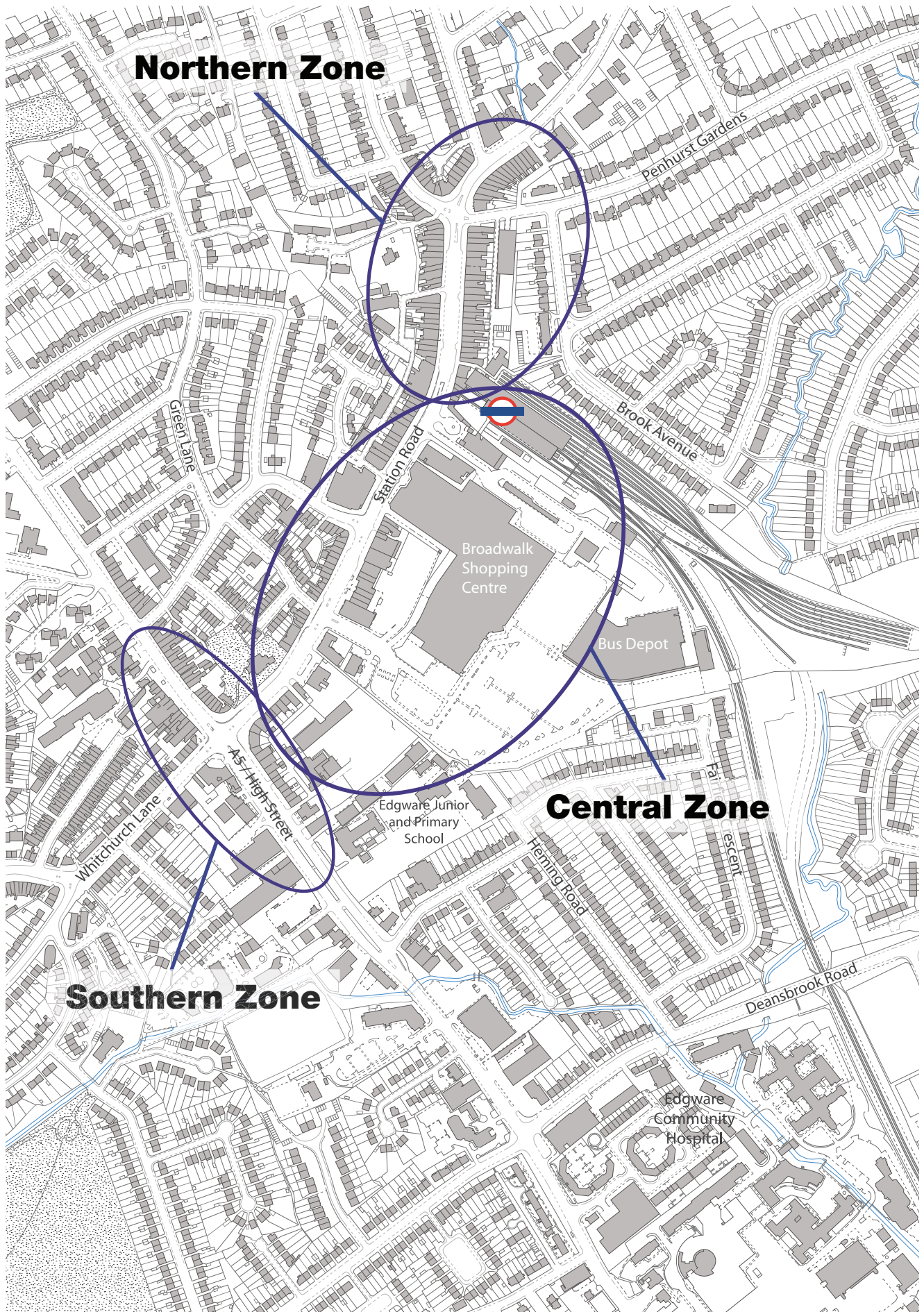
Transport connections between Edgware to the wider London area are very good with the extensive bus network serving the centre, a total of 19 day time services, and the Northern Line underground service. However pedestrian links to the town centre from the surrounding residential neighbourhoods are more limited. This is partly due to the large area occupied by the Broadwalk Shopping Centre, its car park and the TfL bus depot, which, along with the railway tracks, create a barrier which limit access to the town centre, particularly from the east. This large area is dominated by access for vehicles and surface car

parking and has a character more suited to an out of town retail area than a town centre.

The Underground Station and bus interchange currently work reasonably well and are well used by local residents and commuters. However, the volume of buses that travel along Station Road impacts negatively on the quality of the environment along this key street which results in the centre being perceived as a less attractive destination compared to other competing centres.

Current access arrangements for buses mean that 17 of the 19 services go through the bus station behind Station Road using the entrance adjacent to the Underground Station. These bus movements conflict with pedestrians who have to cross this busy access road and creates a barrier to movement which results in severance between the shopping centre and the Underground Station. The turning movements also contribute to congestion on Station Road as other vehicles have to wait when buses are turning into and out of the access road. This is further compounded by the fact that the current routing of the buses mean that almost all buses have to travel along the length of Station Road.

There would be significant environmental and amenity benefits for the town centre if fewer buses needed to travel the length of Station Road to access the bus station and depot, provided the quality of bus service provision was maintained. Reviewing the existing bus routes and considering new routes through the town centre could help make Station Road a more pleasant place to shop and spend time.



Character zones within Edgware Town Centre

Townscape and public realm

Edgware's growth as a suburban centre was precipitated principally by the opening of the underground station in 1924. By this time Station Road had developed into the town's principal shopping street with a cinema facing the original train station. However, passenger services from the over ground station ceased to run in 1939 and goods traffic ceased by 1964. The overland station building was demolished in 1961 and the Broadwalk Shopping Centre was built on the site in 1990.

The town is 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 doors providing access to the offices and residential flats on the floors above which all have windows directly overlooking the street. This character is most evident along the length of Station Road north of the Underground 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. However, these high street retail units are less well suited to the requirements of today's major retailers who favour larger, purpose built units with servicing facilities.

Character areas

Edgware town centre can be divided into three broad character areas covering the northern, central and southern parts of Station Road. Each of these areas provide different uses and have slightly different functions in the town centre. The three areas are each described in more detail below.

- Northern Zone -

The stretch of Station Road north of the Underground station is perhaps the most intact part of Edgware town centre with consistent and architecturally high quality buildings forming the shopping parades either side of the high street. It also has the greatest concentration of Edgware's independent traders with a high proportion of specialist ethnic and kosher retailers and restaurants located at the northern end of

Station Road and along Hale Lane and Edgwarebury Lane forming a discrete and distinctive character area.

The environmental quality of the public realm within this area is generally good with wide pavements that have recently been resurfaced. However, unlike other suburban town centres there is a noticeable lack of street trees in Edgware.

With small building plots and multiple land and lease ownerships, there are few opportunities for major development or change in the Northern Zone.

The focus in this area should be on enhancing the environment and protecting and strengthening the independent retail offer.

- Central Zone -

The central area between the Underground Station and St Margaret's Church is more varied in character. The Broadwalk Shopping Centre, Premier House and the development on the former cinema site differ significantly from the character of the Northern Zone. The scale and form of Premier House at 14 storeys, in particular deviates from the more traditional prevailing two and three storey high street developments.

The Broadwalk Shopping Centre is located within this area on the east side of the high street. The shopping centre frontage lacks presence within the context of Station Road and is easily overlooked. The main entrance is at a lower level to the road and as a result it is divorced from the street environment. The central mall through the shopping centre leads to a large car park to the rear. The shopping centre and associated car park takes up a significant area of land and there are few public streets or routes through this part of the town centre.

There is less of a prevailing character in this central area although it tends to be dominated by national high street retailers rather than independents. However, there are several individual buildings of note which contribute positively to the area including the Grade II Listed former Railway Hotel and St Margaret's Church.

Whilst there have been some recent improvements, the environmental quality and public realm in this central zone is generally poor. Pedestrian crossing



The northern zone north of Edgware Underground station



The central area of Station Road, with access to the Broadwalk Shopping Centre



The southern end of Station Road

facilities and the physical relationship between the Underground Station, Bus Station and the shopping centre is also poor.

The Central Zone contains the majority of the development opportunities within the town centre. This mainly comprises the three key sites of: The Broadwalk Shopping Centre, the sites in and around Forumside, and the land around Premier House. The Argos store at 158 Station Road which sits between the shopping centre and Edgware Underground Station is also an important site which, if it came forward for redevelopment in the longer term, has the scope to be developed in a way that could radically improve the relationship and linkage between the shopping centre and the Underground Station and improve the pedestrian environment at this key junction in the town centre.

- Southern Zone -

The third principal character area in the town centre is the southern end of Station Road and the A5 / Edgware Road area, of which the western side of the A5 is in the London Borough of Harrow. Edgware Road is a busy dual carriageway south of the junction with Station Road. The area is a marginal retail location and has developed a role as a location for bulky goods, retail warehousing and self storage. The environmental quality of this part of the town centre is dominated by the busy road and buildings that have not been particularly well maintained. Edgware Junior and Primary School is located to the south east of this zone.

Beyond the commercial centre of Edgware are established, leafy and generally attractive and well maintained areas of suburban housing. These attractive housing areas are characterised typically by spacious Edwardian and post-war two storey detached and semi-detached housing with established gardens.

2.3. Land ownership

The Broadwalk Shopping Centre and with it a large portion of the land with the greatest development potential within the town centre, is owned by Scottish Widows Investment Partnership (SWIP) who acquired the centre in May 2012. Sainsbury's are a

key leaseholder within the existing shopping centre and will be central to any redevelopment proposals. London Buses, who own the bus station and depot, also have a major stake in the centre and would need to be key partners, along with TfL in any alterations to the transport interchange.

Premier House, the adjacent parade of shops on Station Road and the car park behind it also present opportunities for development that could integrate with the high street. A large part of this land is owned by Reichmann Properties.

The Forumside area is made up of a number of sites which are under multiple land ownerships, some of which are unknown. However Sainsbury's own a major part of the land in this area which could help unlock its potential. The former Post Office site and health clinic to its rear also offer opportunities for development that could be incorporated into a wider masterplan.

2.4. Socio-economic profile

The following provides a summary of Edgware's socio-economic context, initially specifically the town centre (using the four relevant lower level super output areas each of which typically comprise approximately 1,500 people) followed by the ward of Edgware:

Edgware town centre:

1. The average household income in Edgware town centre is 17% less than the average for the borough.
2. Edgware town centre has a higher than average number of job seekers allowance claimants compared to the borough.
3. Edgware town centre ranks 34% in the index of Multiple Deprivation 2007 which is worse than the borough average of 45%.
4. Edgware town centre has a significantly higher than average proportions of Mosaic Group C – 'older families living in suburbia' and Group D – 'close-knit, inner city and manufacturing town communities'.
5. However Edgware town centre has a lower than average proportion of Group A – 'career professionals living in sought after locations

compared to the borough average’ and Group E –‘educated, young, single people living in areas of transient populations’.

Edgware’s catchment (ward) population:

1. Edgware Ward population accounts for 5% of Barnet’s population which equates to approximately 16,000 people.
2. The average household income in Edgware Ward is 5% less than the average for the borough.
3. Edgware Ward has a better (lower) than average number of job seekers allowance claimants compared to the borough.
4. It ranks 44% in the Index of Multiple Deprivation 2007 which is broadly in line with the borough average.
5. Edgware Ward has a significantly higher average proportion of Mosaic Group A –‘career professionals living in sought after locations’.
6. However Edgware Ward has a lower than average proportion of Group E – ‘educated, young, single people living in areas of transient populations’.

Edgware is home to one of London’s major Jewish communities and contains the country’s first “eruv”, a boundary within which Orthodox Jews can do basic tasks otherwise forbidden by the Sabbath. The local Jewish population is an important characteristic which is shaping the nature of the town centre and the type of shops that are on offer.

Analysis of the local socio-economic profile reveals the differences between the characteristics of those living within the town centre and those living around it within the wider catchment. Broadly speaking Edgware’s residential hinterland includes people earning good incomes who are well placed to support the town centre economy. However, given the intense competition between centres and the choice of other retail destinations on offer, people are choosing not to spend their money in Edgware. It is therefore very important that Edgware town centre continues to attract new investment in order to establish itself as the town centre of choice for local people if it is to take full advantage of it’s catchment area.

2.5. Property market overview

Retail market

Edgware town centre has a reasonable retail offer. The Broadwalk Shopping Centre provides a managed retail environment with a range of well known national retailers supported by dedicated car parking facilities. Sainsbury’s and M&S are key anchors within the centre. The Station Road area provides a typical ‘high street’ shopping environment within the town centre with retail units of standard high street configuration of approximately 93-140 m² (1,000-1,500 sq ft). These units contain some well known high street names but the high street is predominantly characterised by smaller, independent retailers. It is these independent traders who contribute significantly

Table 1 - Competing retail destinations

Shopping Centre	Floor Area (sq ft)	Distance from Edgware (miles)
Brent Cross Shopping Centre, Hendon	880,000	4
Borehamwood Shopping Park, Borehamwood	180,000	5
Central Square, Wembley	110,000	6
Waterfields Shopping Park, Watford	80,000	6
Harlequin Shopping Centre, Watford	725,000	6
Westfield, Shepherds Bush	1,600,000	9
The Chimes Shopping Centre, Uxbridge	440,000	9
Colney Fields Shopping Park, London Colney	60,000	10

Source: CoStar Focus 2010

to the character of the centre. There are also a high proportion of specialist ethnic and kosher retailers and restaurants located at the northern end of Station Road and along the retail pitches of Hale Lane and Edgwarebury Lane.

In recent years the proportion of non-shopping uses (cafes, restaurants, pubs, estate agents, betting shops etc) along Station Road has increased as the number of traditional retail shops has declined. The level of A1 uses has dropped by approximately 7% since 2007 whilst the number of A3 cafes and restaurant units has increased from 27 shops to 44 shops. As a result the centre has a lower proportion of comparison retailing than is considered average for town centres of Edgware's size and type.

Edgware is facing increasingly stiff competition from other town centres in Watford, Borehamwood, St Albans, Harrow, Uxbridge and central London. Major retail-led investments are planned at Brent Cross Cricklewood which will intensify this competition. Table 1 opposite sets out the significant retail destinations that have the potential to capture shoppers from Edgware's catchment.

Whilst Edgware has generally performed well in difficult economic times and vacancy levels remain low (6% compared to the national average of 15%), the centre's greatest opportunity is to claw back some of the retail expenditure which some local people are currently choosing to spend elsewhere. In the face of stiffening competition the town centre needs investment to retain, and ideally strengthen, its retail position.

Other town centre uses

The Grade II listed Railway Hotel at 38 Station Road has planning consent for extensions and conversion to a 100 bed hotel. This permission was granted in 2008 and renewed in February 2012 however the site has been on the market for a number of years. Having regard for the London Plan strategic target of 40,000 net additional hotel bedrooms in London by 2031 and given Edgware's excellent public transport links, a further hotel development in the town centre would be appropriate.

There is currently no cinema in Edgware. If planned with other leisure uses such as restaurants and health and fitness clubs, a new cinema could help attract people into the town centre as part of a healthy evening economy.

Local agents indicate that there is a weak office market in Edgware and that supply is currently greater than demand. Through the provision of alternative formats of office and business space such as enterprise hubs or innovation centres, town centre floorspace can be made more attractive to home workers and small businesses. Our objective is to provide the employment floorspace in terms of flexibility and attractiveness that meets the changing needs of modern business. Getting the format of the work space right for small to medium businesses is key to future prosperity.

Where existing office blocks are vacant appropriate alternative uses, as part of a mixed use commercial scheme, could be considered subject to complying with relevant Local Plan policies.



2.6. Planning policy context

National Planning Policy Framework

The National Planning Policy Framework (NPPF) sets out the Government's planning policies for England and how they are expected to be applied. The NPPF was adopted in March 2012 and replaced all previous Planning Policy Guidance Notes and Planning Policy Statements with a single document.

A key focus of the NPPF is to support sustainable economic growth and it clearly states that the Planning system should operate to encourage and not act as an impediment to sustainable growth. To help achieve economic growth, local planning authorities are required to plan proactively to meet the development needs of business and support an economy fit for the 21st century.

In order to ensure the vitality of town centres, the NPPF states that Local Planning Authorities should allocate a range of suitable sites in their Local Plans to meet the scale and type of retail, leisure, commercial, office, tourism, cultural, community and residential development needed in town centres. It also states that it is important that needs for retail, leisure, office and other main town centre uses are met in full and are not compromised by limited site availability. Local planning authorities should therefore undertake an assessment of the need to expand town centres to ensure a sufficient supply of suitable sites. It also suggests that where town centres are in decline, local planning authorities should plan positively for their future to encourage economic activity.

The NPPF retains the sequential test approach to retail development that was present in previous national guidance. This requires applications for main town centre uses to be located in town centres first, then in edge of centre locations, and lastly in out of centre locations if no other suitable locations are available.

Taking into account the sequential approach advocated by national guidance, retail-led development proposals coming forward within Edgware town centre would be considered to be located within the Borough's most appropriate and preferable location.

Local Plan

As required by the NPPF, the adopted Barnet Core Strategy (September 2012) seeks to establish the capacity for new retail development in the Borough based on levels of expenditures and population forecasts.

Core Strategy Policy CS6 – 'Promoting Barnet's Town Centres' sets out the Council's overarching commitment to promote successful and vibrant town centres throughout the Borough. The Council is committed to realising development opportunities within the town centres of Edgware, North Finchley, Finchley Church End, and Chipping Barnet.

In terms of convenience retail (i.e. food and everyday items), policy CS6 identifies that there is capacity for approximately 2,200m² net of new floorspace across the Borough up to 2026 taking account of existing pipeline (permitted or identified) development. Most of the capacity for new convenience floorspace is expected to come forward in the east and west of the Borough within the centres of North Finchley and Edgware.

In terms of comparison floorspace (items that people tend to compare prices on such as clothes and electrical goods) Core Strategy Policy CS6 identifies that there is capacity for an additional 16,800m² of new comparison goods floorspace in the borough in the period up to 2026. The majority of this capacity arises in the East, West and South West sub areas. Policy CS6 also makes clear that in addition to this capacity, the Council will support additional comparison goods provision in the principal town centres of Edgware, North Finchley and Chipping Barnet if supported by continued expenditure growth.

The Development Management Policies Development Plan Document (DM Policies DPD) sets out the borough-wide planning policies that implement the vision and strategic place shaping objectives of the Core Strategy. The DM policies will be used for day to day decision making by the Planning Service and provide additional detail and guidance on how the Council will make decisions on applications for planning permission.

Policy DM11 sets out the key principles for development in town centres and encourages a mix of appropriate uses within town centres to support their continued vitality and viability.

2.7. Edgware Town Team, Business Survey analysis and trader consultation

The Edgware Town Team (formerly the Edgware Business Forum) was set up in August 2010 as a Community Interest Company comprising local traders and businesses. Its overall aims are the pursuit of economic and social betterment of Edgware Town Centre for the benefit of those living and working in the area. Its role in achieving this includes undertaking promotional activities to encourage visitors into the town, encouraging and enabling cooperation, networking and inter-trading between Edgware's businesses and acting as a representative for business with Barnet Council, the police and other groups and bodies.

A series of regular Town Team meetings have taken place since August 2010 focusing on the immediate and medium term issues that are associated with Edgware's consistent underperformance as a major town centre. These include vacancy rates, streetscene maintenance and improvements, parking and promotion of the town.

In partnership with the Town Team, the Council surveyed all businesses in Edgware in order to help identify the issues considered most important to improving trading conditions and activity in the town centre. Around 70 businesses, mainly small and independent traders, responded to the survey. The results revealed that improvements to parking provision, better management of the local road network, better marketing and promotion of the centre and making the streets safer and more secure for all users were the priority improvements which would assist in attracting more shoppers to the centre. Anecdotal evidence from traders suggest that the Broadwalk Shopping Centre and the high street along Station Road operate independently of one another for the majority of visitors.

2.8. Conclusion

The Core Strategy encourages the realisation of development opportunities in Barnet's priority town centres including Edgware. The NPPF also encourages Local Planning Authorities to favourably consider planning applications that secure sustainable economic growth.

In order to maintain its position as a Major Town Centre in Barnet and to prevent leakage of retail spend to Brent Cross Shopping Centre as well as other shopping centres outside the borough, the town centre offer in Edgware needs to be improved. The Council's priority, as set out in the Core Strategy, is for new comparison retail floorspace to improve the range and quality of stores available in the town centre. There is currently only limited identified capacity for new convenience floorspace in Edgware. However it is recognised that convenience retail expansion around the existing Sainsbury's store on the Broadwalk Shopping Centre site could play an important role in unlocking the wider development and enhancement opportunities in the town centre.

The redevelopment of underutilised land in the town centre around the The Broadwalk Shopping Centre, Premier House and the Forumside area represents the best opportunity to deliver substantial change in Edgware and improve the range and quality of shops on offer. However any retail expansion will need to be supported by enhancements to the town centre, including new and improved connections to Station Road as well as the underground station and bus station, to ensure that the wider town centre as a whole will benefit.

Commercial floorspace in Edgware also provides the opportunity to respond to the needs of modern business providing the flexible and affordable work space formats that can nurture growth amongst small to medium enterprises. There is also opportunity for Edgware to provide a healthy evening economy with a new cinema as part of a mixed use commercial development to act as a key visitor attraction.

3. The Spatial Strategy

This section provides a spatial strategy for Edgware town centre based around the three key sites and seven elements of infrastructure.

3.1. Introduction

The Spatial Strategy shown opposite is a visual representation of the vision and objectives for Edgware town centre. It identifies potential land for new mixed use development (dark brown on the plan) which could deliver new shops and other town centre uses which will enhance Edgware’s role as a successful and thriving town centre.

The spatial strategy also identifies new streets, spaces, infrastructure and physical improvements that are required to ensure that new development is integrated with the rest of the town centre. These are the Elements of Infrastructure.

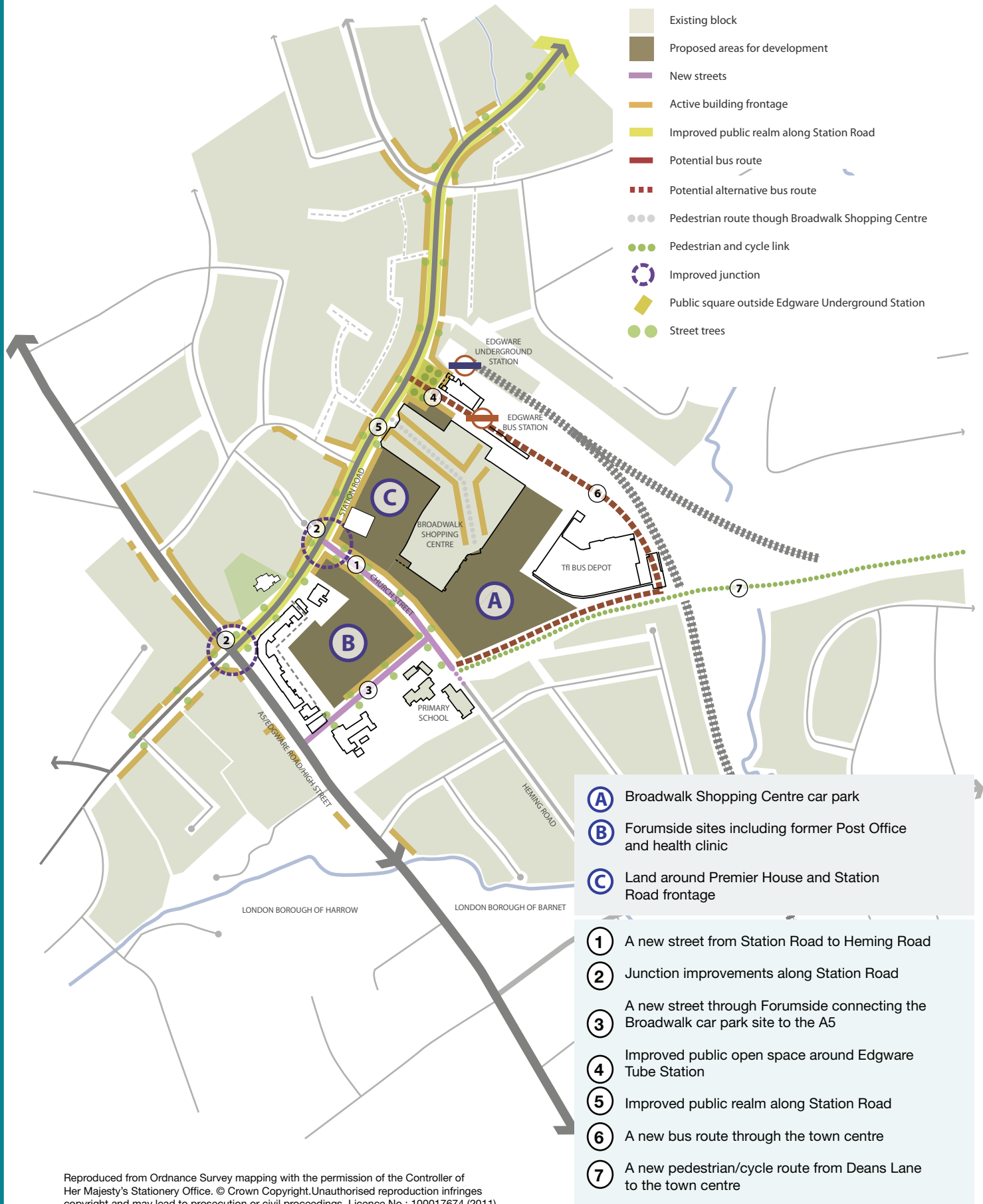
The diagrams on page 22 illustrate how the different components of the Spatial Strategy fit together.



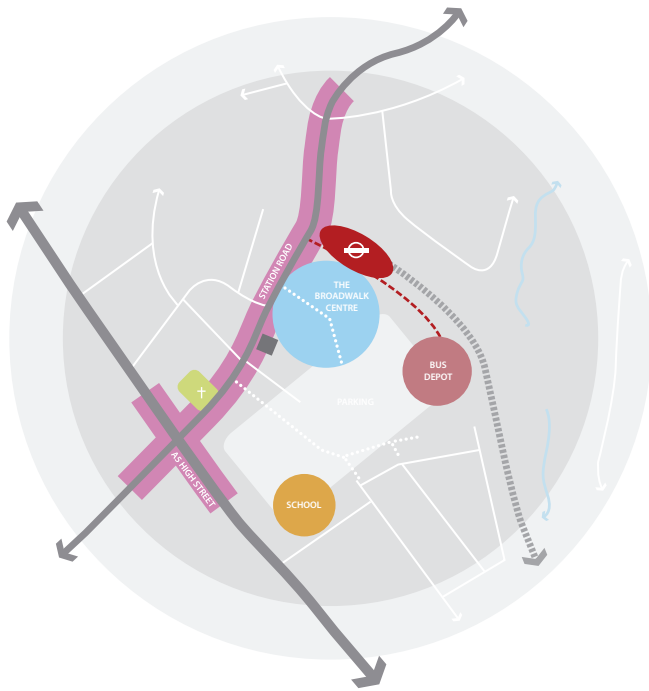
Cities Revealed® aerial photography; copyright The GeoInformation® Group, 2012

Aerial view of Edgware Town Centre

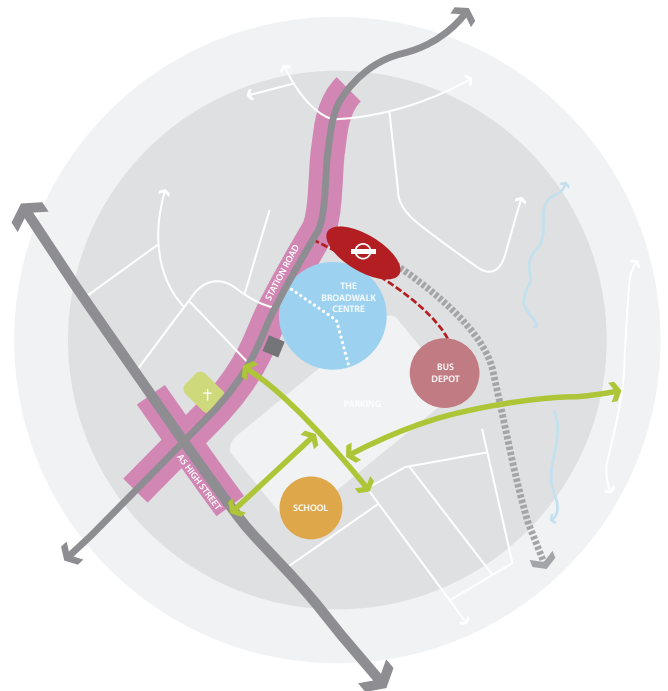
Spatial Strategy for Edgware town centre



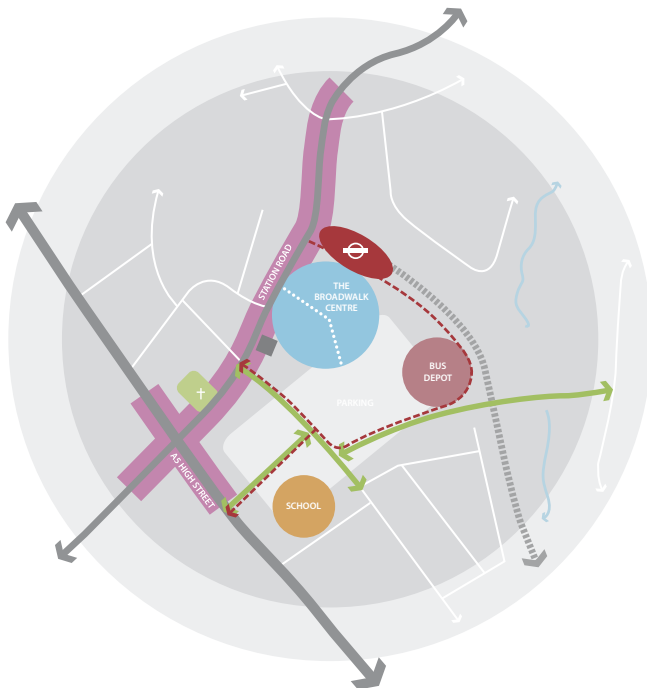
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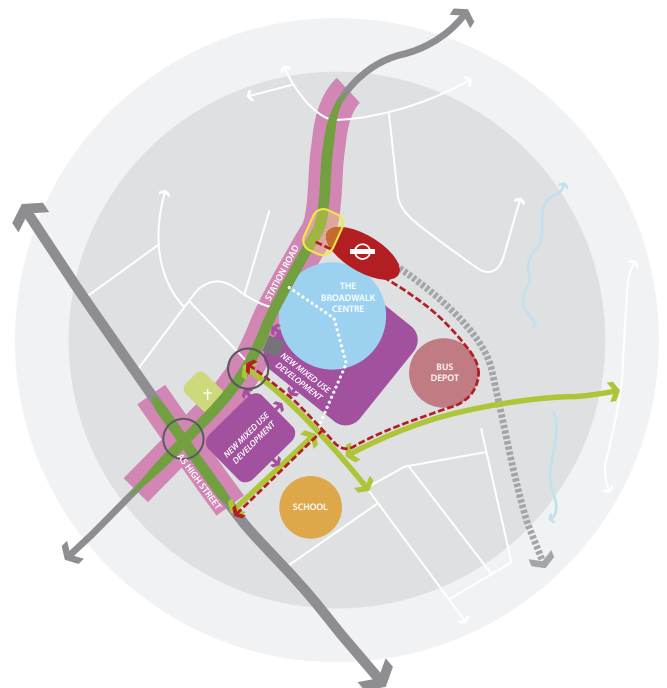
1. The current environment in Edgware town centre, showing the lack of connections and the large area taken up by parking and vacant sites between the Broadwalk Shopping Centre and Edgware School.



2. The green arrows show new streets and routes through this large area helping to reconnect it to Station Road, the A5 and the wider area. This also provides structure to this part of the town centre.



3. The dotted red line shows a potential new route for buses to the rear of the Broadwalk Shopping Centre and out onto Station Road and/or the Edgware Road. This could help alleviate congestion and traffic on Station Road and reduce the number of bus movements into and out of the bus station entrance. An alternative is to redirect some existing routes that currently travel along Station Road.



4. The purple areas show where new mixed use development could be accommodated. These developments would help fund and provide public realm improvements along Station Road (dark green lines), junction improvements (grey circles) and improved public open space outside Edgware Underground Station (yellow).



Existing high street environment within part of the Central Zone near Premier House

3.2. Development opportunities and key sites

A key objective of this strategy is to enhance and expand the retail offer in Edgware. This means providing new and better shops that will attract modern retailers to the town centre. This will in turn encourage private investment by retailers in the existing shops within the shopping centre and high street. However it is important that new development on the key sites identified provide new and improved connections to Station Road so that any retail expansion compliments the existing high street rather than compete with it.

Other town centre leisure uses such as a cinema, hotel and restaurants can also help attract vitality to Edgware as part of a healthy evening economy. Introducing residential flats above some sites will also provide activity at different times of the day and night.

There are three key sites located within the Central Character Zone which could be brought forward for development over the next ten years. These are:

- a) The Broadwalk Shopping Centre;
- b) The Forumside sites; and
- c) Land around Premier House and along Station Road.

These sites can accommodate development including a mix and range of uses that will help deliver the vision and objectives of this framework.

The opportunities for each of these sites are described in more detail below.



Extent of the development opportunity around the Broadwalk Shopping Centre



Extract from the Spatial Strategy highlighting the Broadwalk Shopping Centre car park site (A) and related Elements of Infrastructure

A Broadwalk Shopping Centre

Issue

Edgware town centre is facing increasing competition from other town centres and out of centre shopping complexes where shoppers and local residents are choosing to spend their money. The Broadwalk Shopping Centre serves as the only location in Edgware town centre that meets the requirements of modern retailers in terms of size and type of units. The shopping centre is anchored by M&S and Sainsbury's. Other retail units within the complex, whilst generally well let, tend to be occupied by 'value' retailers.

Shop units along the high street are generally too small and do not have the necessary servicing facilities to accommodate modern retailers. Whilst the shop vacancy rate within the retail frontage of the town centre is below the national average of 15%, there is a high proportion of café/restaurant uses which has increased noticeably over the last 5 years with a corresponding reduction in the number of A1 shop occupiers. These factors, combined with other general changes in retail trends, mean that the current retail offer in Edgware is limited. As a result many shoppers are choosing to shop in competing centres such as Brent Cross, Borehamwood and Watford. The retail offer in Edgware needs to be improved to help attract people back to the town centre.

Proposal

The area behind the Broadwalk Shopping Centre is dominated by a large surface car park. This area is cut off from the high street and the surrounding residential neighbourhood with poor pedestrian access. As a result there is a large area of land in a highly accessible town centre location which is currently underutilised. There is therefore an opportunity to consolidate the car parking and enable additional development to be accommodated within this highly sustainable location.

The car park site is most likely to suit an extension to the Broadwalk Shopping Centre. This would enable new comparison retail floorspace to be delivered improving the retail offer for the town centre. Convenience retail floorspace expansion may also be considered in order to enable the comprehensive redevelopment of the site and deliver the objectives of this Framework.

Leisure uses such as a cinema and associated food and drink would also be considered appropriate on parts of this site.

New buildings should be of an appropriate scale having regard to the neighbouring residential properties to the south east.

It is crucial that this area is well connected to Station Road in order that it compliments the existing shops and services and offers greater opportunities for easy access to the existing high street. Redevelopment of this site should work alongside development of the Forumside and former Post Office site to deliver a new street from Station Road to Heming Road (see Element 1) and positively address it by providing buildings with active frontage onto the street.

The existing pedestrian route through the Broadwalk Shopping Centre should be extended through the new retail space to connect with the new street proposed in Element 1 of the Spatial Framework. This route should also be fronted by active uses and connect with the new route through the Forumside sites to the A5/High Street (see Element 3).

Any proposals for this site would also be expected to improve the existing entrance of the Broadwalk Shopping on Station Road to improve its relationship with the high street.

It is expected that any redevelopment of the site would continue to provide a similar quantum of car parking as currently exists. The dual function of the car parking spaces serving both as a commuter car park for TfL and wider town centre car park will also be required to be maintained.

Benefits

- An extension to the shopping centre could provide comparison retail floorspace within new, purpose built retail units which would attract new retailers to the town centre and expand the range of shops on offer.
- With new connections to Station Road, shops in the existing high street could benefit from the increased visitor and shopper numbers. In the longer term the increased spend in the town centre could incentivise existing traders to improve the existing shops and frontages.
- The possible introduction of new leisure uses such as a cinema could attract people into the town centre outside of the standard shopping hours.
- The development would provide contributions through planning obligations which could deliver other elements of this strategy.
- Development of this land could act as a catalyst for developing the other key town centre sites as well as reinvigorating the wider town centre.
- Developments must provide new and enhanced connections to Station Road and contribute to the creation of a new retail circuit within the town centre.
- The existing Sainsbury's store will be key to unlocking the wider comprehensive masterplanning of the Broadwalk site. Any expansion in convenience retail floorspace will need to be carefully considered against the objectives of this Framework and the ability to deliver the elements of infrastructure.
- There are a large number of trees across the car park which would need to be removed. New trees could be planted throughout the town centre to off-set the loss and help 'green' up the high street.
- The relationship to residential properties to the south east in Heming Road and Fairfield Crescent needs to be sensitively addressed and any proposals will need to step down in scale to the boundary with these houses.
- Given the size and complexities of the site and uses currently operating within it, the objectives will not be achieved in one go. Development will have to be considered as part of a phased masterplan.

Challenges

- An expansion of the Broadwalk Shopping Centre has the potential to take shoppers away from the existing high street.



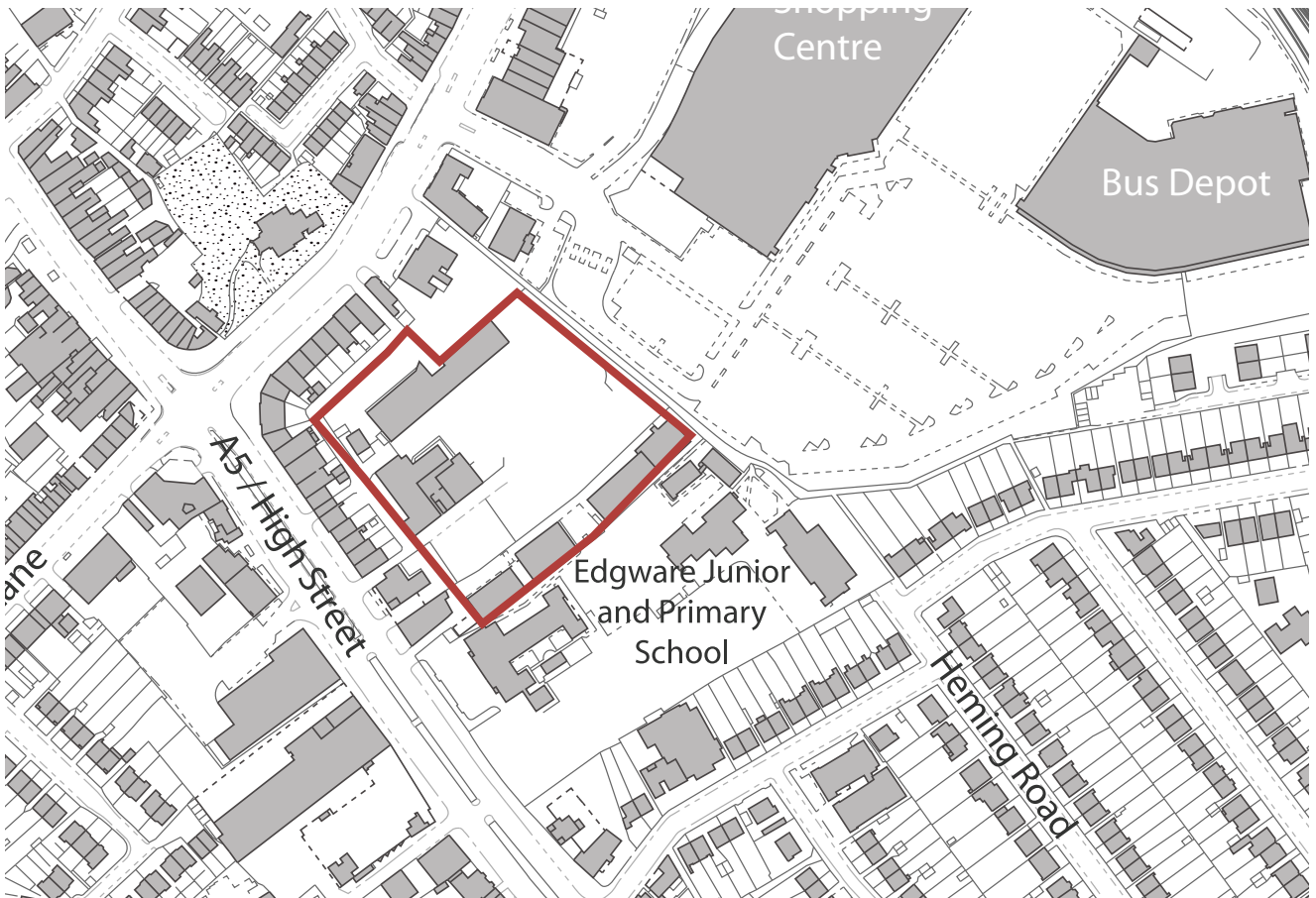
Car park entrance to the Broadwalk Shopping Centre



Broadwalk Shopping Centre from Station Road



Inside the Broadwalk Shopping Center.



Extent of the opportunity on the Formside sites



Extract from Spatial Strategy highlighting Formside site (B) and related Elements of Infrastructure

B Forumside sites

Issue

There is a collection of sites around Forumside on the east side of Station Road to the south of Church Way which have been vacant and derelict for a number of years. This area, when combined with the shopping centre car park, makes up a large urban block within Edgware town centre that is underutilised and isolated from the surrounding area.

The area consists of vacant land, derelict buildings and some light industrial/office uses. The sites are enclosed on the north west by The Railway Hotel and the three storey buildings fronting Station Road, to the south west by buildings fronting onto the A5, and to the south east by Edgware Junior and Primary School. The area is around 1ha and is in multiple ownerships, including a significant area owned by Sainsbury's. This land when combined with the former Post Office site and health clinic presents a significant development opportunity.

Proposal

The site could incorporate residential-led development with an appropriate mix of town centre uses. Development should be of an appropriate scale to respect the existing buildings along Station Road including the Railway Hotel

The redevelopment of Forumside will be expected to aid the delivery of the new street connecting the Broadwalk Shopping Centre car park to the A5 proposed under Element 3.

Development of this site could include the former Post Office building and the single storey health clinic building located behind. This would enable a more comprehensive development to be delivered. The Post Office has relocated to new premises on Station Road. The health centre would need to be reprovided within any proposed scheme.

Redevelopment of the Forumside and Post Office sites should be planned together with the development of Premier House and the Broadwalk

Shopping Centre to enable the delivery of the new street Station Road to Heming Road proposed in Element 1. New buildings should provide active frontages onto the new street.

Proposed buildings should provide active frontage along this new route and the new street proposed in Element 1.

This should be combined with the improved junction design proposed under Element 2 of the Spatial Framework.

Benefits

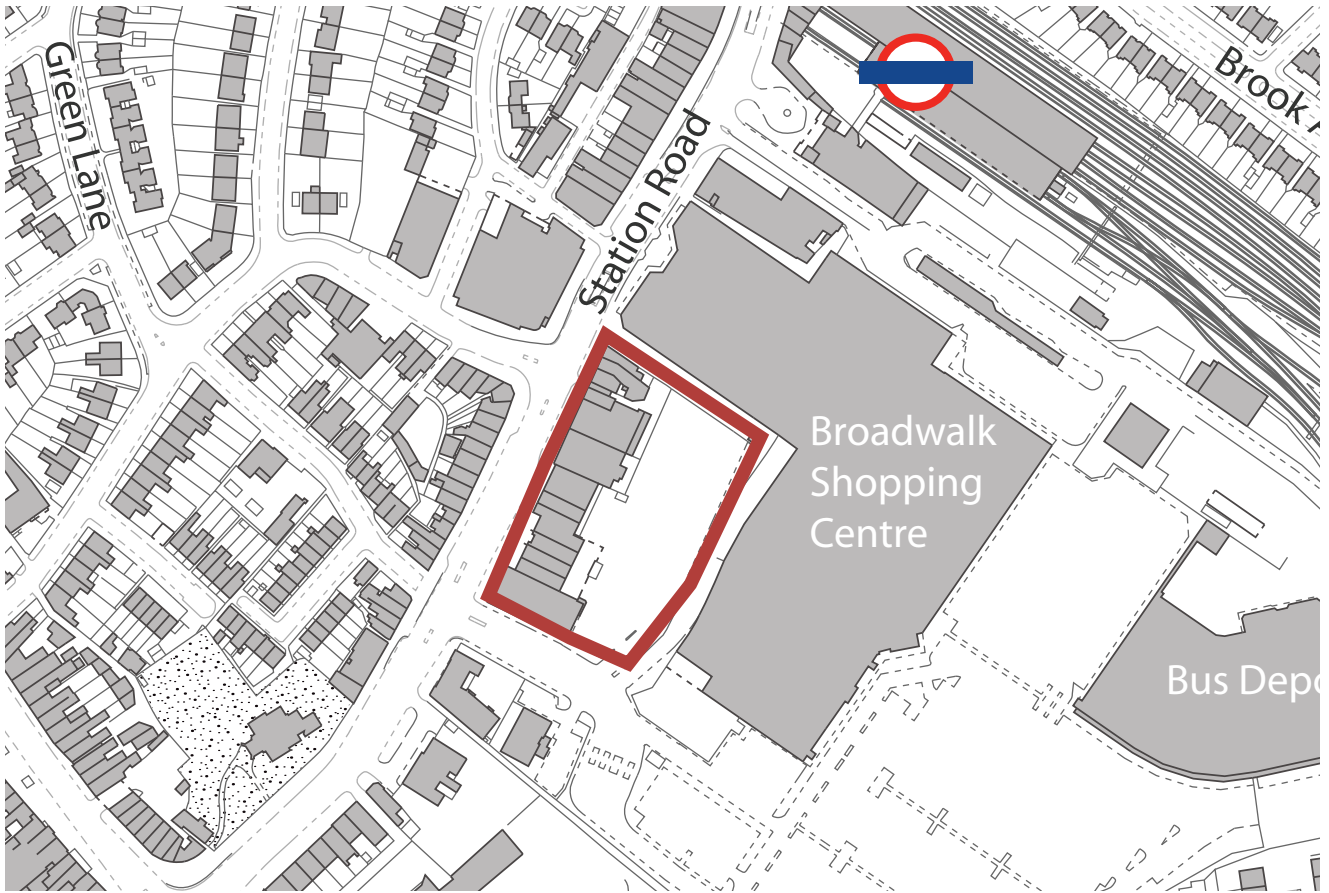
- New residential and town centre uses on the site would help bring activity and security to the town centre.
- Reuse of derelict and brownfield land in a sustainable town centre location.
- Development would provide contributions through planning obligations which could deliver other elements of this strategy.

Challenges

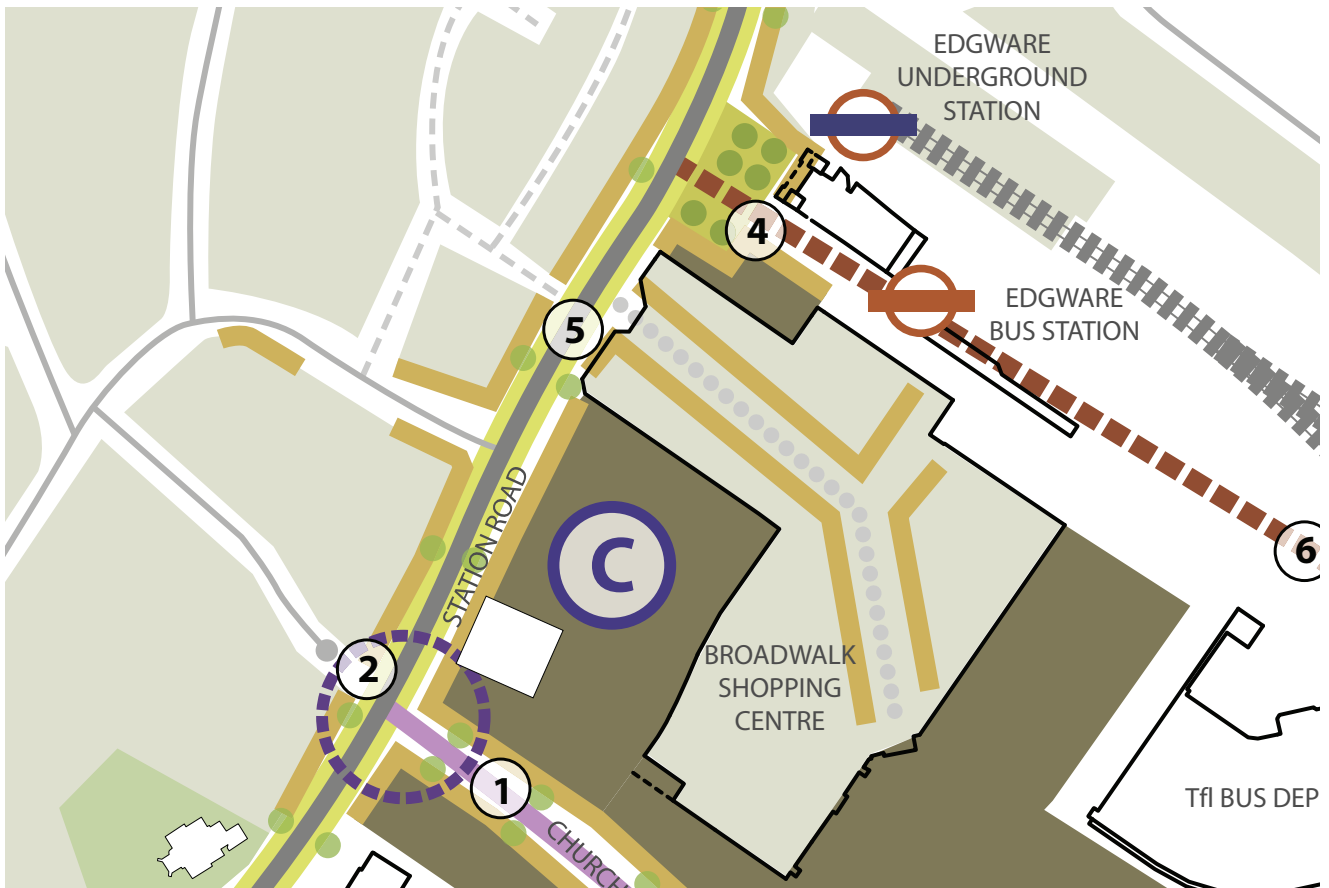
- Challenges around land assembly and multiple land owners. The Forumside area can only be delivered comprehensively if all the land owners come together.
- Relocation/consolidation of existing Telephone Exchange.
- Relationship to backs of existing buildings on Forumside.
- Relationship to Edgware Primary School
- Relationship to Grade II Listed former Railway Hotel.



Derelict sites within Forumside area for potential development



Extent of the opportunity around Premier House and Station Road frontage



Extract from Spatial Strategy highlighting land around Premier House site (C) and related Elements of Infrastructure

C Land around Premier House and along Station Road

Issue

Premier House is a 14 storey office block with some integrated commercial units on the ground floor. The building is a prominent feature on the Edgware skyline and is in need of updating. The row of buildings along the South East side of Station Road between the Broadwalk Shopping Centre and Premier House are predominantly two storey buildings of no particular merit. A large private car park is located to the rear of these buildings and is accessed from the car park entrance to the Broadwalk Shopping Centre.

Premier House is relatively well let, but over the last few years it has tended to be smaller, more local occupiers that have taken shorter more flexible leases as the office market in Edgware and north London has declined.

The redevelopment of the parade adjacent to Premier House as part of a comprehensive scheme which incorporates the car park presents an opportunity to provide improved commercial units on the ground floor and improve the building frontage along Station Road.

Proposal

Subject to discussions with landowners, an opportunity exists to redevelop the car park and parade adjacent to Premier House and transform an important section of the building frontage along Station Road.

The site could accommodate a mix of uses including some active retail at the ground floor facing onto Station Road with high quality office or residential uses above. There is also scope for a modern conference and community function hall facility given the site's highly accessible location close to the Underground Station and bus interchange. This would provide a flexible community facility for Edgware.

Retail development on the site would need to be considered against other proposals in the

town centre and the retail capacity set out in the Core Strategy. The site could be a standalone development, or form more of a comprehensive extension to the Broadwalk Shopping Centre. This could offer opportunities to provide a new connection from the shopping centre and car park to Station Road and contribute towards creating a retail circuit within the town centre.

Subject to meeting the relevant Core Strategy and Development Management policy tests, there is potential to convert part of Premier House to residential uses whilst ensuring remaining work space is responding to the needs of modern business in terms of the formats available. This partial conversion and refurbishment could fund re-cladding the exterior of the building to turn Premier House into a high quality landmark and improve the general townscape of Edgware.

The current retail unit on the corner of Station Road and the entrance into the shopping centre car park presents a blank wall to the street in what is an important and prominent location with the town centre. Any proposals for Premier House would be expected to improve this unit to provide a greater active frontage by removing the current blank wall and better addressing this corner location. Proposals should also integrate with the development of the new street proposed in Element 1.

Any redevelopment of the car park to the rear of Premier House would be expected to continue to provide a similar quantum of car parking as currently exists.



Premier house

Benefits

- New high quality buildings and improved shop frontage to Station Road.
- Possible connection from Station Road through to the Broadwalk Shopping Centre and car park.
- New residential use in the town centre would bring activity and security.
- Re-cladding of Premier House to create a high quality landmark building.
- The development would provide contributions through planning obligations which could deliver other elements of this strategy.

Challenges

- Multiple land owners and need for Land assembly. The land owners will need to come together in order to deliver a comprehensive scheme and fully realise the potential of the site.
- Development would need to provide a similar quantum of car parking to that of the existing car park to the rear of Premier House.
- Any loss of office space will need to be carefully considered against the relevant policy tests and new formats for work space will need to be provided.



Parade along Station Road adjacent to Premier House

3.3. Elements of Infrastructure

The Spatial Strategy incorporates the following Elements of Infrastructure and improvements:

1. A new street from Station Road to Heming Road
2. Junction improvements along Station Road
3. A new street through Forumside connecting the Broadwalk car park site to the A5
4. Improved public open space around Edgware Station
5. Improved public realm along Station Road
6. A bus strategy for the town centre
7. A new pedestrian/cycle route from Deans Lane to the town centre

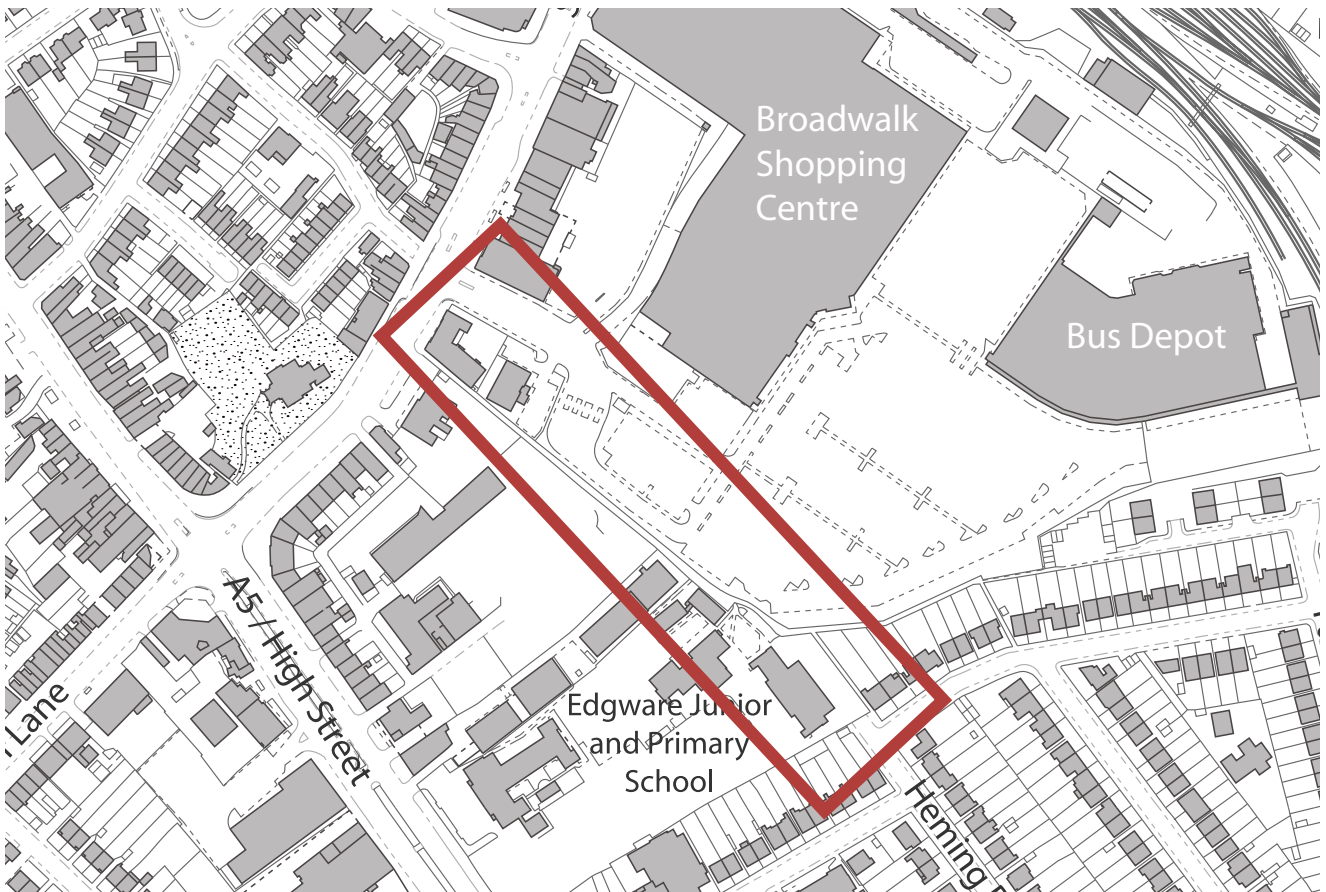
Many of the infrastructure elements of the framework are dependent on each other and therefore cannot be delivered in isolation. Development on the key sites identified in this framework will be required to directly deliver or contribute funding towards the delivery of the infrastructure elements. The owners of the key development sites are encouraged to work together to ensure that their development proposals relate to one another in the context of the Spatial Strategy. This will ensure that developments opportunities are maximised.

The scale of change and development anticipated to come forward in the Framework is significant and cannot be delivered in one go or by one landowner. Commercial constraints and in places complex land ownership will need to be resolved. A phased approach will therefore be necessary in order to coordinate developments with the delivery of infrastructure.

Each of the infrastructure elements is described in further detail in the next section setting out what the issue is, what the proposal is and what benefits and challenges are associated with it.



A high street could include space for café seating, markets, walking, sitting, planting and parking.



Area where the new street would be located



Extract from Spatial Framework showing new street from Station Road to Heming Road (Element 1)

① *A new street from Station Road to Heming Road*

Issue

The large area occupied by the Broadwalk Shopping Centre, its associated car park and the TfL bus depot, along with the railway tracks to the north east, create a set of barriers which limit access to the town centre, particularly from the east. This large area is dominated by access for vehicles and surface car parking and has a character more suited to an out of town retail park than a town centre. Connections from the car park to the high street are limited with pedestrians having to walk through the shopping centre.

There are currently two main pedestrian routes through this area. The first one leads from the rear entrance of the Broadwalk Shopping Centre through the surface car park to Edgware Junior and Primary School, and the second is Church Way which is a separate path that provides a route from Station Road to Fairfield Crescent and Heming Road.

Both routes are relatively unattractive and unappealing for pedestrians, particularly during the evenings as they are not overlooked by buildings.

Proposal

In order that this area can be reconnected to the high street and residential neighbourhood to the south, a new street is proposed from Station Road to Heming Road roughly along the route of Church Way. This new street will sub-divide the large area currently formed by the car park and derelict sites around Forumside and will help introduce a more traditional, legible street pattern for all users. It will also form a direct and safe route from the town centre to the residential area to the south. The new street would not be a vehicular link into Heming Road. It would be designed so that cars can't drive through but so that pedestrians and cyclists can. This will provide an improved pedestrian and cycle link which is clearly visible and legible.

Benefits

- This street will help subdivide the large urban block currently occupied by surface car parking and derelict land. This will help create developable plots on either side.
- New development on either side of the street on the key sites of the Broadwalk Shopping Centre and Forumside sites will provide active frontage and good definition and enclosure to the street making it a safe and attractive route for people to use.
- The new street will still provide vehicular access to the car park for the Broadwalk Shopping Centre and could join with the new street from the A5 proposed in Element 3.
- The new street would provide an improved pedestrian route to the town centre from the residential streets to the south east.

Challenges

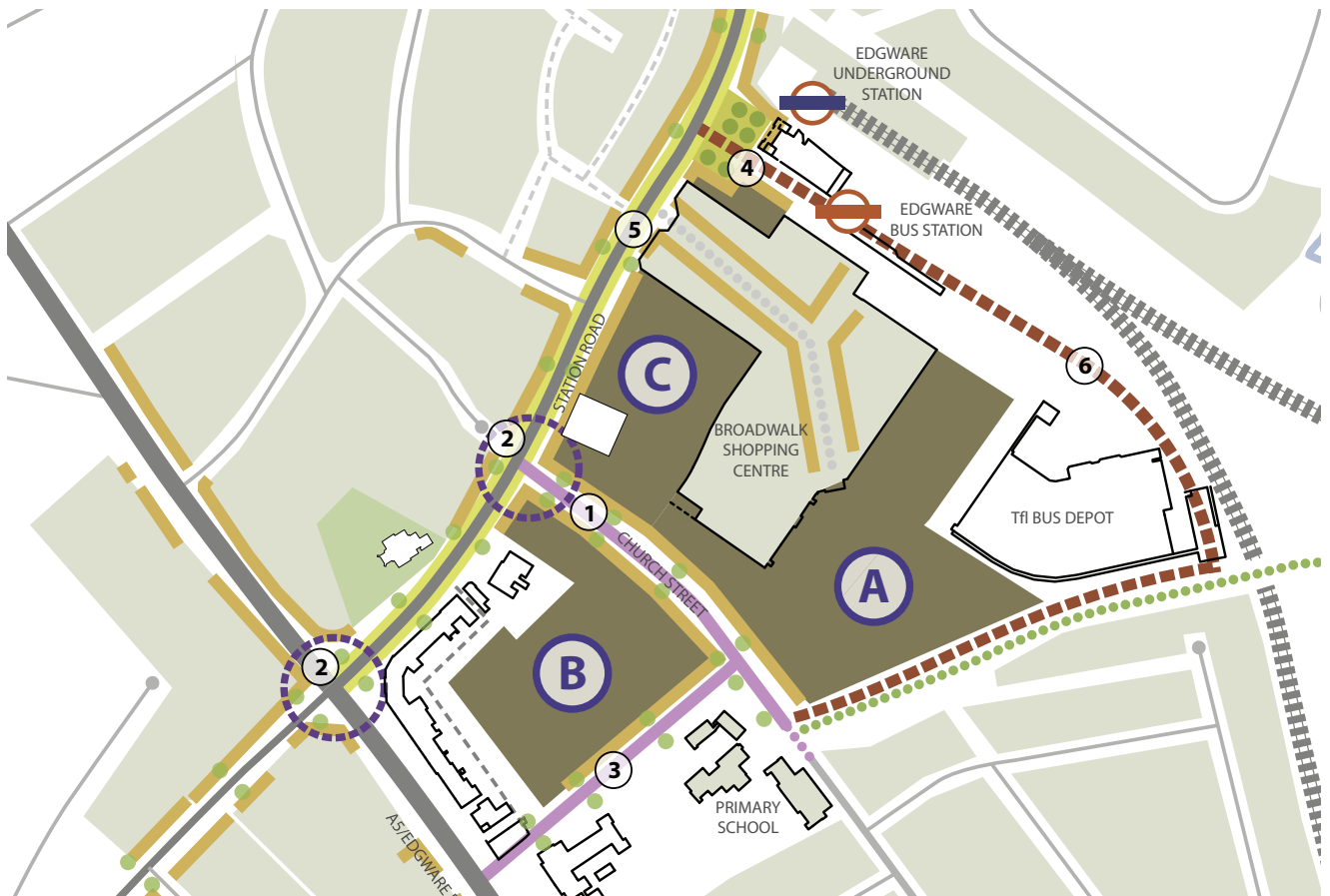
- The new link will require land from part of the current shopping centre car park. Car parking spaces will therefore need to be reprovided as part of the proposals for Site A.
- This link may require a small amount of land currently used by the School as car parking which would need to be reprovided close by.
- The new street would need to link with the new junction onto Station Road identified in Element 2.



Existing access to the Broadwalk Shopping Centre



Location of junctions identified for improvement



Extract from Spatial Framework highlighting junction improvements (Element 2)

② *Junction improvements along Station Road*

Issue

The layout of Station Road and the volume of traffic it carries at peak times hamper bus and vehicular flow which affects the quality of the environment for shoppers and can have an effect on businesses.

This is compounded by the junction between Station Road and the access for the Broadwalk Shopping Centre car park which is a congestion point within the town centre.

The junction between Station Road and the A5 is less of a problem for traffic flows but still an important junction within the town centre and can be affected when traffic on Station Road backs up. This junction is currently not a pleasant environment for pedestrians with limited crossing facilities.

Proposal

The junction between Station Road and the shopping centre car park entrance will need to be remodelled and improved. This will need to be considered as part of the development proposals for all three of the key development sites to ensure that the junction can accommodate the increased number of vehicle and pedestrian movements. The improved junction should provide safe facilities for all road users and improve the quality of the public realm around the junction. The junction will need to be designed in conjunction with the new road proposed in Element 1.

The junction between Station Road and the A5 may need to be remodelled as part of future redevelopment proposals. This should provide an improved quality of public realm and improved crossing facilities for pedestrians.

Benefits

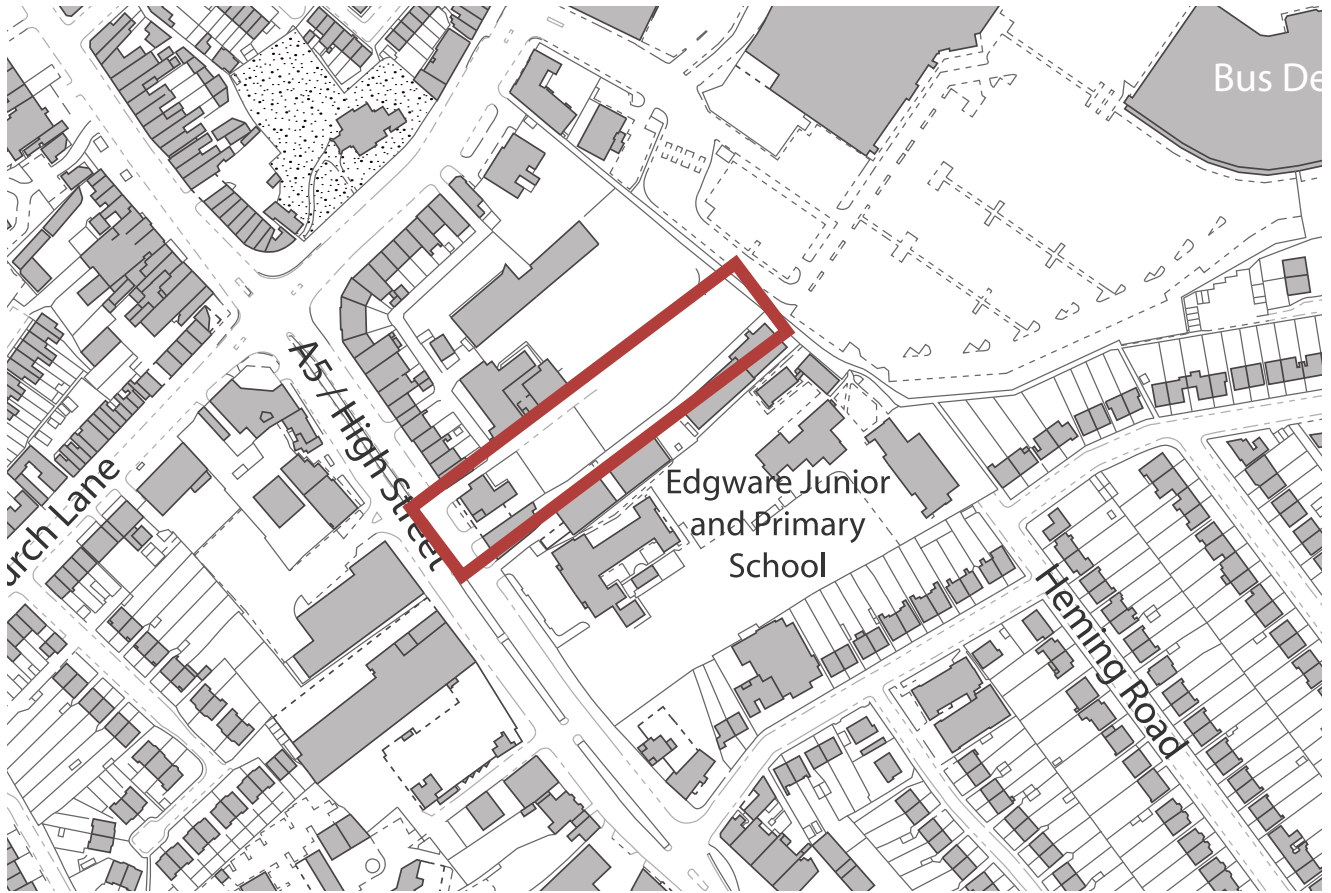
- When combined with other infrastructure improvements such as the new street from Station Road to Heming Road (see element 1) and the new street from the A5 to the Broadwalk Shopping Centre (see element 3) it could help alleviate congestion around the existing junctions.
- Possible improvements to vehicle movements along Station Road.
- Improved environment for pedestrians and shoppers.

Challenges

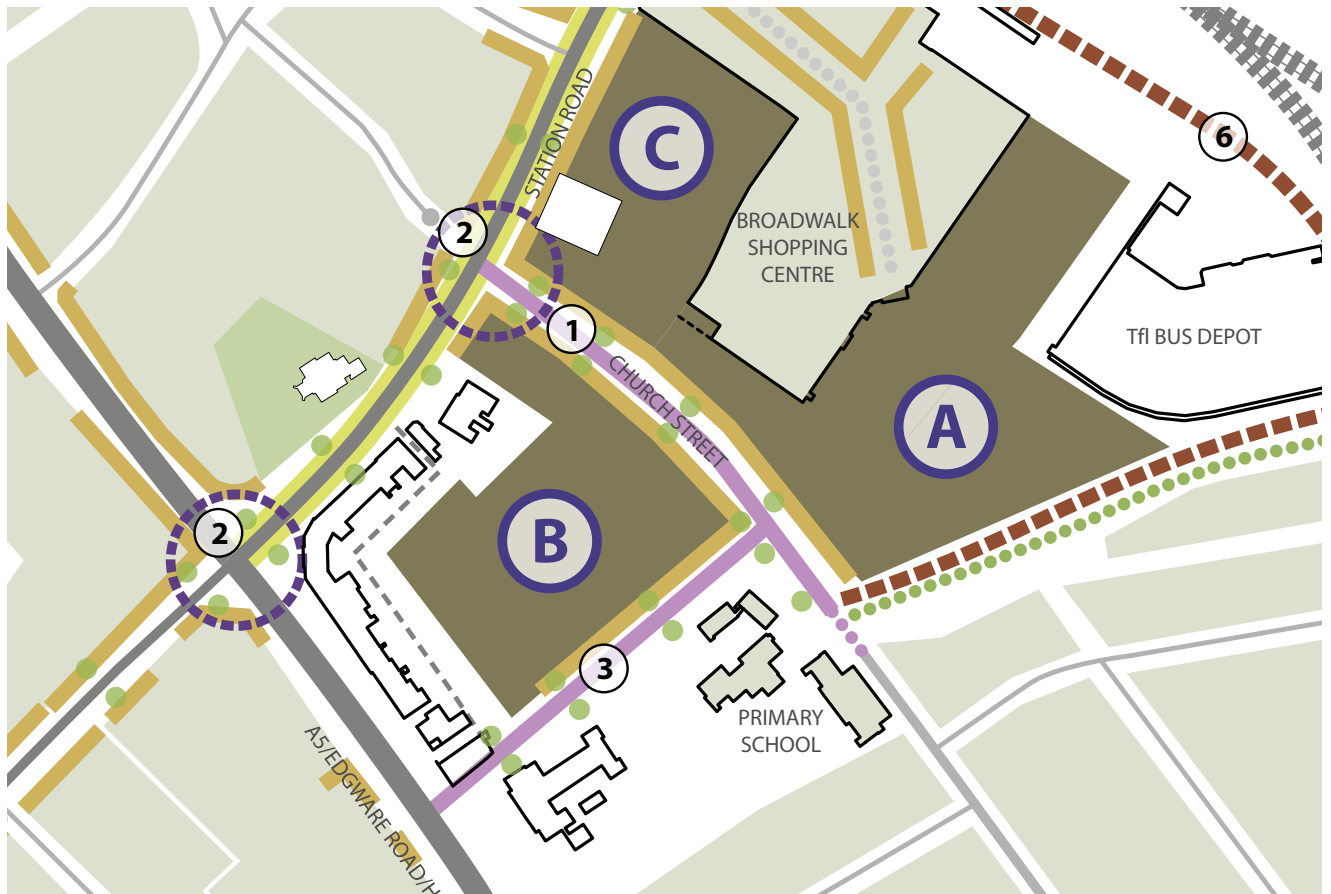
- The improvements may require land from the Post Office and Health Centre sites and will need to be planned in conjunction with developments on these sites.
- Proposed highway solutions will need to balance the requirement for improved traffic capacity with improvements to the public realm and pedestrian environment.



Junction on Station Road
with the shopping centre access road



Area where new street would be located



Extract from Spatial Framework showing new street from shopping centre car park to the A5 (Element 3)

③ *A new street through Forumside connecting the Broadwalk Shopping Centre car park to the A5*

Issue

There are a collection of buildings and plots of land around the Forumside area, some of which have been vacant and derelict for a number of years. This area, when combined with the shopping centre car park, makes up a large urban block within Edgware town centre that is underutilised and isolated from the surrounding area. With few routes through, this block currently has limited access.

Proposal

A new route through the Forumside area is proposed to link the Broadwalk Shopping Centre car park with the A5. This new street could connect with the new street proposed in Element 1.

This new street would be located between Edgware Primary School and the vacant land around Forumside. It could utilise the existing access of Horn Bank or that of Forumside and may require some additional land fronting the A5, depending on the specific access arrangements. The existing right hand turn lane on the A5 into Forumside could also be utilised for the new route. The new route could be used for cars and buses, or just cars, or just buses and is likely to be left hand turn only onto the A5/High Street.

Potential new development on the Forumside sites and surrounding area should positively address this new street and provide active frontage wherever possible. The new street will also form an important pedestrian route from new development around the Broadwalk Shopping Centre to the A5 and should be designed appropriately to accommodate pedestrian movements.

Benefits

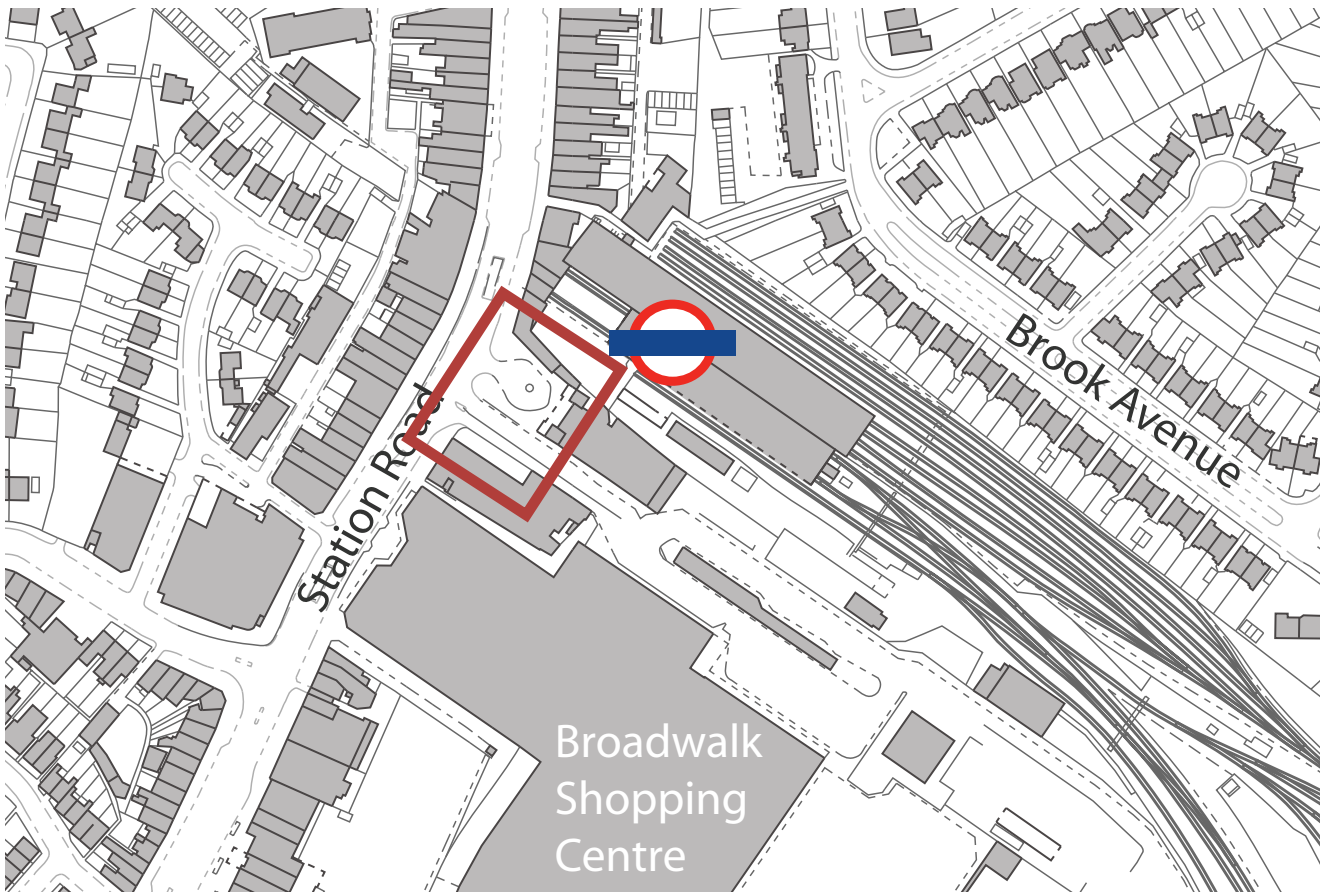
- The new street will help create a more permeable network of streets within the town centre.
- The street would help define a new development block at the Forumside sites.
- The new route could help alleviate traffic and congestion issues currently faced along Station Road and successfully accommodate new development in the town centre.

Challenges

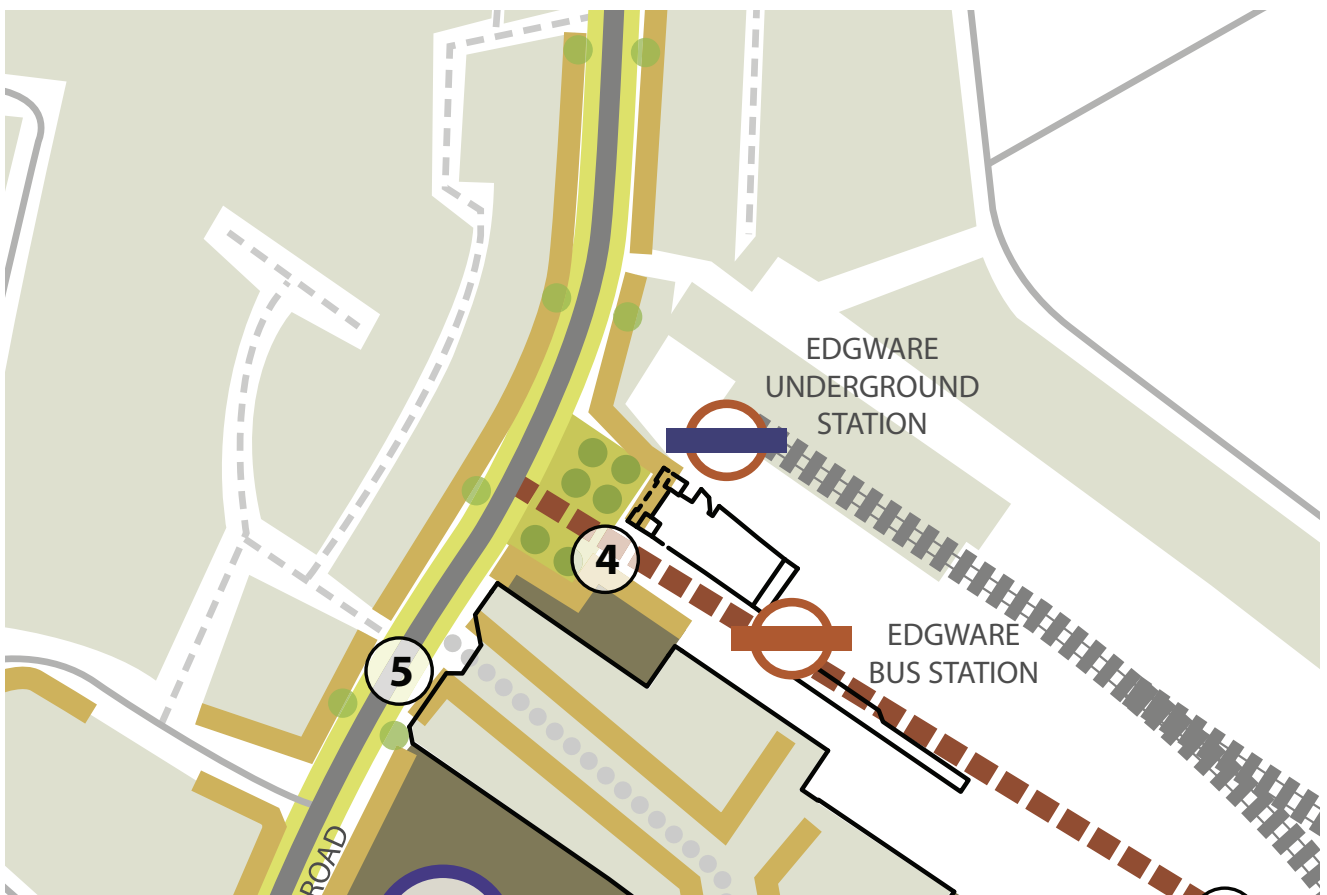
- The new route may require land currently in multiple ownerships. Therefore land may need to be assembled to deliver the new street.
- The A5 is part of the Strategic Road Network and therefore will require consultation with TfL.
- The A5 forms the boundary with Harrow and will require cross borough engagement.



New streets should provide active frontage wherever possible to make them safe for all users



Existing open space in front of Edgware Underground Station



Extract from Spatial Framework showing potential new public open space (Element 4)

④ *Improved public open space around Edgware Tube Station*

Issue

Edgware suffers from a lack of public open space. Its linear character along Station Road means that there is no clearly defined 'heart' or centre as you might find in a town with a central square for example. The only open space in the town centre is outside Edgware Station and this is currently used as a passenger drop off and pick up facility and is dominated by parked cars and taxis. As a result there are no spaces where people can sit and relax, people watch, eat a sandwich and generally spend time in the town centre. Furthermore the lack of an open area means that there is nowhere for public and community events to be held.

Proposal

The space outside the Tube Station is an ideal location for an improved public space in the town centre which would help to create an attractive, identifiable arrival point from the Station. There is sufficient pavement width to relocate a drop off/pick up point parallel to Station Road, similar to the current taxi waiting bays and on-street parking currently located to the north along Station Road. This would free up the space to create high quality public open space for pedestrians in one of the busiest locations in the town centre. The space could be re-paved and incorporate trees and provide places for people to sit as well as space for public events or market stalls.

In the short term, the existing single storey buildings which face onto this space could potentially be reused for cafe uses to help spill out and enliven the space. Development proposals for the Broadwalk Shopping Centre should attempt to improve the connection and environment between the Shopping Centre and the Tube Station.

In the longer term, the redevelopment of the Argos building could provide the opportunity to extend the open space onto the west side of the bus station access road. The pedestrian crossing facilities across this access road must also be improved as part of any proposals.

Benefits

- Enhance the sense of place and character of the town centre and provide a point of arrival.
- Provide places for people to meet and spend time in the town centre.
- Provide space for community events and gatherings which will help create a sense of community and attract people into the town centre and may lead to increased spend in local shops.
- Provide space for occasional small markets (similar to the French Market which currently comes to Whetstone).
- In the longer term, if the buildings immediately to the south of the bus access route were redeveloped, the space could extend across the bus access route and help improve the crossing for pedestrians.
- A longer term opportunity may also exist to redevelop the current single storey Carphone Warehouse building to help provide greater active frontage and enclosure to the space.

Challenges

- The Station Forecourt area is owned by London Underground Lines (LUL) and changes would require agreement with TfL.
- Possible limitations to tree planting and services due to tube tunnel beneath Station Road and the forecourt area.



The current space outside Edgware Station used as a pick up/drop off space



Parts of Station Road have room for potential new street trees



The Broadwalk Shopping Centre entrance from Station Road is divorced from the street

⑤ *Improved public realm along Station Road*

Issue

The quality and attractiveness of the environment of a town centre can play an important role in whether people decide to shop and spend time in the town centre.

A large part of the high street along Station Road benefits from attractive interwar period buildings and parades. It also has wide pavements along most of its length. However the lack of any street trees along the high street means the environment feels harsh and uninviting. This, coupled with the traffic congestion and frequency of buses, creates a relatively unpleasant environment for pedestrians.

The existing entrance into the Broadwalk Shopping Centre from Station Road is at a lower level than the main part of Station Road. This divorces the entrance from the street and contributes to the lack of connection between the shopping centre and the high street.

Proposal

The space between the buildings along the majority of Station Road is generous. At the moment this space is divided up to provide pavements, parking bays and central reservation. The way in which this space is designed and allocated between different uses and users can influence the character of the place. For example a high street could include space for shop displays, space for café seating, space for markets, space for walking, space for sitting, space for vehicles, space for planting and space for parking.

In the short term the high street environment should be enhanced by planting new street trees, de-cluttering pavements by removing guard rails and other unnecessary features. This could help provide an environment where cafes and restaurants could spill out onto pavements and provide outdoor seating. New coordinated street furniture and signage could help contribute to the character and identity of the town centre. Any public realm proposals should be coordinated

with the improvements to the public space in front of Edgware Underground Station identified in Element 4. The space in front of the Broadwalk Shopping Centre entrance should also be improved as part of any proposals for the expansion of the shopping centre. The connection between the shopping centre entrance and the high street needs to be improved.

Benefits

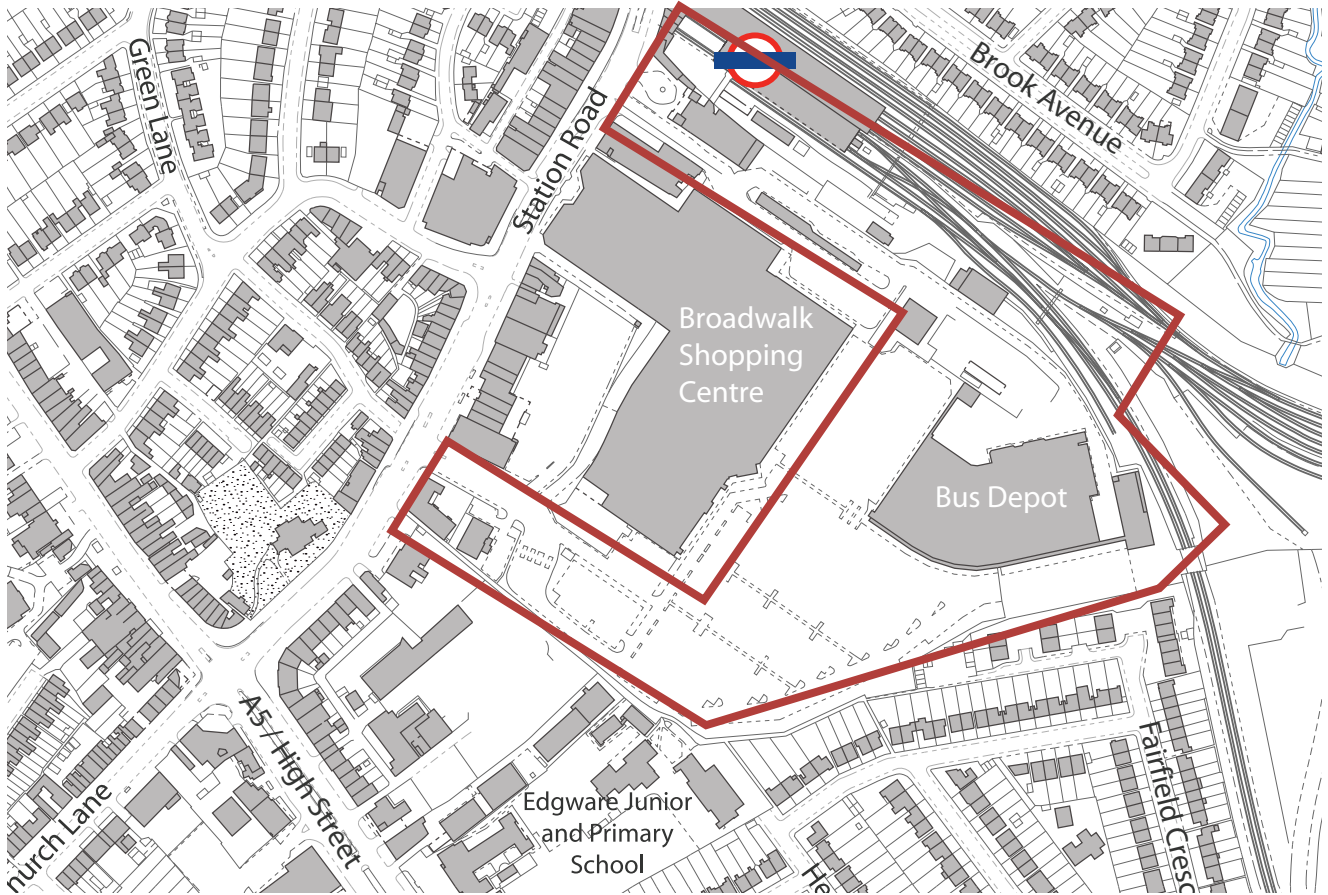
- New tree planting will soften and enhance the urban environment whilst providing microclimate benefits in terms of shade and air quality.
- Tree planting and de-cluttering improvements could be funded from government grants and would not be dependant on some of the major development proposals coming forward.
- Improved pedestrian environment encouraging the wide pavements to become places where cafes can spill onto and provide places for people to sit.
- Improved environment to attract people to shop and spend time in the town centre.

Challenges

- Surveys may be needed to establish where services are located beneath the ground to assess where trees can be planted. Part of Station Road is built over a tunnel associated with the Northern Line tracks. This may not have a deep enough sub-structure for trees to be planted in this location near the Station.



Street trees can enhance the town centre environment



The potential new bus route could run around the back of the Broadwalk Shopping Centre car park.



Extract from Spatial Framework showing potential new bus route (Element 6)

⑥ A bus strategy for Edgware

Issue

Edgware town centre is served by an extensive bus network with a large volume of buses using Station Road. While these bus services are crucial in providing an effective interchange with the Underground station as well as ensuring the surrounding area is well connected to the town centre, the volume of bus movements they generate has an impact on the quality of the environment along Station Road through noise and air pollution. The lack of street trees along Station Road, which might otherwise help provide a buffer between the buses and pedestrians, exacerbates this issue.

The current access road into the bus station creates a barrier for pedestrians walking along Station Road between the Broadwalk Shopping Centre and the Tube Station. This is compounded by the number of buses entering and exiting the bus station which makes it difficult for pedestrians to cross the access road and creates an unsafe environment generally. The bus turning movements into and out of the access road also cause delays to traffic along Station Road.

Proposal

A strategy for addressing bus movements in the town centre is needed. This should look at the routing of existing buses along Station Road and consider alternative locations for some buses to turn instead of all buses having to use the bus station. Additional bus stops along Station Road should also be investigated. This should be co-ordinated with the public realm improvements under Element 4.

The long term potential for a new bus route around the bus depot and along the rear of the Broadwalk Shopping Centre car park is identified. The new route could allow some buses to exit the bus station or depot by an alternative route to the existing access which is next to the Tube Station. The buses could then access Station Road further south using an improved junction at the car park entrance (see Element 2). Alternatively the bus route could

connect to the new street through the Forumside sites (see Element 3) which would allow buses to exit directly onto the A5.

Benefits

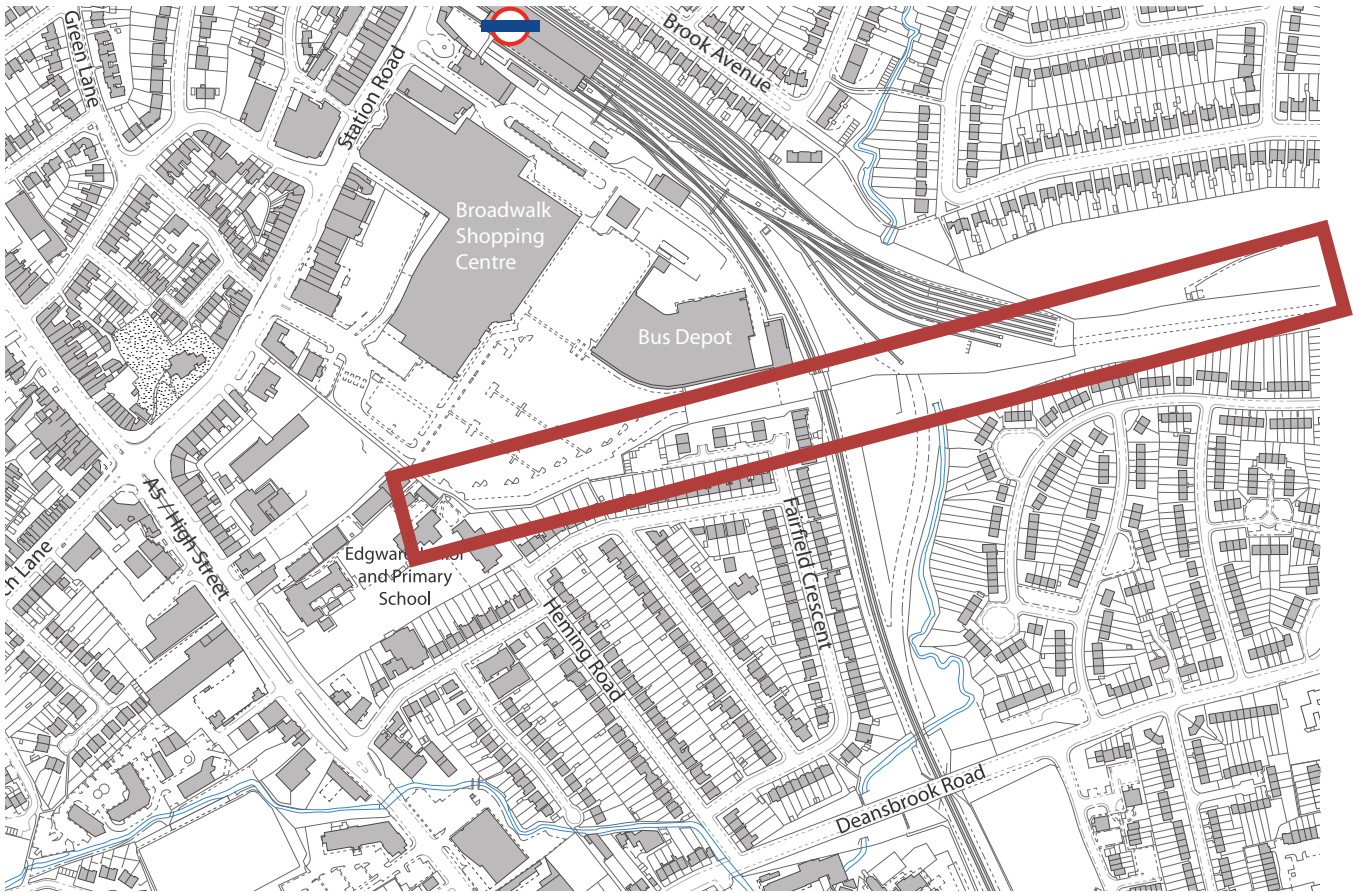
- By reviewing the routing those services that don't need to stop at the bus station the number of bus movements along Station Road could be reduced and could improve congestion.
- Turning some buses further south along Station Road using the new street proposed under Element 1 could reduce the number of buses turning into and out of the bus station entrance. This would reduce the conflict between buses and pedestrians trying to cross the bus station access road.
- The proposals could lead to an improvement in the environment along Station Road while maintaining the quality of bus service provision in the town centre.

Challenges

- Any alterations to bus routes would require agreement with London Buses and TfL.
- The potential new route to the rear of the Broadwalk car park would require land around the bus depot. Existing level changes would need to be addressed.
- There could be cost implications for bus services through the short increase in bus route distances.
- The location and distribution of bus passenger drop off and pick up points would need to be considered.



Buses turning into Edgware Bus Station



Plan showing area where new pedestrian/cycle route would be located



Extract from Spatial Framework showing new pedestrian and cycle route from Deans Lane (Element 7)

⑦ *A new pedestrian/cycle route from Deans Lane to the town centre*

Issue

The Northern Line railway tracks to the north east of the Broadwalk Shopping centre create a barrier which limits access to the town centre from the east. This cuts the town centre off from the residential neighbourhoods to the east and potentially prevents people from shopping or visiting Edgware.

Proposal

A new pedestrian/cycle route is proposed from Deans Lane along the line of the old overground railway line to what is currently the shopping centre car park. The route would come in behind the bus depot and adjacent to the northern boundary of Parkfield Close/Fairfield Crescent and would connect to the new street proposed in Element 1. The pedestrian/cycle route would utilise the existing railway bridge and TfL access road.

Benefits

- The route would open up direct access to the town centre from the residential neighbourhoods to the east.
- The route would be an attractive green pedestrian and cycle route for those travelling to the town centre from the east.
- The route would encourage sustainable modes of travel for accessing the town centre and could help alleviate some of the congestion issues currently faced in the town centre.

Challenges

- The proposal would require a small amount of underutilised TfL land which is currently used as storage.
- Part of the route, from the bus depot to the new street (element 1), would run along the street proposed for the new bus route (see element 5). This would require the careful management and possible segregation of pedestrian and cycle users alongside the buses to avoid conflict.



A new pedestrian/cycle route would improve the way people can access the town centre



Existing path from Parkfield Close



4. Delivering the Plan

This section outlines the stakeholders that will be involved in implementing the Edgware town centre framework and delivering the objectives for the benefit of the town.

4.1. Introduction

The Council considers investment in Edgware town centre necessary to ensure that it maintains its position in the Borough's retail hierarchy and continues to compete successfully with other centres. There are several development opportunities which have the potential to deliver major improvements and investment in the town centre and expand the number and quality of shops on offer as well as introduce other uses and activities into the town centre. If managed correctly, this will provide the opportunity for Edgware to respond positively to the issues it faces and the growing competition from other nearby centres.

4.2. Priorities for retail floorspace

The Council is committed to realising development opportunities in Edgware to deliver a range of town centre uses and benefits. In accordance with the Core Strategy, the priority is for new comparison retail floorspace to be created. This will deliver new shops in modern units that will attract new retailers to the town centre and boost the retailing range and quality on offer. This should be supported by other town centre uses such as leisure and residential uses to promote activity at different times of day.

Only modest capacity has been identified in the Core Strategy for additional convenience retail floorspace in Edgware. However, the Council recognises that the ability to deliver a viable and comprehensive redevelopment of the Broadwalk Shopping Centre site will in part be influenced by the requirements of existing retailers. Therefore further convenience retail floorspace expansion may be considered in order to deliver the objectives of this Framework. Proposals for additional convenience floorspace will need to be considered carefully against identified retail capacity, accessibility and impact on traffic, the

potential benefits it could bring to the town centre such as regeneration, employment and infrastructure.

There is also potential for improving the office and commercial floorspace available in the town centre making it more attractive to small to medium sized businesses.

Development proposals will be expected to deliver the Infrastructure Elements identified in the Spatial Strategy which set out the Council's priorities for infrastructure and improvements within the town centre.

4.3. Roles and Responsibilities

Achieving the vision for Edgware will be challenging and the Council cannot implement this framework alone.

The key sites that offer the opportunity to deliver change and improvements in Edgware are in private ownership. Therefore the Council's role will be to bring the key landowners and stakeholders in the town centre together to ensure that their individual aspirations and development proposals are consistent with, and supportive of, the vision and objectives of this Framework. To facilitate this a stakeholder group will be set up to monitor and implement the objectives of the Framework. The Council will also continue to engage with the Edgware Business Forum on emerging proposals within the town centre.

Each of the elements of infrastructure identified in the Spatial Strategy present a range of delivery challenges and each will require detailed assessments in order to work through and address the risks, financial commitments, land ownership, phasing and other issues.

The Council will encourage developers to work together to coordinate their developments within the overall context of the Spatial Strategy.

The Council has the ability to use Compulsory Purchase Order (CPO) powers as a last resort where developers cannot assemble land to facilitate development of the key sites.

Public engagement and consultation with the local community and resident groups will be important throughout the lifetime of this framework and will be essential to the success of partnership working. The local community will be engaged and consulted with during the preparation of this framework and will continue to be consulted moving forward.

4.4. Planning obligations / Community Infrastructure Levy

Barnet's adopted Core Strategy (September 2012) sets out priorities for securing section 106 contributions from new development under Policy CS 15.

Barnet is currently developing its local Community Infrastructure Levy (CIL), which is a new mechanism that will replace the use of section 106 tariffs by enabling Local Authorities to set a standard charge across all forms of development to ensure new development contributes appropriately towards meeting its associated infrastructure requirements. Barnet's CIL is expected to be adopted in April 2013.

Barnet's Infrastructure Delivery Plan (IDP) identifies some specific necessary improvements to key junctions along Station Road and more general public realm improvements along Station Road that are needed to cater for intensification of vehicular and pedestrian flows. Contributions from development in Edgware, whether by CIL or by section 106, will be required to help secure these and related transport / public realm improvements within the vicinity of the town centre. Planning obligations through section 106 Agreements will continue to be used alongside CIL to secure the provision of appropriate mitigation and compensation for development proposals and their specific associated impacts.

4.5. Planning applications

This planning framework, alongside planning policies contained within the London Plan and Barnet's Local Plan, provides the framework within which all future

planning applications in Edgware town centre will be determined.

Planning applications will need to demonstrate how the proposed development will help realise the elements of infrastructure identified within the Spatial Strategy, as well as the other objectives of the Framework.

As part of any planning application, there will be requirements for accompanying studies and assessments to be made to understand and consider the impacts of development proposals. Such studies may include transport assessments and flood risk assessments, amongst others. The intention is not to over-burden developers, but rather to ensure that the impacts of detailed proposals are understood and appropriately dealt with.

The Council will seek to engage proactively with landowners and developers through pre-application planning discussions to shape development proposals and work jointly towards delivering the objectives of the Framework.

4.6. Conclusion

Edgware is one of four priority town centres in Barnet for which the Council is preparing planning strategies to help secure vibrant a viable physical and economic environments.

This Town Centre Framework provides a spatial strategy to encourage and support investment in Edgware town centre and enhance its distinctive character. Three key development sites are identified around the Broadwalk Shopping Centre, Premier House and the Forumside area, along with necessary infrastructure and improvements that will need to be delivered by development on these sites to ensure that an expanded retail offer is well connected to the existing high street so that it benefits the whole town centre.

The Council will work with a range of stakeholders to secure successful change in Edgware over the coming years and ensure that it becomes a thriving, vibrant and sustainable town centre with an improved retail offer and town centre environment.

For more information:

Major Developments Team, Environment, Planning and Regeneration
London Borough of Barnet, North London Business Park
Building 4, Oakleigh Road South, London N11 1NP
or visit engage.barnet.gov.uk

Chipping Barnet Town Centre Strategy



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Preface

Chipping Barnet is a historic town centre with a distinct character. As well as being home to Barnet Market, the Spires Shopping Centre and Barnet and Southgate College there are also a number of independent shops as well as an array of restaurants, cafes and bars located on the High Street. These facilities give the town centre a character which marks it out from others and is worthy of protection.

We have developed this Strategy with the High Barnet Town Team and the Chipping Barnet Town Centre Strategy Board to help the Town Centre to survive the economic downturn, protecting what is best about Chipping Barnet as well as setting out the boundaries for what the town centre has to offer in terms of future expansion.

The Strategy will help to guide and manage future development and change, promote improvements to ensure the town centre's long term health and will help determine future planning applications within the town centre.

In advance of this Town Centre Strategy the Council in Spring 2012 asked for views on the Spires Planning Framework covering three major sites in Chipping Barnet (The Spires, Barnet Market and the Territorial Army Centre). The Spires Planning Framework was adopted in July 2012 and set out key development principles for these sites.

The Town Centre Strategy goes beyond the adopted Planning Framework in focusing on the wider issues facing the town centre including:

- Improving the mix of land uses, primarily for shops (at ground floor level) but also residential, leisure, employment and community uses;
- Improving public transport and pedestrian and cycle connections;
- Improving quality of buildings and public spaces;
- promoting a safer and more secure environment;
- creating a clear role for the town centre in respect of planned growth elsewhere such as at Brent Cross.

The Council is now consulting on the draft Town Centre Strategy for Chipping Barnet and would like to hear your views. The consultation will be running for a 4 week period until **Tuesday 19 March 2013**.

Comments on the draft Strategy can be made:

Online at: <http://engage.barnet.gov.uk>

In writing to : Planning Policy Team, Environment, Planning & Regeneration, Building 4, North London Business Park, Oakleigh Road South, London, N11 1NP

By email to: forward.planning@barnet.gov.uk

1. Setting the context

1.1. Introduction

1.1.1. Situated on the edge of London, Chipping Barnet, also known as High Barnet, is a historic district centre with a distinct character. Its original name “Chipping Barnet”, referred to Barnet Market, which is still in existence today. As well as being home to The Spires Shopping Centre, which offers High Street names and a good sized supermarket, there are also a number of independent shops as well as an array of restaurants, cafes and bars located on the High Street. The Barnet and Southgate College Wood Street campus is located within the town centre bringing a significant student population to the town centre on week days; while Barnet Hospital is a short distance to the west of the town centre. These facilities give the town centre an important additional draw – as a destination, a location for key services and as a source of employment.

1.1.2. This document sets out a Strategy for the future improvement and development of Chipping Barnet Town Centre.

Our vision is of a town centre that is economically, commercially and environmentally viable and is a vibrant destination with quality shopping and leisure facilities, well designed housing and a high quality sustainable environment that serves the needs of the local community.

1.1.3. The Strategy will provide a framework to protect what is best about Chipping Barnet and set parameters for high quality expansion of the town centre offer. It will help to guide and manage future development and change, promote improvements to ensure the town centre's long term vitality and viability and will be a material planning consideration in the determination of future planning

applications within the town centre.

1.2. Purpose of the Town Centre Strategy

1.2.1. The purpose of a town centre strategy is to set out the opportunities to create the right environment for a vibrant and viable town centre through:

- addressing the mixture of land uses, primarily for retail (at ground floor level) but also residential, leisure, employment and community uses;
- providing a framework for making decisions on current and future proposals, in a manner that facilitates the overall improvement of the area;
- promoting and maximising existing and future movement opportunities including public transport and pedestrian and cycle connections;
- encouraging high quality buildings and public spaces throughout the centre to help foster local distinctiveness;
- promoting a safer and more secure environment in which all sectors of the community can have a sense of ownership of and pride in the town centre;
- creating a clear role for the town centre in the context of the planned growth at Brent Cross and other centres identified for change in Barnet and adjacent areas;
- identifying and taking account of the opportunities and constraints for sustainable development.

1.2.2. The Chipping Barnet Town Centre Strategy is supported by Barnet's Local Plan which was adopted in September

2012 and consists of a suite of documents. The Core Strategy sits at the heart of the Local Plan and sets out where, when and how change will take place in Barnet up to 2026. All other planning documents need to accord with its strategic direction and planning policies. A key objective of the Core Strategy is to support the continued vitality and viability of Barnet's town centres, focusing commercial investment in priority centres such as Chipping Barnet.

1.2.3. The Development Management Policies Document sits beneath the Core Strategy. It sets out the borough-wide planning policies for implementing development. It forms the basis for decision making by planning committees and the Planning Service. Formal boundaries for Chipping Barnet Town Centre are set out in the Development Management Policies document.

1.3. How the Town Centre Strategy has been developed

1.3.1. In April 2008 the Council produced a Suburban Town Centres Strategy to enable and facilitate investment and growth in Barnet's town centres. This focused on eight objectives:

- Improving the appearance of Barnet's town centres;
- Ensuring the appearance of Barnet's town centres;
- Managing development opportunities and changes in planning use effectively;
- Effectively regulating the street trading environment;
- Maximising take up of trade waste contracts;
- Improving residents' feelings of safety and security;
- Improving access to information on town centres;
- Ensuring consistency with other corporate programmes

1.3.2 The Suburban Town Centres Strategy identified centres where more detailed planning frameworks could support the potential for future growth and manage anticipated change. These were:

- Chipping Barnet
- Edgware
- North Finchley
- Finchley Church End

1.3.2. Work on developing a strategy for Chipping Barnet commenced in 2009 and was driven by the eight objectives outlined above as well as the need to address specific concerns raised by local resident and business groups about high business turnover and vacancy levels, car parking restrictions and high charges, traffic congestion, the poor appearance of shops, maintenance issues in the conservation areas and the future of Barnet Market.

1.3.3. Since early work on the Town Centre Strategy in 2009/10 the context has changed both at a national and local level. A deepening recession has led to increasing vacancy levels in town centres across the country. The Mary Portas Review of the High Street underlined the need for a coordinated approach to support town centres through the recession and in particular promoted the concept of Town Teams to bring town centre stakeholders and businesses together to establish a shared vision for an area. This approach is reinforced through the Localism Act which provides the legislative context for local communities to directly influence the way in which their local areas change through working with a wide group of stakeholders.

1.3.4. Within Chipping Barnet, establishment of the High Barnet Town Team in summer 2011 led to a successful bid for funding from the Mayor's Outer London Fund (OLF) and investment during 2011/12 of £415k OLF and £95k from Barnet's Local Implementation Plan (LIP) fund. This has delivered a range of improvements including decluttering and

new street furniture, tree planting and hanging baskets a complete re-landscaping of the St John the Baptist Church Gardens, a number of pilot shop-front improvements plus business engagement and support.

1.3.5. Acquisition of the Barnet Market site by UBS, the current owners of the Spires Shopping Centre, in late 2011 and a roundtable discussion on the future of the Market site with local stakeholders in Spring 2012, led to apparent progress in ensuring a long term future for the Market. However, this was not followed by action and failure to implement short term remedial work on the Market site has allowed the Market to further decline. The local community wishes to see the re-establishment of a thriving Market at the earliest opportunity and considers this to be a key component of Chipping Barnet's future as a viable town centre. UBS also recently purchased a site adjacent to The Spires on Salisbury Road from the Council for proposed expansion of the shopping centre. A number of opportunities have been looked at to improve and expand the shopping centre, including a more open frontage to the High Street and creation of a number of larger units within the shopping centre to attract a wider range of high street retailers, including another anchor store. Such proposals should be brought forward by way of a comprehensive Masterplan for the shopping centre, Although UBS confirmed in November 2012 that they are looking to sell their interest in the shopping centre and Market site, the need for a coordinated and planned approach will remain regardless of ownership.

1.3.6. In advance of the Town Centre Strategy a Planning Framework for three strategic sites in Chipping Barnet (The Spires, Barnet Market and the Territorial Army Centre) was adopted in July 2012. The main purpose of the Planning Framework is to set out key development principles which support the potential for

future growth while managing anticipated change. The sites represent a major development opportunity in the heart of the town centre which, through encouraging appropriate expansion, could enhance vitality and viability and act as a catalyst for the regeneration of the wider area.

1.3.7. Through working with key stakeholders, the Chipping Barnet Town Centre Strategy will support the establishment of a clear vision and set of objectives for the town centre as a whole. It will go beyond the adopted Planning Framework in focusing on the wider issues facing the town centre (as set out in Section 2). The Strategy will also provide a link between the objectives for the development of key sites in Chipping Barnet and the emerging Site Allocations document which will form part of the statutory Local Plan.

1.3.8. From the outset, the development of the Strategy and its overarching vision has involved key stakeholders including residents, traders – from independents on the High Street to the Spires Shopping Centre (including Waitrose) - Barnet Market, Barnet and Southgate College, the Police and local community and arts groups. Many of these stakeholders are represented on both the High Barnet Town Team and the Chipping Barnet Town Centre Strategy Board which was created to guide the development of the Strategy.

1.3.9. Through this collaborative approach it is recognised that everyone has a role to play in the town centre's success and that no one action or organisation can develop or deliver a future vision alone. The Strategy therefore not only sets out a shared vision for the town centre but also actions that all stakeholders have committed to delivering.

1.4. Aims of the Chipping Barnet Town Centre Strategy

The Chipping Barnet Town Centre Strategy:

- Outlines the vision for the town centre;
- Identifies the strengths, weaknesses, opportunities and threats for the town centre and what makes it distinctive from other town centres in the area;
- Defines key objectives for improving the town centre;
- Identifies some short-term projects to improve the town centre, as well as proposals that will contribute to the town centre's longer term future development and regeneration;
- Will provide guidance for future and emerging development proposals in the town centre and surrounding areas;
- Can be used to attract funding, particularly from the private sector.

1.4.1. The Strategy is supported by an evidence base which sets out more detailed information on the town centre. Delivery of the Strategy will be underpinned by an Action Plan which will include a series of individual and joint actions including a number of short term actions that can be taken forward relatively quickly and with limited public sector investment.

1.5. Defining the area covered by the town centre strategy

1.5.1. Map 1 defines the “fuzzy” boundary around Chipping Barnet Town Centre that the strategy covers. This is a larger area than that formally set out (see Map 2) in

the Development Management Policies document and is intended to include areas on the edge of the town centre which impact on or contribute to the vitality and viability of the area.

1.5.2. Key sites the town centre strategy area takes in include:

- St John the Baptist Church which dominates the town centre due to its location at the top of the hill.
- The Barnet and Southgate College campus which sits to the south of the Church on the opposite side of the junction.
- The Bull Theatre, opposite the College campus.
- The Spires Shopping Centre with its main entrance from the High Street.
- Chipping Barnet Library at the rear of the Spires.
- The site of Barnet Market located just off St Alban's Road at the northern end of the High Street.
- The Territorial Army Centre at the northern edge of the town centre on St Albans Road.

1.5.3. Although outside the boundary of the town centre, other key sites and facilities, and how these change over time, will have both a direct and indirect impact on the town centre itself. These include Barnet Football Club, Dollis Valley Estate, Barnet Hospital, Hadley Manor Trading Estate, and nearby parks and open spaces such as the Old Courthouse Recreation Ground (see Map 3). Sites on the edge of the town centre that may come forward for development in the future will need to be carefully managed to ensure that they bring benefits to the town centre and its local community and any potential negative impacts are minimised.

1.5.4. Proposals are emerging on a number of these sites as follows:

Barnet Hospital: Planning permission was granted in September 2012 for the enlargement of the facilities at Barnet Hospital including extensions to the A&E Department, Paediatric Assessment Unit and Obstetrics and Midwifery-Led birthing units. Additional ambulance bays and staff and visitor parking are also to be provided in association with the new development thereby improving the facilities at the hospital.

Dollis Valley Estate: Countryside Properties were appointed in November 2011 as the Council's regeneration partner for the estate which lies to the south-west of the town centre. A comprehensive redevelopment of the estate to provide a new, mixed tenure development of over 600 new homes is anticipated to come forward shortly. A planning application is expected in early 2013 with delivery of the new homes by 2020.

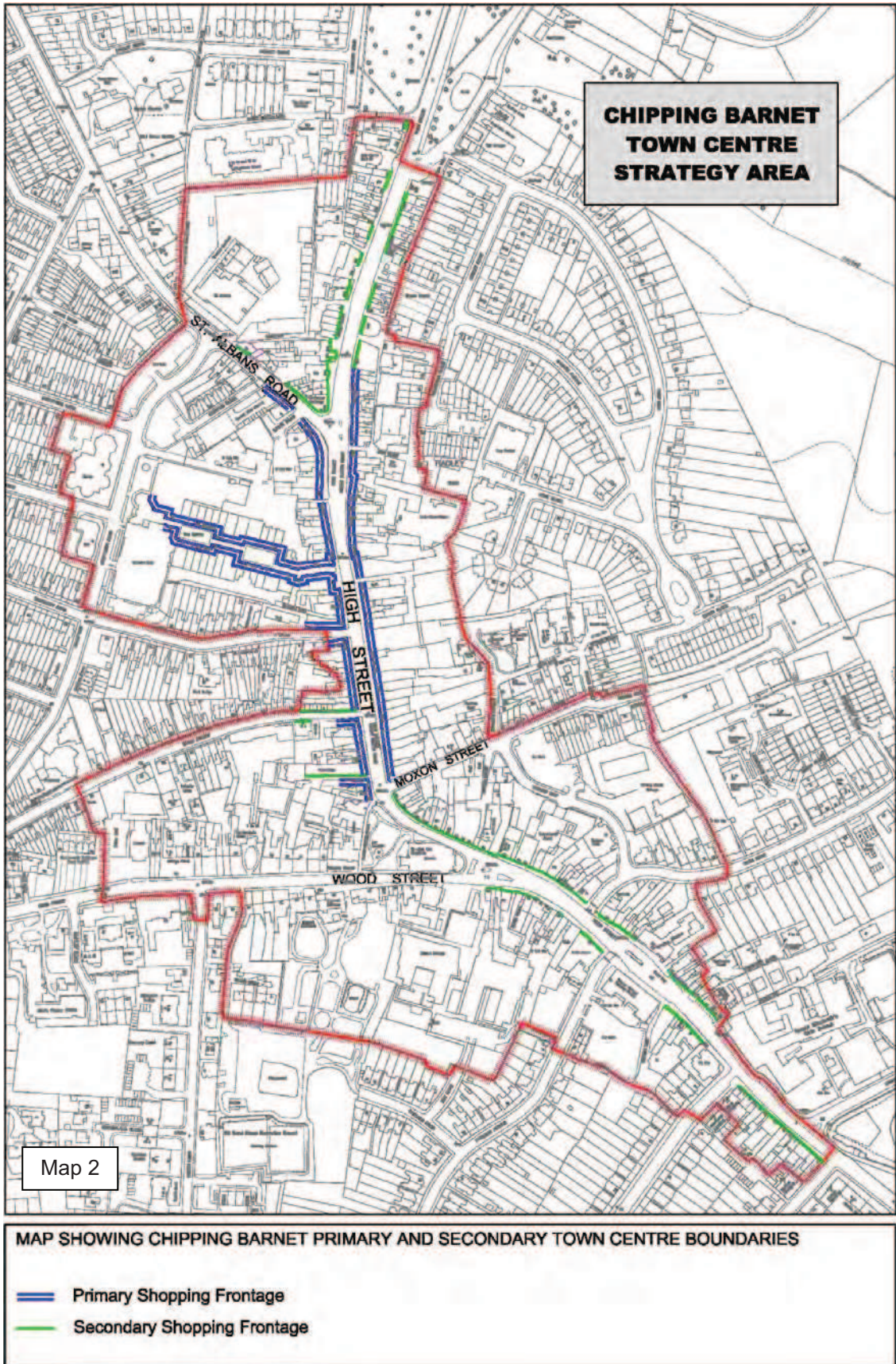


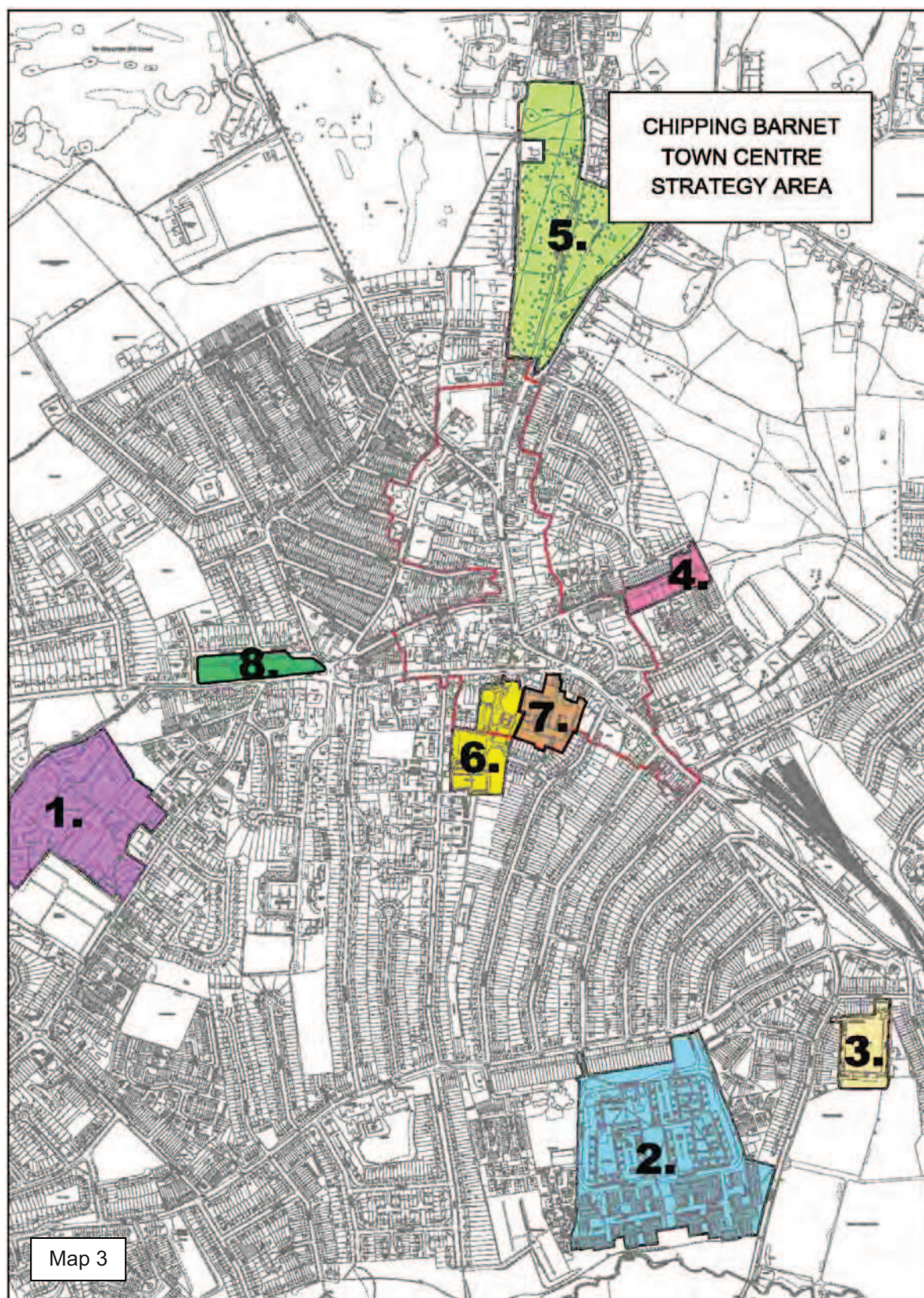


**CHIPPING BARNET
TOWN CENTRE
STRATEGY AREA**

Map 1

MAP SHOWING CHIPPING BARNET TOWN CENTRE BOUNDARY

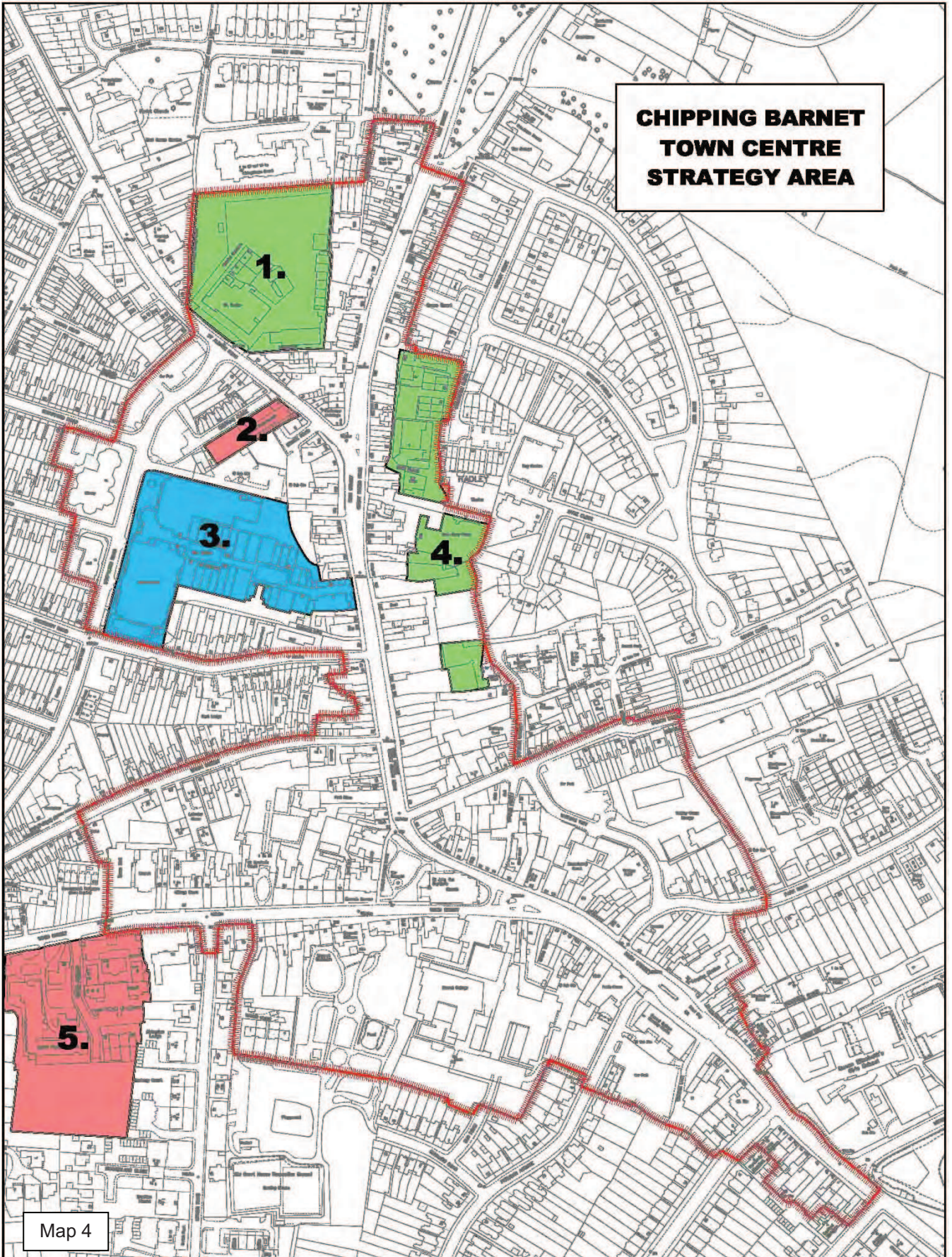




WIDER AREA AND INFLUENCES

- | | |
|--------------------------------|-------------------------------------|
| 1. Barnet Hospital | 5. Hadley Green |
| 2. Dollis Valley Estate | 6. Old Courthouse Recreation Ground |
| 3. Barnet Football Club | 7. Barnet College |
| 4. Hadley Manor Trading Estate | 8. Ravenscroft Park |

**CHIPPING BARNET
TOWN CENTRE
STRATEGY AREA**



Map 4

OPPORTUNITY AREAS

- 1. Territorial Army
- 2. Barnet Market
- 3. The Spires Shopping Centre
- 4. Land to the rear of 120-204 High Street
- 5. Marie Foster Site

2. Identification of the Issues

2.1 Introduction

2.1.1 In 2009 Chipping Barnet was one of the joint leaders in Experian's league of the UK high streets most adversely affected by the economic downturn. While its vacancy rate of 13% was only a little above the national average, it was among the centres to have lost the most retailers to administration, the majority of these being small, independent retailers located around the southern end of the high street. The strengths, weaknesses, opportunities and threats analysis which was conducted in November 2009 identified issues facing Chipping Barnet Town Centre by analysing information from a range of different sources including academic studies conducted for a University of London (UCL) research study, town centre health checks (carried out in December 2009 for the GLA) and statistics held by the Office of National Statistics (ONS). Information on community perceptions was also reviewed, including a residents' survey undertaken by the Barnet Residents Association and meetings with the Barnet Society as well as surveys with traders and residents commissioned by the Council.

2.1.2 Barnet's Town Centres Floorspace Needs Assessment (TCFNA) published in 2009 and updated in 2010 identified

Chipping Barnet as a large centre which offers a good range of comparison, convenience and service goods provision from a mix of multiple and independent retailers. The focus of the town centre is the Spires Shopping Centre which provides a modern centre, largely occupied by multiple high street retailers and anchored by a 2,050sqm Waitrose food store.

2.1.3 Key opportunities in Chipping Barnet for enhancement in the comparison retail offer were identified in the TCFNA. The 2010 update highlighted that there is a reasonable level of convenience capacity arising in Chipping Barnet despite new commitments in the town centre (Tesco Express and Sainsbury's Local). The update also highlighted that there is a modest capacity for comparison goods arising in Chipping Barnet.

2.1.4 Local evidence gathering also highlighted the potential development opportunities that exist around the Spires Shopping Centre/Barnet Market Site/Territorial Army (TA) Centre that if managed pro-actively could provide the potential to initiate and support the rejuvenation of the wider town centre. Map 4 shows the main development opportunities in Chipping Barnet. The issues arising from this analysis are outlined below:

Town Centre Character

Strengths

Well Established Heritage	Chipping Barnet is a historic town, dating back to at least the twelfth century. The old buildings along the High Street and its famous Market are testament to this history.
St John The Baptist Church	Views of the St John the Baptist Church dominate the surrounding area and create a sense of arrival. Gardens at the rear provide an important green space in the town centre.
Conservation	The Wood Street and Monken Hadley conservation areas cover a

Areas	substantial part of the town centre.
The Green Belt	Approximately three quarters of the town centre's perimeter is surrounded by Green Belt or Metropolitan Open Land.

Issues

A gap between the Conservation Areas	The middle part of the High Street, where buildings are of less historic value, falls in-between the boundaries of the two Conservation Areas.
Shop frontages and signs	Many of the shops on the High Street have poor quality shop fronts and signage.
Setting of St John the Baptist Church	Street furniture, signage and road markings detract from the quality of the setting of the historic church and a detailed scheme to address this while improving pedestrian accessibility is required.
Empty Buildings	Former public buildings not in use such as the old Magistrates Court Building detract from the quality of the Town Centre.

Town Centre Economy

Strengths

Barnet Market	Barnet Market is a historic and popular market and has a key role to play in the character and vitality of the town centre.
Quality and Range of Shopping	There are a range of shops with independents and national establishments all represented. Small, specialist destination shops at either end of the High Street support the main retail offer in the centre.
Spires Shopping Centre	The shopping centre comprises over 90,000 sq ft of retail space and includes a car park and medium sized Waitrose food store. Plans for improvement and expansion of the centre, including the entrance from the High Street, are being developed by the current owners UBS.
Large daytime population	The Barnet and Southgate College, Wood Street campus opened in September 2010 and has over 2000 students and staff visiting on a daily basis which offers a significant opportunity to support the local economy. The development has also created a quality external space fronting Wood Street which has the potential to be used for a wide range of events.
Proximity of Barnet Hospital	Although located outside the town centre, large numbers of patients and visitors to the hospital pass through the town centre every day. Better connections between the hospital and the town centre could greatly increase footfall in the latter and benefit users of the former.

Issues

Hidden 'High Street'	The Spires Shopping Centre is hidden from view and its entrance is discreet, although works are anticipated which will start to address this and open up the entrance to the High Street.
Future of Barnet Market	Uncertainty about investment in the Market over the last few years has led to temporary surfaces and stalls which have contributed to a poor perception of the quality of the Market offer and a decline in the Market's success.
Lack of larger retail space to attract big names	Many big name stores require larger retail units than those currently available in the Spires or on the High Street which limits the range and quality of retail provision within the town centre.
Retail Churn	Since the economic downturn there have been an increasing number of non-permanent retailers in the town centre – particularly Charity Shops – and an absence of quality sustainable lets.
Vacant units	In addition to this retail churn the town centre has seen an increase in vacancy rates overall with these peaking at 13% in 2009. The bottom end of the High Street has been particularly vulnerable to the impacts of the recession.
Competition	There are a number of town centres and retail parks within easy driving distance or a short bus ride from Chipping Barnet which make the centre vulnerable to competition – particularly from Potters Bar, Watford, London Colney and other town centres in Barnet.
Branding	Despite its distinctive historic character Chipping Barnet does not currently have a strong brand which distinguishes it from surrounding town centres.

Accessibility and Parking

Strengths

Accessibility	The A1000 is the main arterial route running through the town centre, making it very accessible by car from both the north and south.
Good Transport Links	Thirteen bus routes link the centre with places such as St Albans, Brent Cross and Barnet Hospital; and the centre benefits from High Barnet Tube Station on the Northern Line.
Parking Provision	Within the town centre boundary there are four public car parks providing a total of 643 spaces, plus the tube station providing car parking for 127 cars. However, some of these car parks are more suited to commuter car parking than for use by shoppers.

Issues

Parking: <ul style="list-style-type: none"> • Availability • Charges 	<p>Some of the parking in the town centre is taken up all day by commuters into Central London and into Chipping Barnet itself, reducing the amount available for shoppers and visitors to the town centre.</p> <p>Parking charges in the area and methods of payment are perceived by the community and local businesses to impact on trade.</p>
Lack of Loading Bays Narrow pavements and lack of crossing points	<p>Traders along the High Street have expressed concerns that a lack of loading bays in the town centre is affecting trade by hampering their ability to unload their delivered stock.</p> <p>Pedestrian movement around the town centre – particularly along the High Street – is restricted by narrow pavements and limited crossing points.</p>
Distance of High Barnet Tube Station	<p>Despite the advantage of having a tube station its location means it is a ten minute uphill walk to the heart of the town centre.</p>
Traffic Congestion	<p>The presence of the A1000 that runs right through the town centre can cause high volumes of through traffic, particularly at peak times.</p>

Public Realm

Strengths

Proximity to green space	<p>The town centre is unique in its position. It is both close to the Green Belt and a number of managed parks and open spaces.</p>
Public Open Space	<p>The Barnet and Southgate College redevelopment provides a new open space fronting Wood Street. The Spires and St John the Baptist Church also have well-used public open spaces with the latter having been improved in Spring 2012 with funding from the Mayor's OLF and now providing a high quality space at the heart of the town centre.</p>

Issues

Street Clutter	<p>Although a de-cluttering programme in early 2012 has removed much of the unnecessary guard railing, bollards and signs, the traffic lights, traffic islands and road markings continue to combine to create a cluttered appearance in some parts of the town centre –</p>
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	particularly at the High Street/Wood Street and High Street/St Albans Road junctions.
Approach from High Barnet Tube Station	Pedestrian accessibility from the tube station to the High Street is poor with narrow pavements in parts, a steep incline and a lack of pedestrian crossings.
Building maintenance	A number of buildings and shop fronts are in need of maintenance which has a detrimental impact on the street- scene.
Signage	Due to limited or poorly located signage many drivers and pedestrians may pass through the town centre without being aware of the town centre offer which includes a substantial shopping centre, a Market, several car parks and a number of places of historic interest.
Need for further tree planting	Although a significant number of trees were planted across the town centre in 2012 there is still a lack of trees – particularly in the busy High Street area.

Arts, Culture and Leisure

Strengths

A number of venues in and around the town centre for community, arts and cultural events	There are a number of venues in the town centre which host arts, community and cultural events and activities. These include the Bull Theatre, which provides a performance venue in the town centre and a full-time, educational theatre school, Barnet Museum, Wesley Hall, Ewen Hall, Christchurch and Church House. Just off the town centre is the Barnet Countryside Centre.
Chipping Barnet Library	The library, located opposite the entrance to the Spires Car park on Stapylton Road, is one of the borough's leading libraries and also contains a large meeting space for community use.
A number of facilities for sports and other leisure activities are within proximity of the town centre	Barnet Football Club is located near to the town centre at Underhill (although its future remains uncertain). Next to the football ground are football pitches and a table tennis facility. There are several riding stables around the perimeter of the town centre, two golf courses and a rugby club at the end of Byng Road. Green Belt land to the north and west of the town centre provides opportunities for walking.
An active local community hold regular events	Chipping Barnet has a number of active resident and community groups, as well as a Traders Association, all of whom are keen to improve the town centre. The active community is evident in the number of events that are organised – including an annual Christmas Street Fair and a Chipping Barnet Summer Festival.

Issues

Evening offer	Chipping Barnet is perceived as not competing well on its leisure and evening offer when compared with other town centres in Barnet. Although there are a number of restaurants, pubs and bars in the town centre there is a general perception that the evening offer is not of a high quality.
Lack of communication around events	Although there is a lot going on in the town centre, there is limited communication of what is on offer – both to the local community and more widely.

Most Important Issues Overall

During public consultation in September 2010 the community identified the following as the top issues that the Town Centre Strategy for Chipping Barnet should address:

1. Uncertainty around the future of Barnet Market
2. Number of vacant shops on the high street
3. Poor quality of many shop frontages and signs
4. Traffic congestion in and around the town centre
5. Parking charges



3. Objectives and Opportunities

From the analysis of strengths, weaknesses, opportunities and threats, five high level objectives for Chipping Barnet town centre have emerged. These objectives apply across the town centre and are underpinned by a range of actions, as set out below:

- To respect and celebrate the town centre's history and character;
- To improve the quality and range of the retail and leisure offer within the town centre with re-provision of the historic Barnet Market at its heart;
- To improve accessibility to the town centre and ensure better parking, cycling and traffic management;
- To provide a high quality public realm and improved appearance of the town centre;
- To enhance other opportunities unique to the town centre including promoting cultural, leisure and student activities.

3.1. To respect and celebrate the town centre's history and culture

3.1.1. Chipping Barnet town centre has a unique identity. Its history, setting, character, Market, large number of listed buildings and extensive conservation areas make the town centre different from nearby centres. We need to make more of this distinctive character by ensuring that buildings, particularly those of historic and cultural significance, are well maintained. We also need to ensure that the character and appearance of the conservation areas are enhanced by all

forms of new development and that the conservation areas are well managed. There is also a need to ensure that the character and history of Chipping Barnet is used in a positive way to promote the town centre and differentiate it from neighbouring centres.

To achieve this objective we will:

- More strictly enforce against unlawful and unsympathetic development in the conservation areas to ensure that buildings and shop-fronts enhance the character and appearance of the town centre.
- Seek to join up the conservation areas to assist in enhancing the character of the town centre.
- Promote shop-front guidance and advice to traders to help them understand the importance of shop fronts and signage in the town centre and the basic principles that should inform new designs and alterations.
- Promote guidance for the potential redevelopment of sites to ensure the town centre's character is maintained and good design is promoted as set out in the Planning Framework for the Spires, Market and Territorial Army Centre sites.
- Ensure buildings and landmarks of cultural and historical significance in the town centre are recognised and promoted.
- Review opportunities to locally list specific buildings of value within the town centre.
- Encourage new uses within empty buildings wherever possible.

3.1.2. The character of Chipping Barnet varies across the town centre with a mixture of traditional and modern shop fronts which lack a cohesive town brand. While the above actions will enhance its overall appearance, the distinctiveness of

different parts of the town centre should be encouraged and nurtured to support a healthy and successful centre. The concept of Character Areas provides a useful way of considering, in broad terms, the way in which different parts of the town centre could be encouraged to change over time. There are four Character Areas across the town centre (as shown on Map 5) which can be differentiated as:

The Cultural Quarter – the cultural, arts and student quarter of Chipping Barnet

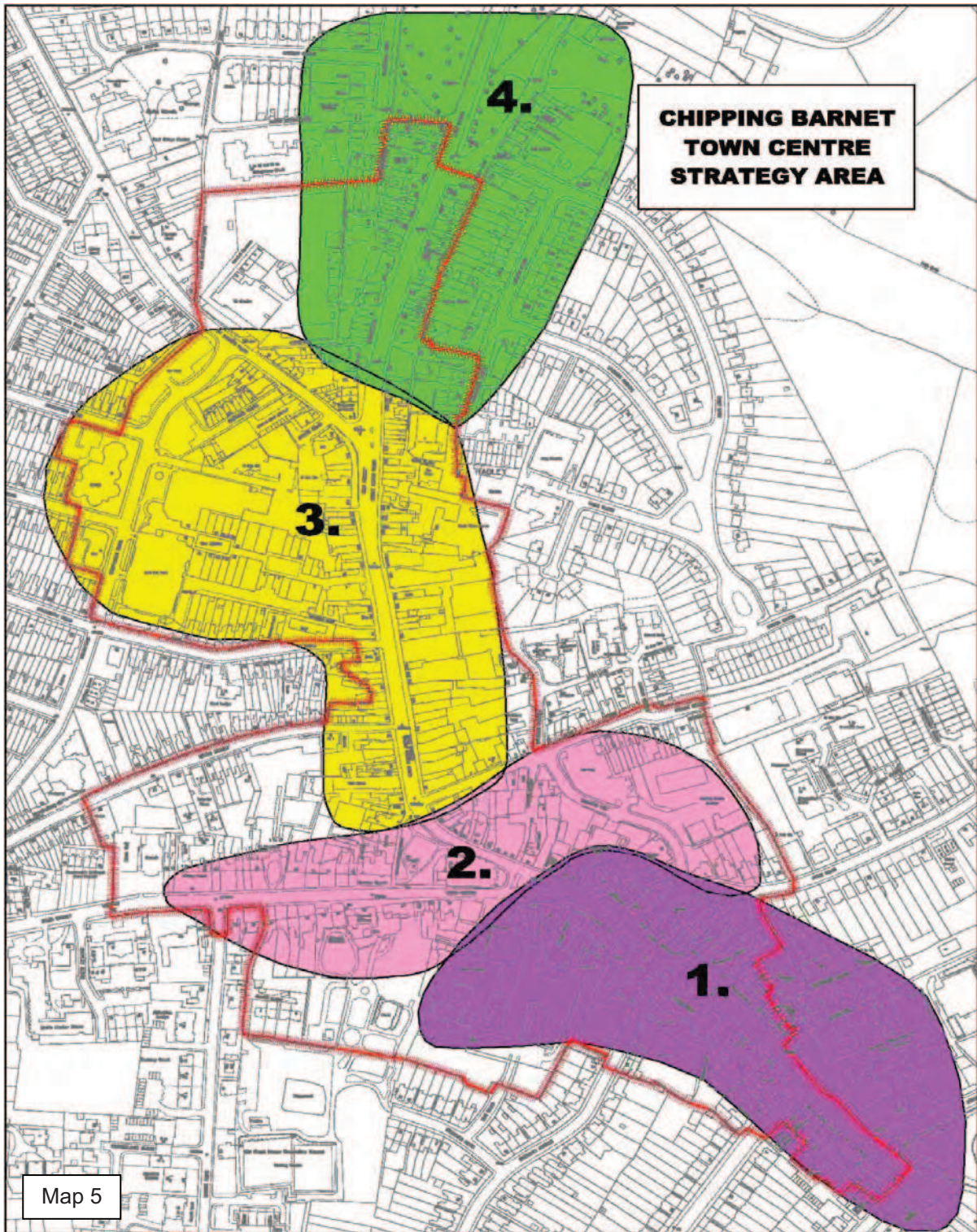
from High Barnet Station to Barnet College.

The Historic Heart – the most historic part of the town centre centred on St John the Baptist Church.

The High Street – the economic heart of Chipping Barnet from Moxon Street to St Albans Road.

Hadley Edge – the more “villagey” and less densely populated area of the town centre adjacent to the Green Belt from St Albans Road to Hadley Green.





FOUR CHARACTER AREAS

- 1. The Cultural Quarter (QE Girls, Arts Dept, Cafes, Pubs, Students, The Bull, Young People.)
- 2. "Historic Heart" (Church, Museum, Moxon Street.)
- 3. "High Street" (The Spires to the Market - Principle Retail Area.)
- 4. "Hadley Edge" (Up towards St Albans Road, Hadley Green.)

3.1.3. An initial analysis of these four Character Areas, including opportunities for public realm enhancements and development opportunities, is set out in detail in Appendix One and is summarised below:

Area One – The Cultural Quarter

This Character Area includes the area from High Barnet Station to the top of Barnet Hill with the western end falling within the Wood Street Conservation Area. The overall character of the area is mixed, with the historic High Street on a steep (-ish) hill with some attractive buildings but with lower grade buildings bringing down quality in places. The whole area is dominated by St John the Baptist Church at the top of the hill. There are opportunities for public realm improvements, particularly at the southern end around the entrance to High Barnet Tube Station and the frontage to QE Girls School.

Area Two – The Historic Heart

This Character Area includes the area from Park Road to Wood Street/Moxon Street, falls within the Wood Street Conservation Area and is dominated by the large scale of St John the Baptist Church. The area includes a number of high quality historic buildings including the Church, Tudor Hall and the Bull Theatre. The overall character is of a historic market town with quality public spaces fronting Barnet and Southgate College on the southern side of Wood Street and at the rear of the Church. The junction of Wood Street and the High Street needs improvement to improve the setting of the Church and facilities for pedestrians.

Area Three – The High Street

This Character Area includes the area from Moxon Street to the former Corn Exchange/St Albans Road with the southern end falling within the Wood

Street Conservation Area. The area includes the Barnet Market site at its northern end (which, following demolition of buildings and perimeter wall by previous owners, provides no proper enclosure, facilities or surface) and the Spires Shopping Centre which is hidden from view from the High Street. The overall character is of a mixed quality, small town high street. There are opportunities to improve the streetscape and in particular to consider opportunities to widen pavements where possible.

Area Four – Hadley Edge

This Character Area runs from the former Corn Exchange/St Albans Road to Hadley Green and falls within the Monken Hadley Conservation Area. This area is the northern 'Gateway' into Barnet and opens out to Hadley Green open space beyond. The overall character is of a traditional village/small town high street. The public realm is of a generally good quality, especially at Hadley Green and has benefitted from some recent tree planting. There is a significant development opportunity on the Territorial Army Site on the northern side of St Albans Road and an opportunity for improvements at the former garage site at the northern end of the High Street.

New development in any of the above Character Areas should aim to complement and enhance the best features of the existing character and promote the highest quality of design.

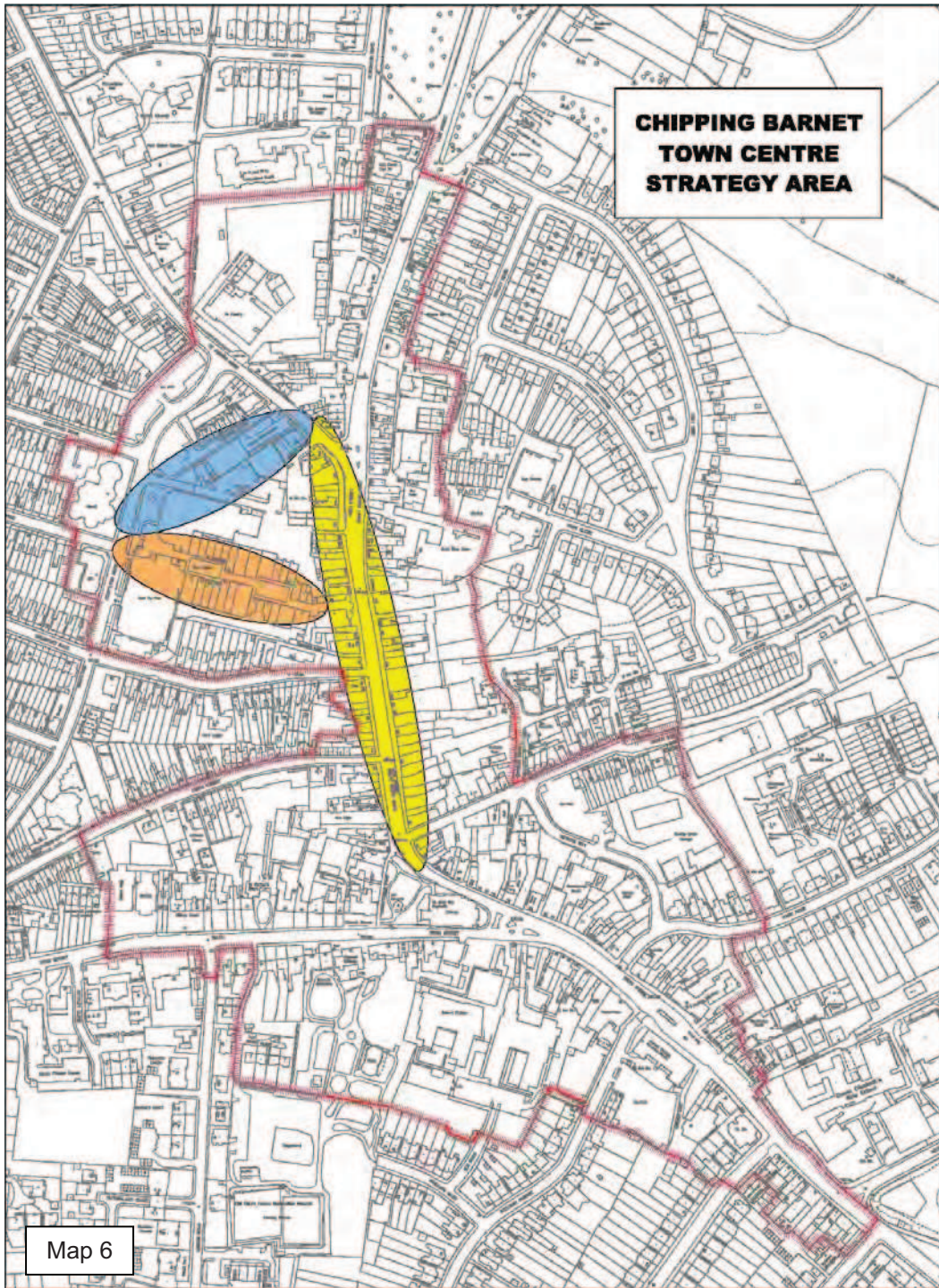
3.2. To improve the quality and range of the retail and leisure offer within the town centre with re-provision of the historic Barnet Market at its heart

3.2.1. Chipping Barnet is an established town centre and benefits from a busy daytime economy. However, it is recognised that the development of extended retail provision in nearby town

centres is drawing customers and footfall away from the town centre and it will suffer unless it is able to compete effectively in the future. There is a need to ensure that the three core elements of the economic heart of the town – the High Street, Barnet Market and Spires

Shopping Centre (the 'retail triangle' as shown in Map 6), are strengthened and made to work together effectively as future development comes forward.





growth in jobs for local people and this will need to be a key success measure for this strategy.

3.2.2. In the short term, this will rely on a coordinated approach between traders and landowners from the three areas to promote the town centre as a unified shopping destination. This is being led by the High Barnet Town team which is focussing on developing a marketing campaign for Chipping Barnet Town Centre which differentiates it from other areas. This includes promotion of a strong and consistent brand, late night openings to boost the evening economy, loyalty schemes and co-ordinated events.

3.2.3. In the longer-term there are a number of potential development sites in the area that present an opportunity to enhance the economic health of the Town Centre through an increase in retail and other town centre floorspace to make it a true destination, which will in turn allow it to compete more effectively. This includes the potential redevelopment and expansion of the Spires Shopping Centre which could create a real opportunity to open up the shopping centre to the High Street so that one flows into another. The current owners, UBS, have been developing plans including an improved frontage and entrance to the shopping centre from the High Street, larger units within the shopping centre and on the Salisbury Road site to attract more high street retailers and improvements to the Barnet Market which is also in their ownership.

3.2.4. Any new development within the area of the 'retail triangle' should be brought forward through an urban designed Masterplan which aims to open up and reinforce the connections between its three constituent parts.

3.2.5. The growth in the local retail and service economy also needs to result in a

To achieve this objective we will:

- Encourage reasonable expansion and improvement of the retail offer.
- Secure the future of Barnet Market so it is able to effectively contribute to the town centre economy.
- Identify development sites and encourage development on these to bring investment and new uses to the town centre.
- Develop planning briefs for key development sites which are consistent with the vision and objectives set out in this strategy and the adopted Planning Framework for the Spires and adjacent sites.
- Work with the owners of the Spires Shopping Centre and Barnet Market site to develop a Masterplan which ensures future investment maximises potential for the retail triangle to be successful.
- Develop a community marketing scheme to promote Chipping Barnet as a destination town centre and link the different elements of the 'retail triangle'.
- Maximise the potential of Barnet College – in terms of both increasing student spend and pursuing opportunities to involve students in improving and enhancing the town centre.

3.3. To improve accessibility to the town centre and ensure better parking, cycling and traffic management

3.3.1. The accessibility of a town centre by different means of transport and by

pedestrians is core to its success and economic viability. Chipping Barnet already performs well in this regard, with a variety of means of getting to and from the town centre and a significant residential population within walking distance. However, the ease to which this can be achieved varies depending on the mode of transport and the time of day.

3.3.2. Where possible people need to be encouraged and enabled to consider alternative forms of transport to the car. However, it is recognised that accessing the town centre by car will continue to be favoured by many shoppers and that in this regard, Chipping Barnet needs to be able to compete effectively with other shopping areas. Getting the balance right will enable commercial and cultural activity to flourish and will contribute to environmental objectives on air quality, noise, safety and the general ambience of the town centre.

To achieve this objective we will:

- Examine traffic movement in the town centre, particularly at the two major junctions, looking at options which will provide the best flow of traffic, safety and ease of movement for pedestrians, and improved environmental quality.
- Improve the High Street, looking at opportunities to make crossing easier for pedestrians by reviewing the balance between pavement and road space– with pavement widening where possible.
- Review current parking arrangements to consider how the needs of shoppers, residents and commuters can be better balanced.
- Improve signage to car parks.
- Review accessibility of public transport in the town centre.
- Encourage TfL and other providers to explore the viability of a ‘hopper bus’ service linking High Barnet Station,

Barnet College, the High Street, The Spires, the Library and Barnet Hospital.

- Explore the viability of a ‘drop and shop home delivery scheme’ to encourage people to leave their car at home.
- Review facilities to encourage more people to cycle to the town centre.

3.4. To provide a high quality public realm and improved appearance of the town centre

3.4.1. Chipping Barnet Town Centre has a generally attractive public realm with well maintained public spaces, parks and open spaces nearby and little sign of graffiti or litter. However, the environmental quality of the town centre is affected by the high volumes of vehicles passing through it.

3.4.2. The town centre has recently been improved through investment from the Mayors Outer London Fund which has enabled opening up of the existing green space at the St John the Baptist Church, additional colour and greenery through tree planting and hanging baskets, and removal of some of the street furniture which has built up over time and has created a cluttered and untidy street environment.

3.4.3. One of the key remaining opportunities is to enhance the setting of the St John the Baptist Church and its relationship to the new Barnet College building and public space fronting Wood Street. Some of the main objectives here will include carrying out improvements to the public realm involving reducing the clutter of traffic signage and traffic lights and providing better crossing points for pedestrians.

To achieve this objective we will:

- Progress improvements to the Wood Street/High Street junction and the setting of the St John the Baptist Church and its relationship

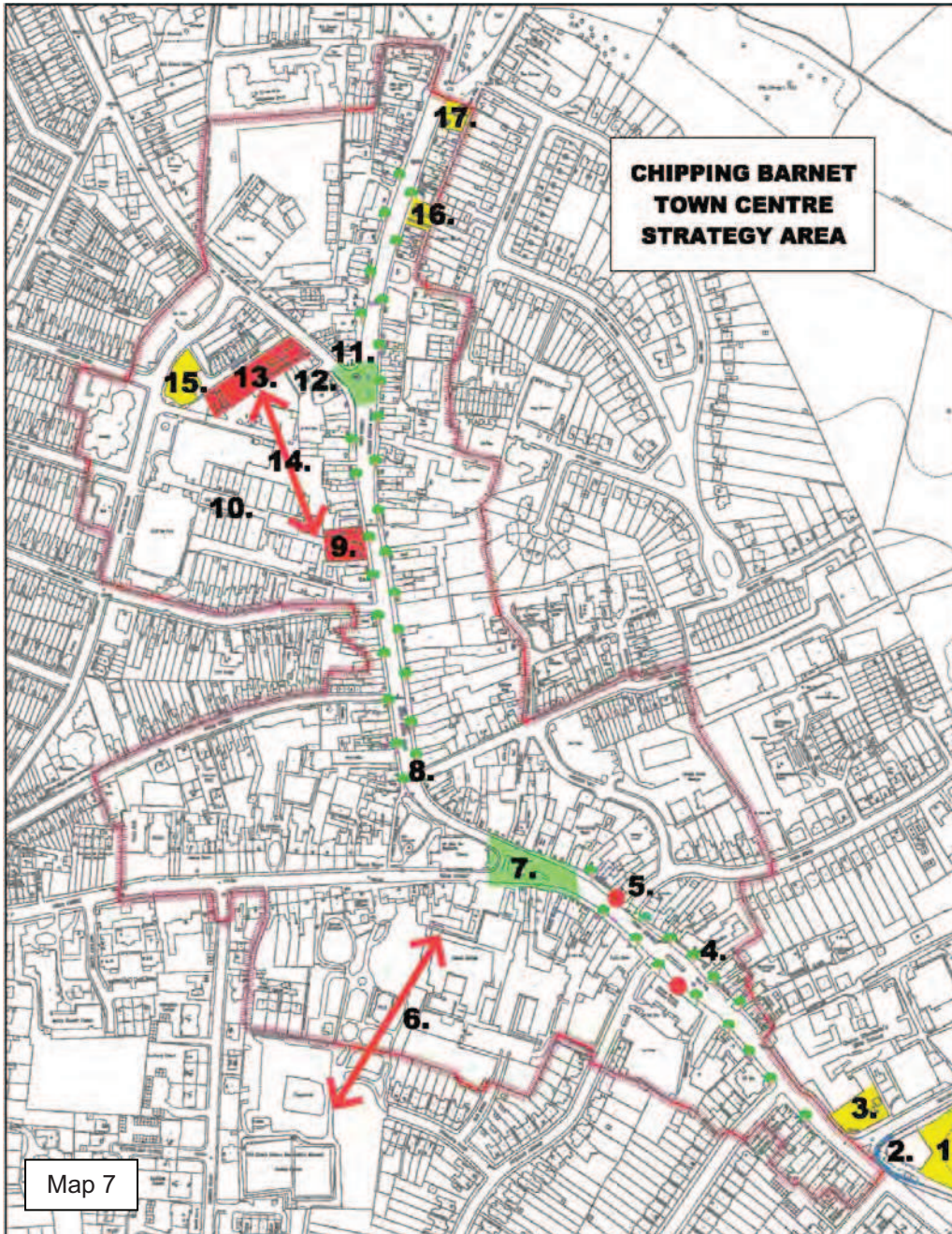
with the new Barnet and Southgate College building and public space fronting Wood Street.

- Work with the Highways Department and TfL to redefine the relationship between road and footway in the main section of the High Street, to give more emphasis to pedestrians and to encourage opportunities for tree planting whilst maintaining traffic flow.
- Look at opportunities for brightening up the town centre through the use of flowers and more tree planting where possible.
- Use signage and information boards to promote more effectively what the town centre has to offer.

- Work with TfL to secure funding to improve access to High Barnet underground station and develop options for enhancing the legibility, access and approach to the tube station.

3.4.4. Map 7 sets out opportunities for a coordinated approach to public realm enhancement throughout the town centre. Not all of these ideas will be achievable but we are committed to exploring the viability of these proposals.





Public realm improvements

1. New public pedestrian space in front of tube station with steps up to Barnet Hill and direct access to bus stops (possible kiosks etc.). This will provide a much better welcome to Barnet.
2. Replace fencing with railings.
3. New public open space with public art, seating, high quality paving and retaining trees.
4. More street trees.
5. Issue of turning of 34 bus addressed.
6. Pedestrian link to Barnet Park.
7. New junction improvements to provide safe crossing for students and enhance setting of the church.
8. Treat as one public open space with road/pavement treatments
9. Open up The Spires Shopping Centre to High Street.
10. Redeveloped Spires site with enhanced public spaces.
11. Junction improvements.
12. Demolish and open up market.
13. Open Barnet Market to Bruce Road.
14. New Pedestrian Link.
15. Open space improvements.
16. Improve open space in front of LBB Housing
17. Utilise space for cafes etc.

3.5. To enhance other opportunities unique to the town centre including promoting cultural, leisure and student activities

3.5.1. Chipping Barnet already has the basis for a strong arts, cultural and leisure offer with parks and open spaces, the Bull Theatre, Chipping Barnet Library and a number of other venues all within walking distance of the town centre. The annual Christmas Street Fair has been successfully running for many years and a new Chipping Barnet Summer Festival has been established since 2010.

3.5.2. There is potential for enhancing and better promoting this offer through holding more public events during the year, bringing public and street art to the town centre and looking at opportunities to maximise the use of all existing cultural and community facilities.

3.5.3. This will raise the profile of Chipping Barnet and in turn attract more visitors.

To achieve this objective we will:

- Continue to improve and promote the annual Christmas Street Fair, the Chipping Barnet Summer Festival and other local festivals.
- Host arts projects in vacant units/public spaces and bring public art to the town centre.
- Explore ways to secure the future of the Bull Theatre as a venue within the town centre.
- Improve communication of the many cultural activities on offer and look at ways of celebrating the town centre's history through walks, leaflets and boards in the town centre and promotion of the Barnet Museum.
- Explore ways of working with Barnet and Southgate College to utilise campus facilities for an increased range of cultural, leisure and student activities.



4. Delivering the objectives

4.1 An Action Plan for Chipping Barnet

4.1.1 The focus of the Chipping Barnet Town Centre Strategy is about collective action with everyone having a stake in the town centre's success. It is not just about the long-term parameters for development in the town centre; we need to consider what we can do now, in the short-term, to make a difference. An Action Plan is being drawn up to set out a series of short, medium and long term actions to deliver the objectives of the Strategy. The Action Plan will identify who will lead and the timescales for delivery. A draft Action Plan is attached at Appendix Two. Some short term goals already have timescales, others are longer term, sometimes dependant on acquisition of funds, and timescales for these will be worked up by the Chipping Barnet Town Centre Strategy Board as the strategy is implemented and monitored. Other actions are not one off activities but an ongoing change of approach.

4.1.2 Delivery of the Action Plan will be monitored by the Chipping Barnet Town Centre Strategy Board. Over time new initiatives and projects will be added to ensure the Action Plan remains up to date and that continuous improvement is promoted.

4.2 Monitoring Delivery

4.2.1 The overall success of the Strategy will be monitored by focusing on a range of indicators that will measure the health of the town centre over time. Specific indicators to measure the health of all town centres in Barnet are set out in the Local Plan Core Strategy and Development Management Policies documents. These indicators apply to

Chipping Barnet and focus on:

- Total amount of new floorspace for main town centre uses (retail, leisure, offices, hotels, arts and culture).
- Net additional dwellings in town centres.
- Town centre trends – maintaining proportion of retail units (Class A1 uses) in primary town centre frontages i.e. the concentration of most popular, central shops. Baseline for Chipping Barnet in 2012 is 73% of primary town centre frontage is A1 use.

4.2.2 In addition to the monitoring of Chipping Barnet through the Local Plan more specific indicators to measure the success of the Strategy against a 2012 baseline include:

- Reduction in vacancy levels. Baseline for Chipping Barnet in 2012 is 8.7 % of units in primary and secondary frontages.
- Achieving a diverse range of destination and comparison shops with a healthy balance between the number of independents and multiples. Final version will show Baseline in 2012.
- Avoiding over domination of any one sector by charity shops, betting shops, convenience stores or other. See Table 1 for Baseline in 2012.
- Increased footfall and spending in the town centre (to be quantified) Baseline of £83m turnover for comparison goods in 2008 in London Town Centre Health Checks.
- Increased resident and trader satisfaction with the town centre (to be surveyed).

Table 1: Diversity of Retail in Chipping Barnet Town Centre in 2012

Type of shop	Units in Chipping Barnet	Town centre with most units
Convenience store	2	Finchley
Grocer	0	Temple Fortune
Betting Office	2	Finchley
Estate Agent	16	Chipping Barnet
Beauty Salon	7	Finchley
Hairdresser	14	Chipping Barnet
Ladies clothes	14	Edgware & Temple Fortune
Shoes	4	Chipping Barnet
Cafes	4	Brent Street
Coffee Shop	4	Edgware, North Finchley, Finchley & Temple Fortune
Take-aways	10	Cricklewood, Chipping Barnet and Brent Street
Restaurants	13	Edgware
Charity Shops	8	Chipping Barnet

4.3 Use of S106 and CIL

4.3.1 Progress against these indicators will be set out in the Annual Monitoring Report.

4.3.2 Barnet is currently developing a strategic approach to the implementation of the Community Infrastructure Levy (CIL) which enables Local Authorities to set a standard charge for development to contribute towards the costs arising from new development. This approach, which

will be implemented from Spring 2013, will be used to ensure that any new development in Chipping Barnet will contribute appropriately to meeting infrastructure requirements and will complement the Council's approach to securing S106 contributions.

4.3.3 It is envisaged that the implementation of the CIL will help secure wider transport / public realm improvements to Chipping Barnet. Planning obligations through Section 106 Agreements will still prove appropriate for improvements relating directly to specific development proposals and their associated impacts.

4.3.4 The priorities for planning obligations for development on sites within the Strategy area to ensure that such contributions help to deliver the objectives of the Strategy can be summarised as follows:

- Improve pedestrian routes in key locations through measures such as the widening of pavements and reducing width of crossings.
- Provide additional tree planting in the High Street, particularly the treeless central section, utilising widened pavements and in front of St John the Baptist Church.
- Improve appearance of key junctions by simplifying layouts and signage, reducing road markings and planting trees.
- Improve the appearance of the 'gateways' into the town centre with creation of more high quality public realm.
- Improve the sense of arrival and of place at the main pedestrian entrance to High Barnet tube station, creating a new public piazza and improving visual connectivity.

4.4 Your Views

We would welcome your views on the opportunities and changes identified in

this draft strategy to help us shape the future of Chipping Barnet Town Centre.

During the consultation period, the Draft Town Centre Strategy will be available at:

The Planning Reception at Barnet House, Whetstone, and at

Chipping Barnet Library

Online at <http://engage.barnet.gov.uk/>

Representations can be submitted by e-mail to forward.planning.@barnet.gov.uk

or by post to:

Planning Policy Team, Planning, Housing and Regeneration, First Floor, Building 4, North London Business Park, Oakleigh Road South, London, N11 1NP. Further information is available from the Planning Policy Team on 020 8359 4990 or email forward.planning@barnet.gov.uk.

All comments should be received by 19 March 2013.

4.5 Next steps

We will be finalising this strategy for formal adoption by the Council's Cabinet over the next few months.

APPENDIX ONE

Detailed analysis of the Town Centre Character Areas

Area One – The Cultural Quarter

From High Barnet Station to the top of Barnet Hill

Western end falls within Wood Street Conservation Area (CA)

Height & Massing	Considerable variety, but mostly 2 & 3 stories, some 4 storey. Majority of buildings have pitched roofs, some behind parapets. Some roofs have dormers
Enclosure & layout	Southern 'Gateway' into Barnet. To east is open space of Barnet Hill and land around tube station. Strong sense of enclosure along older frontages, disrupted by newer buildings such as Met Police Station. Pavements wide in places (particularly on south side in front of Graseby House) and raised (2-3 steps). Series of carriageways through to yards behind still evident in places. Curve in road towards western end. Road is wide, particularly at western end in front of church (site of former market place).
Materials	Brick, stucco, slate roofs (some clay tiles), mix of shopfronts, metal/upvc windows to some buildings, timber sash windows
Function	Mix of school/college/former court house with shops/business at ground floor some with residential above
Age	17 th - 20 th century
Principal & Listed Buildings	The Old Court House, 31 High Street (The Old Red Lion PH), 40-42 High Street (former bank, The Honey Bee-Domino's Pizza), 47 High Street (former PH, now Less Tax to Pay), 56-66 High Street (George's Café-Tesco).
Public Realm	Generally medium to poor. Improved by some recent tree-planting (OLF funded) but needs more.
Opportunity Sites	For public realm improvements: corner of Meadway at QE Girls School; opposite corner and footpath to tube station
Overall Character	Mixed: historic High Street on steep (-ish) hill with some very good buildings but with low grade buildings bringing down quality in places; whole dominated by St John the Baptist Church at top of hill.

Area Two: The Historic Heart

From Park Road to Wood Street/Moxon Street

Falls within Wood Street CA

Height & Massing	2 - 4 stories; dominated by large scale of St John the Baptist Church. Majority of buildings have pitched roofs, some behind parapets. Barnet and Southgate College has flat roofs
Enclosure & layout	High Street widens as it reaches top of hill. Sense of enclosure opens out with public spaces in front of Barnet College and Tudor Hall; churchyard garden. 15-27 Wood Street lie at back of pavement but beyond, buildings are set back. Houses on Wood Street have front gardens.
Materials	Brick, stucco, slate roofs (some clay tiles), timber sash windows. Use of timber at Barnet and Southgate College.
Function	Shops/restaurants/businesses at ground floor with residential above; residential; church; education; community
Age	16 th – 21 st century.
Principal & Listed Buildings	St John the Baptist Church, Church House, The Hyde Institute, Tudor Hall, Barnet and Southgate College, nos 10-20 and 15-41 Wood Street, the Post Office, The Mitre PH, The Bull Theatre
Public Realm	High quality: public space in front of Barnet College and recently-opened up churchyard garden; however road junction at fork with High Street and space in front of St John the Baptist needs improvement.
Opportunity Sites	Improvements to the setting of Tudor Hall through removing or better masking the car park area to its front
Overall Character	Historic market town.

Area Three: The High Street

From Moxon Street to the Corn Exchange/St Albans Road

South end falls within Wood Street CA

Height & Massing	Mostly 2 & 3 stories. Majority of buildings have pitched roofs, some behind parapets.
Enclosure & layout	Consistently back of pavement, few gaps linking to series of alleys running behind. At northern end, buildings set back with wide pavement. Barnet Market site (which, following demolition of buildings and perimeter wall by previous owners, provides no proper enclosure, facilities or surface) , open space. Spires shopping centre hidden from view.
Materials	Brick, stucco, slate/clay roofs, timber sash windows, metal windows & shopfronts, panels, dormers and gables.
Function	Mostly shops at ground floor with business above; Barnet Market; shopping centre; empty shops.
Age	Mix of early–late Victorian, early-late 20 th century.
Principal & Listed Buildings	101-105 (former Burtons), 140 High Street (HSBC bank), former spires of Methodist Church, 85-97 High Street (Specs Direct – Barclays Bank).
Public Realm	Generally poor; generally streetscape would benefit from tree planting and wider pavements.
Opportunity Sites	Barnet Market; The Spires.
Overall Character	Mixed quality, small town high street.

Area Four: Hadley Edge

From the former Corn Exchange/St Albans Road to Hadley Green

Falls within Monken Hadley CA

Height & Massing	Mostly 2 & 3 stories, some single storey. Majority of buildings have pitched roofs, some behind parapets.
Enclosure & layout	Northern 'Gateway' into Barnet; opens out to Hadley Green open space beyond. Mostly back of pavement, few gaps. At southern end, buildings set back with wide pavement. Series of alleys running behind.
Materials Function	Brick, stucco, slate roofs (some clay tiles), timber sash windows. Mostly shops/business at ground floor with residential above; car showrooms; some residential at ground floor; church.
Age	Principally early–late Victorian; some 20 th century.
Principal & Listed Buildings	The former Corn Exchange, 151 High Street and Hadley Cote – The Grange on Hadley Green Road.
Public Realm	Generally good, especially at Hadley Green; recent tree planting at southern end; opportunity for improvements at former garage site at northern end of the High Street and at entry to Grove Court; generally streetscape would benefit from more tree planting
Opportunity Sites	Territorial Army Centre.
Overall Character	Traditional; village/small town high street.

APPENDIX TWO

CHIPPING BARNET TOWN CENTRE STRATEGY: ACTION PLAN WINTER 2012/13

REF	ACTION	LEAD/S	TIMESCALE
Objective 1: Respect for and celebration of the town's history and character			
1	<p>Enforce against unlawful and unsympathetic development on the conservation area</p> <p>Use existing powers to ensure better enforcement where changes are made to buildings and shop-fronts which detract from the character or appearance of the area.</p> <p>Consider the area of the High Street in-between the conservation areas. Either add to one of the existing conservation areas or develop specific guidance for a "High Street " conservation area.</p>	London Borough of Barnet	Ongoing
2	<p>Promote design quality</p> <p>Promote shop front guidance and advice so that traders understand the importance of good shopfront design and the impact that poorly conceived schemes can have on the appearance of the town centre and on the shopping experience.</p>	London Borough of Barnet/ Town Team	Ongoing
3	<p>Ensure buildings and landmarks of cultural and historical significance in the town centre are recognised and promoted</p> <p>Propose buildings for statutory and local listing where appropriate</p> <p>Identify empty buildings to be brought back into use and develop a strategy for implementing this</p> <p>Support applications for blue plaques</p>	Resident Groups Town Team Resident Groups	Ongoing Ongoing Ongoing

REF	ACTION	LEAD/S	TIMESCALE
	Develop a collection of essays/promotional material to publicise buildings of interest.	Barnet Local History Society / Resident Groups	To be confirmed
	Develop a leaflet on Chipping Barnet walks which identifies key buildings and landmarks along the way (NB this will build on the conservation area character appraisals)	Local schools / Resident Groups / Traders	To be confirmed
	Provide town maps at the entrances to the town and in car parks	London Borough of Barnet / Resident Groups to explore potential funding streams	To be confirmed
Objective 2: Enlargement in the quality and range of shopping with the historic Barnet Market at its heart			
Promote Chipping Barnet as a destination town centre and link the different aspects of the 'retail triangle'			
4	<p>Raise the profile of the wide range of shops and businesses in the area by pooling resources, developing a brand and marketing campaign, developing incentives to encourage people to shop there, and identifying particular target groups/ markets</p> <p>Promote the town centre and its unique selling points through:</p> <ul style="list-style-type: none"> • Developing a website which pulls together information on the town centre – its shops, pubs, restaurants and other facilities, places of interest/things to do and events taking place. • Developing a magazine for the local area, with publicity and advertising supporting its design and production. <p>Explore opportunities for a town centre resource to support and promote the town centre e.g. a Business Improvement District (BID) or a Town Centre Manager.</p>	<p>Town Team working with the community (e.g. Barnet College, Barnet Market, local schools, residents etc).</p> <p>Town Team working with the community (e.g. Barnet College, Barnet Market, local schools, residents etc).</p>	<p>Ongoing</p> <p>Ongoing</p>

REF	ACTION	LEAD/S	TIMESCALE
	Secure the future of Barnet Market so it is able to effectively contribute to the town centre economy		
	Work with UBS (owners of the Market) and their advisors to develop ideas for and deliver improvements to the Market.	Friends of Barnet Market (with support from the London Borough of Barnet)/UBS.	Planning application for improvements Winter 2012
	Develop Barnet Market: <ul style="list-style-type: none"> • Explore partnerships to encourage more food focussed events • Investigate the opportunity to use the market space for other markets/events during the week. 	Friends of Barnet Market/UBS.	To be confirmed
5	Develop planning briefs for key development sites which are consistent with the vision and objectives set out in this strategy and other planning documents		
	Develop planning briefs for potential development sites in Chipping Barnet town centre to manage future proposals for development.	London Borough of Barnet.	To be confirmed
6	Maximise the potential of Barnet and Southgate College – in terms of both increasing the student spend and pursuing opportunities to involve students in improving and enhancing the town centre		
	Promote the shops and facilities in the town centre to students at Barnet and Southgate College through events such as the Fresher's Ball and Fashion shows.	Town Team	Ongoing
	Develop special projects with Barnet and Southgate College students on relevant courses.	Barnet and Southgate College, Friends of Barnet Market and Town Team.	Ongoing
Objective 3: Improved accessibility to the town centre and better parking and traffic management.			
7	Review accessibility of public transport in the town centre and develop plans to improve it		
	Explore the viability of a Hopper Bus service to be funded by the private sector/TfL to link the station, different parts of the High Street and the Market and Hospital.	Resident Groups, Barnet Traders Association, TfL. LB Barnet.	To be confirmed

REF	ACTION	LEAD/S	TIMESCALE
	Consider with TfL how the turning of the 34 bus on the High Street can be addressed and seek to achieve termination of the 34 bus at Barnet Hospital.	London Borough of Barnet, TfL	To be confirmed.
8	Explore the viability of a drop and shop scheme		
	Explore the viability of a drop and shop scheme in the High Street to encourage people to do large shops in the town centre but not necessarily come by car.	Town Team	To be confirmed.
9	Review current parking arrangements to consider how the needs of shoppers, residents and commuters can be better balanced		
	Undertake a parking review in the town centre to ensure arrangements are fit for purpose.	London Borough of Barnet	Winter 2012
10	Encourage cycling in and to the town centre		
	Encourage cycling in and to the town centre through: <ul style="list-style-type: none"> • publicity leaflets in public buildings • events at Barnet and Southgate College 	Barnet and Southgate College,	Ongoing
11	Improve signage on car parking		
	Explore opportunities for improving signage on the location of car parking in the town centre and the number of parking spaces available.	London Borough of Barnet	To be confirmed.
12	Review traffic movement and the balance between pedestrian and road space		
	Explore opportunities for pavement widening along the High Street.	LB Barnet	To be confirmed.

REF	ACTION	LEAD/S	TIMESCALE
Objective 4: Provision of high quality public realm and improved appearance of the town centre			
13	Enhance the Wood Street/High Street junction and the setting of St John the Baptist Church Enhance the Wood Street/High Street junction and the setting of St John the Baptist Church and its relationship to the new Barnet and Southgate College building.	London Borough of Barnet, TfL in consultation with the community	To be confirmed.
14	Develop plans to enhance public spaces <ul style="list-style-type: none"> Clean Buildings Enhance lighting 		
15	Explore opportunities to continue to improve the public realm Explore longer-term opportunities for improvements should funding become available, including: <ul style="list-style-type: none"> pavement widening further de-cluttering of the High Street pedestrian improvements street lighting (design, appearance and positions) street furniture (colour coding). 	London Borough of Barnet	To be confirmed.
16	Look at additional opportunities for brightening up the town centre through the use of flowers and greenery Identify funding sources to enable hanging baskets to continue to be provided in the town centre and opportunities for seasonal displays.	Town Team	To be confirmed.
17	Use signage and information boards to promote more effectively what the town centre has to offer Explore opportunities for additional tree planting in the town centre – particularly as part of any pavement build outs on the High Street.	LB Barnet	To be confirmed.

REF	ACTION	LEAD/S	TIMESCALE
	Identify what signage/information boards are needed to promote the town centre, where these are best placed and explore funding streams to support these.	Resident Groups Town Team	To be confirmed.
18	Seek funding to develop options for enhancing the tube station in association with TfL		
	Improvements to the pedestrian environment and access to the station.	London Borough of Barnet /Town Team	To be confirmed.
Objective 5: Enhancement of cultural, leisure and student activities across the town centre			
19	Continue to improve the annual Christmas Fair and promote the Chipping Barnet Summer Festival		
	Detail to be added by residents groups etc.	Resident Groups Barnet and Southgate College, Bull Theatre	To be confirmed.
20	Explore ways to secure the future of the Bull Theatre as a performance venue for the town centre		
	Reach agreement on the current lease for the Bull Theatre.	London Borough of Barnet	To be confirmed.
21	Communicate the many cultural activities on offer and look at ways of celebrating the town's history through walks, leaflets and boards in the town centre.		
	<ul style="list-style-type: none"> • Develop and sustain a cohesive marketing approach • Promote cultural and local events through various mediums 		

For more information Contact:

Planning Policy Team, Environment, Planning and Regeneration
London Borough of Barnet,
North London Business Park
Building 4,
Oakleigh Road South,
London N11 1NP

or visit <http://engage.barnet.gov.uk>

Meeting	Business Management Overview & Scrutiny Committee
Date	11 March 2013
Subject	Effectiveness of Task and Finish Groups
Report of Summary	Scrutiny Office This report presents the findings and recommendations of the scrutiny working group which has considered the Effectiveness of Task and Finish Groups

Officer Contributors	Andrew Charlwood, Overview and Scrutiny Manager
Status (public or exempt)	Public
Wards Affected	N/A
Key Decision	N/A
Reason for urgency / exemption from call-in	N/A
Function of	Business Management Overview & Scrutiny Committee
Enclosures	Appendix 1 – Effectiveness of Task and Finish Groups Final Report
Contact for Further Information:	Andrew Charlwood, Overview and Scrutiny Manager, 020 8359 2014, andrew.charlwood@barnet.gov.uk

1. RECOMMENDATIONS

- 1.1 Members of the Committee consider the findings of the report into the Effectiveness of Task and Finish Groups, as set out in the report attached at Appendix 1.**
- 1.2 Members of the Committee discuss and agree the recommendations of the Task and Finish Group.**
- 1.3 The agreed findings and recommendations are forwarded to the Executive for their consideration.**

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Business Management Overview and Scrutiny Sub-Committee, 18 April 2012, Decision Item 14 (Task and Finish Groups Appointments) – the Committee agreed to establish a group to consider the Effectiveness of Task and Finish Groups.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 Overview and Scrutiny Committees, Panels and Task and Finish Groups must ensure that the work of Scrutiny is reflective of the council's priorities.
- 3.2 The three priority outcomes set out in the 2012/13 Corporate Plan are: –
 - Better services with less money
 - Sharing opportunities, sharing responsibilities
 - A successful London suburb

4. RISK MANAGEMENT ISSUES

- 4.1 None in the context of this report.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 Under the Equality Act 2010 ("the Act"), the council and all other organisations exercising public functions on its behalf must have due regard to the need to:
 - a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
 - b) advance equality of opportunity between those with a protected characteristic and those without; and
 - c) promote good relations between those with a protected characteristic and those without.The 'protected characteristics' referred to are: age; disability; gender reassignment; pregnancy; maternity; race; religion or belief; sex; and sexual orientation. The duty to eliminate discrimination also extends to marriage and civil partnership.

5.2 In addition to the Terms of Reference of the Committee, and in so far as relating to matters within its remit, the role of the Committee is to perform the Overview and Scrutiny role in relation to:

- The Council's leadership role in relation to diversity and inclusiveness; and
- The fulfilment of the Council's duties as employer including recruitment and retention, personnel, pensions and payroll services, staff development, equalities and health and safety.

5.3 Task and Finish Groups will need to take into account equalities considerations throughout the lifecycle of the review and through the ongoing monitoring, via the Scrutiny Office, by implementation of accepted recommendations.

6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)

6.1 Task and Finish Group reviews must take into account value for money considerations when conducting their work, including the costs and benefits (both financial and non-financial) associated with any recommendations made by the Group.

6.2 Costs associated with administering Task and Finish Group and Scrutiny Panel reviews are primarily met from existing resources in the Governance Service. However, there is an expectation from Members that officers will allocate the resources necessary from their directorates to support reviews undertaken by scrutiny working groups.

7. LEGAL ISSUES

7.1 Any legal considerations as they relate to individual Task and Finish Group reviews are addressed at the commencement and throughout the review process.

8. CONSTITUTIONAL POWERS (Relevant section from the Constitution, Key/Non-Key Decision)

8.1 The scope of the Overview & Scrutiny Committees is contained within Part 2, Article 6 of the Council's Constitution.

8.2 The Terms of Reference of the Overview & Scrutiny Committees are set out in the Overview and Scrutiny Procedure Rules (Part 4 of the Constitution).

8.3 Item 7 and 8 of Business Management Overview & Scrutiny Committee Terms of Reference states that:

"The role of the Committee is to..

appoint scrutiny panels and Task and Finish Groups needed to facilitate the overview and scrutiny function” and to

coordinate and monitor the work of scrutiny panels and Task and Finish Groups, including considering reports and recommendations and referring to the relevant decision making body.”

9. BACKGROUND INFORMATION

- 9.1 Following consideration of a feasibility study, the Business Management Overview and Scrutiny Committee appointed a working group to consider the Effectiveness of Task and Finish Groups. The review was conducted between June and September 2012. Findings and recommendations arising are set out in Appendix 1.

10. LIST OF BACKGROUND PAPERS

- 10.1 As referred to in the report attached at Appendix 1.

Cleared by Finance (Officer's initials)	
Cleared by Legal (Officer's initials)	

**REVIEW OF EFFECTIVENESS OF OVERVIEW AND
SCRUTINY TASK AND FINISH GROUPS**

FINAL REPORT

Recommendations

1. The Leader of the Council and Interim Chief Executive be requested to ensure that high level officer support from across the Council's Directorates is provided to Task and Finish Groups to assist Scrutiny Members in undertaking effective and timely reviews. It is requested that this recommendation be agreed and implemented with immediate effect.

Cabinet Members, Members of the Business Management Overview and Scrutiny Committee and Council Directors Group are requested to note the concerns of the Group that, in some instances, there has been a lack of support from Cabinet Members and Directorates for some Task and Finish Group reviews. The Group have concluded the level of senior officer support impacts directly on the timeliness of reviews, the strength of recommendations arising and the ultimate outcome of the review.

2. The Business Management Overview and Scrutiny Committee agree to make the following changes to the management of Task and Finish Group Reviews:
 - Develop arrangements for Scrutiny Members and members of the public to highlight topical and/or timely issues and for these to be prioritised in the Task and Finish Group work programme under the leadership of the Chairman of the Business Management Overview and Scrutiny Committee.
 - Reduce bureaucracy around convening and appointing Members to enable a more flexible approach to be taken.
 - Encourage Group Secretaries to appoint Members to Task and Finish Groups based on personal and professional skill sets.
 - For each suggested review, a Feasibility Study should be completed before the review progresses to ensure that the review is timely and will add value.
 - Ensure that Task and Finish Groups have an external focus

The Group have concluded that the management of Task and Finish Group reviews has become overly bureaucratic resulting in: timely and topical reviews not progressing quickly enough; reviews taking too long to be established; a lack of support from the political groups when appointing Members; a lack of public engagement with the review process; and reviews taking too long to complete. The Group emphasised the importance of the role of the Chairman of the Business Management Overview and Scrutiny Committee in prioritising reviews and ensuring an appropriate level of support to ensure that they are timely and achieve positive outcomes.

3. The Scrutiny Office be requested to deliver by the end of December 2012 the following initiatives to develop Scrutiny Members skills and increase public awareness and participation in Task and Finish Group reviews:

- Scrutiny Media Engagement Strategy; and
- Scrutiny Member Development Programme

1 Background Information

- 1.1 On 18th April 2012, the Business Management Overview and Scrutiny Committee established a five-Member task and finish group to consider the Effectiveness of Task and Finish Groups. The outline remit of the group was to consider the impact of reviews completed since May 2009 particularly:
- How effectively task and finish groups were at holding the Executive to account;
 - Their success in developing policy and / or driving service improvements; and
 - The impact of recommendations made (accepted by Cabinet).
- 1.2 The following members were appointed to the Task and Finish Group:
Councillor Brian Salinger (Chairman);
Councillor Sury Khatri;
Councillor Reuben Thompstone;
Councillor Alison Moore; and
Councillor Alan Schneiderman
- 1.3 To assist Members in making an informed decision regarding whether topics should proceed to a full review or not, the Scrutiny Office introduced feasibility studies for the reviews which commenced in April 2012. The purpose of these studies was to enable Members to undertake a more in-depth evaluation of the subject matter to ensure that resources were targeted on genuine issues and where value could be added.

2. Feasibility Study

- 2.1 The Task and Finish Group (TFG) initially met on 28 June 2012 where they considered the feasibility study prepared by the Scrutiny Office (**Annex 1**). Following consideration of the feasibility study, the TFG elected to proceed with the review.
- 2.2 At the 28 June 2012 meeting, the Group identified the following six points set out in the feasibility study as being the key elements in achieving positive outcomes from task and finish group work:
- (i) Member leadership and engagement;
 - (ii) A responsive executive;
 - (iii) Genuine non-partisan working;

- (iv) Effective direct officer support and management of the scrutiny process;
- (v) A supportive senior officer culture; and
- (vi) A high level of awareness and understanding of scrutiny work¹

2.3 The Group suggested that the following were particularly problematic in Barnet:

- A responsive Executive;
- A supportive officer culture; and
- High level awareness and understanding of scrutiny work.

2.4 At the conclusion of the meeting, the Group agreed the following actions:

- (i) Scrutiny to review previous TFG reports to indentify the role of public input in the forming of recommendations;
- (ii) Chairmen of previous TFGs to meet with the group at the next meeting;
- (iii) The Leader of the Council and the Chief Executive to be invited to attend a meeting to discuss the whether there was a high level awareness and understanding of scrutiny work;
- (iv) Review a document which detailed actions taken by the Executive and/or officers in relation to TFG recommendations;
- (v) A representative from the Scrutiny Office to provide an officer perspective; and
- (vi) A representative from the Centre for Public Scrutiny to be invited to give their view on delivering effective scrutiny

3. Evidence Sessions

3.1 In accordance with established best practice, the TFG undertook a series of evidence gathering sessions with key stakeholders.

Centre for Public Scrutiny

3.2 On 16th July 2012, the Group received evidence from the Research and Information Manager at the Centre for Public Scrutiny (CfPS). The CfPS is a charity whose principal focus is on scrutiny, accountability and good governance, both in the public sector and amongst those people and organisations who deliver publicly funded services. CfPS have identified the following as the core principals of good scrutiny:

- Constructive 'critical friend' challenge;
- Amplifies the voices and concerns of the public;

¹ INLOGOV / IDeA (April 2001) *Principals of Good Scrutiny*

- Led by independent people who take responsibility for their role; and
- Drives improvement in public services

3.3 The following were identified as key constituents to achieving good scrutiny outcomes:

1. Comprehensive scoping and/or feasibility studies prior to undertaking a review are essential pre-requisites;
2. Reviews need to have a clear focus on outcomes;
3. Success is often amorphous (i.e. it can be based upon developing good working relationships with stakeholders, or emerging from the contingencies surrounding particular reviews);
4. Public engagement can be difficult and needs to be given appropriate consideration against the topic under review;
5. Although it may not be necessary for reviews to produce complex financial data regarding their recommendations, there should be at least an element of best value consideration;
6. Scrutiny reviews can potentially provide a platform for in-depth policy review that the Executive does not have the time for;
7. Resourcing Scrutiny –
 - there is a need to prioritise limited resources carefully
 - liaise closely with the Executive
 - have in place clear protocols with the Executive (e.g. recommendations to be either accepted or rejected with an explanation of why)
8. Recommendations and the monitoring of their implementation can be improved by:
 - treating recommendations as a performance targets;
 - making sure recommendations are SMART (specific, measurable, achievable, realistic and timely);
 - agree a time for closing down recommendations as having been implemented;
 - link accepted recommendations to performance frameworks for ongoing monitoring, allowing the issue to be re-examined by scrutiny if necessary; and
 - process may be improved by the Chairman of reviews taking a proactive lead in monitoring implementation.
9. Duration – reviews should be tailored to specific circumstances, but based around a general understanding of how long reviews should take. Timing issues need to be addressed at initial scoping and feasibility stage;

10. Creating monitoring groups to track the implementation of recommendations should be approached with caution as historically this has led to working groups continuing indefinitely with little evidence of meaningful outcomes;
11. The best way to manage implementation and pass on knowledge and experience is to bring TFG learning back to the parent committee; and
12. In terms of scrutiny committees, there is a case to be made for individual members developing a knowledge base around particular subject areas. These members can then make positive contributions to reviews on related subject matter.

Task and Finish Group Chairman

- 3.4 The Group also received evidence from Councillor Braun who provided some reflections on her experiences as the Chairman of a recent review into Health and Social Care Integration. She highlighted the importance of:
 1. A sound evidence base;
 2. Benchmarking current performance;
 3. The non-partisan nature of TFGs; and
 4. Timetabling
- 3.5 Cllr Braun informed the Group that the members of the Health and Social Care Integration TFG had acquired detailed specialist knowledge during the review. She questioned how that acquired knowledge could be applied to scrutiny work on an ongoing basis.
- 3.6 Following the evidence session, the Group noted the following key points:
 - topic selection process needs to be clearly defined with amendments made to the current arrangement;
 - all non-executive members should be encouraged to participate;
 - there needs to be a balance between policy development and reviews of existing services while being able to take up matters arising of community importance;
 - there needs to be a clear understanding of the resources available for Scrutiny and how these can be divided between formal committees and TFGs;
 - Scrutiny work needs to be publicised. This should include:
 - Promoting positive outcomes secured from scrutiny work; and
 - Using new media to encourage public participation / identify issues of public concern.

Leader of the Council and Chief Executive

- 3.7 On the 18th July 2012, the Group met with the Leader of the Council and Chief Executive to question how the political and managerial leadership of the authority viewed TFGs.
- 3.8 In outlining the key issues, the Chairman and Group Members outlined to following:
- There was a requirement for greater flexibility in the way the TFGs were organised, especially with regard to appointment arrangements at the Business Management Overview and Scrutiny Committee and the flexibility within the current arrangements to respond to “burning issues.” It was agreed that the appointment process should be reconsidered by Business Management, with alternative options explored.
 - Aside from the operational issues outlined above, there were cultural issues within the organisation that inhibited successful outcomes from some TFG reviews.
 - Where recommendations which had been accepted by Cabinet had not been fully implemented, Cabinet Members and Officers should be presenting alternative options for dealing with the issue highlighted and this information should be presented in the recommendation tracking report to the Business Management Overview and Scrutiny Committee.
- 3.9 Responding to the issues raised by TFG Members, the Leader and Chief Executive outlined to the following:
- TFGs should focus outwards towards key issues affecting the Borough and not just focus on internal council issues. Scrutiny had a wide ranging remit and had been missing the opportunity to address issues that affected the services provided by multiple public agencies. Currently, the work of scrutiny was too inwardly focussed and improvements needed to be made in work programming arrangements.
 - Topics need to be of interest to the public in order to maintain an interest, regardless of engagement platform (i.e. social media or local newspapers). The work of the Secondary School Places Overview and Scrutiny Panel had provided an example of how scrutiny could respond to a genuine issue of local public concern and facilitate dialogue between the Council and interested parties.
 - As the Health and Social Care Integration TFG had demonstrated, there was a place for Officers to promote the uptake of topics for Member-led reviews. Such an arrangement had enabled there to be

a high-level buy-in for the review which had delivered a positive outcome for the participants and wider authority.

3.10 The Leader of the Council made the following additional points:

- Scrutiny should be engaging with issues that the Council would not otherwise consider in the policy cycle;
- Even when recommendations were not accepted by the Executive, reviews generated debate amongst Council's leadership;
- It was accepted the Cabinet Forward Plan (now superseded by new regulations around advanced notification of executive decisions) was an issue which prevented Scrutiny Members from having an oversight of the Executive's programme of work, thereby limiting their influence; and
- Scrutiny could improve their use of existing sources of intelligence (such as insight and performance data) to pick up on issues.

3.11 The Chief Executive identified the following:

- Scrutiny should focus on (external) cross-cutting issues to attract the interest of the public;
- Members have a democratic mandate and this should encompass other key public sector providers (such as the police and health);
- Flexibility needed to be built into the design to enable Scrutiny to be responsive; under the current structure, there is no elected Member leader for Scrutiny; and
- The budget and Medium Term Financial Strategy set out key decisions to be taken over an administrative year (rather than the Cabinet Forward Plan) and Scrutiny should be using this information to inform their work programme.

4. Recommendation Tracking

4.1 Since May 2009, a total of 16 task and finish groups and scrutiny panels have concluded their work on the following topics. Dates that the review reported their findings to the Council's Cabinet are set out in brackets:-

- Enterprise in the Borough (3rd February 2010)
- School Places Planning (3rd February 2010)
- Advice Provision in the Borough (22nd February 2010)
- Homelessness and Young People (12th April 2010)
- Road Resurfacing (12th April 2010)
- Recycling and Waste Minimisation (6th September 2010)
- Remodelling Older People's Housing with Support (20th October 2010)
- Council's Response to Cold Weather (20th October 2010)
- Housing Allocations Overview and Scrutiny Panel (10th January 2011)
- Domestic Violence (7th March 2011)
- Fostering Recruitment (14th September 2011)
- Secondary School Places Overview and Scrutiny Panel (9th January 2012)
- Health and Social Care Integration (4th April 2012)
- Early Intervention and Prevention Services (Children's Services) (4th April 2012)
- Contract Monitoring and Community Benefit (4th April 2012)
- Carbon Footprint (4th April 2012)

4.2 The Business Management Overview and Scrutiny Committee has within its terms of reference responsibility for coordinating and monitoring the work of scrutiny panels and task and finish groups. To assist the Committee in discharging this responsibility, a Recommendation Tracking report has been reported to the Committee since mid-2010. The information presented provides the Committee with updates received from services on the implementation of recommendations accepted by the Cabinet. Each submission is RAG rated to provide the Committee with an overview of progress made in relation to each recommendation.

4.3 Whilst the information has assisted Members to determine what outcomes there have been from reviews, there are a number of issues that have arisen as a result of the reporting of this information. Firstly,

due to other business on the agenda, there is often an insufficient amount of time for the Committee to consider the information in detail and provide a robust challenge where there has been little or no progress. Secondly, there is no defined end date for the Committee to stop receive updates meaning that information is being reported on review which completed their work up to two years ago.

4.4 In order to address these issues, the Group agreed that:

- (i) Following reporting of the 18 month update to the Committee, any recommendations with a 'Green' or 'Completed' RAG rating should no longer be reported;
- (ii) Where recommendations had a 'Red' or 'Amber' rating, these should continue to be reported to the Committee, with the Cabinet Member and/or Lead Officers called to give account to the Committee on why there has been a lack of progress;
- (iii) Recommendations made by Task and Finish Groups and Scrutiny Panels should be drafted in such a way that directorates can include them as service-based performance targets which will form part of the wider corporate performance framework.
- (iv) Recommendation Tracking updates should be sent to Members who participated in the work of the Task and Finish Group as and when they become available, enabling them to make comments, recommendations and representations to Member of the Business Management Overview and Scrutiny Committee if appropriate.

5. Structural and Cultural Issues

Overview

- 5.1 This section will consider the structural and cultural issues which affect overview and scrutiny and, consequently, the conduct and effectiveness of Task and Finish Groups and Overview and Scrutiny Panels.
- 5.2 Executive decision making was imposed on local authorities with the introduction of the Local Government Act 2000. Executive arrangements were intended to mirror the Westminster Cabinet and Select Committee model of decision making, where power is concentrated with ministers with distinct departments or portfolios which are held to account by cross party, independently resourced select committees.
- 5.3 Executive arrangements were introduced in local authorities due to perceived limitations of the committee system form of governance which included: the requirement to hold a large number of meetings for

decisions to be taken; the reinforcement of departmental silos; and a concentration of power in the hands of committee chairman and senior officers. Executive arrangements were perceived to have a number of advantages over the committee system, particularly the speed of decision-making and the creation of clear lines of accountability to individual Executive Members².

- 5.4 Just as local authority Executives were modelled on the Westminster Cabinet, it was intended that local authority scrutiny would operate in a similar way to select committees (where individual committees review the work of individual departments of state). However, when the legislation was enacted, local authority scrutiny was not given some of the powers afforded to select committees, particularly the power to require relevant people to attend. In addition to this, local authority scrutiny lacked the profile of select committees. Consequently, many local authorities struggled to make scrutiny work effectively in the early years.
- 5.5 The Centre for Public Scrutiny has been conducting annual surveys of local authority scrutiny since 2005. The surveys have been used to identify the most and least effective areas overview and scrutiny work. Members and officers have consistently identified policy development, policy review and health scrutiny as the most effective aspects of scrutiny work, with pre-decision scrutiny and finance scrutiny being the least effective areas³. This suggests that short in-depth reviews and post-implementation policy analysis are the most effective elements of local authority scrutiny work.

Structural

- 5.6 Executive arrangements mean that most local authority decisions are taken by the Executive (or Cabinet) which has a maximum of 10 Members. As a consequence, there are a significant number of elected Members who are no longer directly involved in decision-making (except for quasi-judicial functions such as planning and licensing).
- 5.7 Organisational structures tend align senior officers to Executive portfolios. As such, local authorities are structured to deliver the policy agenda of the Executive. The extent to which there is a political and corporate commitment to overview and scrutiny has a direct impact on the effectiveness of the function.
- 5.8 Overview and scrutiny is intended to enable non-Executive councillors to keep in touch with and influence the policy process. However, without a sufficiently forward look at the policy agenda and a political/corporate commitment to involve scrutiny at an early stage in

² Scrutiny: Theory and Practice in Local Governance, Coulson, 2010

³ CfPS Annual Surveys 2005 – 2011

the policy cycle, making a positive contribution to the policy agenda is problematic.

- 5.9 In theory, overview and scrutiny was intended to provide a non-partisan space for policy debate. Given the political nature of local authorities, this was perhaps an unrealistic expectation. In reality, local authorities have struggled to remove the politics from scrutiny. Effective scrutiny of politically contentious issues has been problematic.
- 5.10 The executive decision making structure has, therefore, given rise to a number of issues:
- Executive Members being unwilling (due to political considerations) or unable (due to timing issues) to share policy proposals with scrutiny until a late stage in the process. As a consequence, scrutiny Members are often frustrated due to a lack of awareness, a lack of involvement and inability to influence key decisions affecting the borough.
 - Scrutiny committees have become the space for political discourse which is contrary to the intended non-partisan nature of these bodies.
 - The focus of organisational resources on delivering the policy agenda of the Executive.

Cultural

- 5.11 Barnet, like many other authorities, has struggled to make scrutiny effective on a consistent basis. Whilst there are some examples of positive scrutiny work, the following issues have impacted on the focus and effectiveness of scrutiny across committees and working groups:

Call-in – when executive arrangements were introduced, call-in provisions were intended to be used in exceptional circumstances and as a matter of last resort⁴. In many local authorities, call-ins are used in exceptional circumstances and are only where there are perceived to be serious concerns relating to an Executive decision.

Since the implementation of the 2000 Act, there has been an overreliance in Barnet on the call-in mechanism as a way of holding the Executive to account. Call-ins have been used as the default mechanism for opposition Members to hold the Executive to account, evidenced in the fact that between 2002/02 and 2008/09, the number of call-ins per year has ranged between 40 and 71, compared with a national average of between 2 and 3. Between 2009/10 and 2011/12, there was a reduction in the number of call-ins (ranging between 11 and 24), primarily due to the introduction of more robust criteria for call-in decisions and the development of more systematic pre-decision scrutiny arrangements. Notwithstanding this, Barnet still has a significantly higher number of call-ins than many other boroughs.

⁴ Centre for Public Scrutiny, Research Report No. 1, Call-in Procedure

Call-ins, when used appropriately, should result in Executive Members giving serious consideration to the concerns raised by scrutiny and, in some circumstances, result in decisions being amended.

Structures – committee and working group structures have been through a number of iterations since the introduction of Executive arrangements. Barnet current has a flat committee structure (with four full committees and no sub-committees) which means that work programme coordination is difficult. Multiple committees frequently request items that fall within the remit of other committees – without an elected Member lead for scrutiny, coordinating work programmes can be problematic. Additionally, the number of committee meetings means that limited officer support resources are being utilised to support committee rather than task and finish group / scrutiny panel work resulting in delays to these groups concluding their reviews.

Resourcing – Barnet has a dedicated scrutiny support team comprising three FTE. This is approximately in line with the average for London boroughs. However, budget reductions implemented in 2011 saw a significant reduction in the number of committee support staff. As a consequence, Scrutiny Officers are required to support the work of the council's decision-making bodies more generally, resulting in a reduced focus on scrutiny work. As there has been a focus on committees and other governance meetings, task and finish group and scrutiny panel work has lower priority, impacting on the timeliness and impact of reviews.

Member Commitment and Engagement – task and finish groups and scrutiny panels are reliant on non-Executive Members being available and committed to review work. Reviews often require Members to attend additional meetings in already congested schedules which include work, personal, committee meeting and other municipal commitments. Officers frequently encounter problems when trying to schedule task and finish groups and scrutiny panels. In addition to scheduling issues, there has been an unwillingness from Members of all parties to involve themselves in task and finish group and scrutiny panel work – often the same Members are participating in review work. Ideally, appointments to scrutiny working groups would be on the basis of the skills and experience that non-Executive Members could bring to a review topic. In practice, the political groups have struggled to find Members who are willing to participate in reviews which places a disproportionate burden a small number of Members.

Topic Selection – identifying pertinent issues for scrutiny reviews has been an issue. On occasion, the Business Management Overview and Scrutiny Committee have not given full consideration to the relative merits of each review topic proposed. As a result, some reviews have been completed which have failed to add value – their findings are consequently not taken seriously by the Executive. This has been mitigated to a limited extent by the introduction of feasibility studies to

allow Members to make an informed decision about the relative merits of a review.

Outcomes – non-Executive Members have commented that once reviews had been completed, they were not aware of any outcomes that had been achieved. To address this, the Scrutiny Office introduced a mechanism to track the implementation of recommendations made by task and finish groups and scrutiny panels. These are reported at regular intervals to the Business Management Overview and Scrutiny Committee until the recommendations are fully implemented. Whilst this mechanism has enabled outcomes from reviews to be monitored, there have been instances where recommendations have not been fully implemented due to a number of factors. In these instances, there has been a lack of challenge from the task and finish groups / scrutiny panels participants and Business Management Overview and Scrutiny Committee regarding the lack of progress. Notwithstanding this, the tracking mechanism has placed an increased emphasis on Cabinet Members and services to deliver on recommendations made by non-Executive Members.

Conclusions

- 6.1 In considering the effectiveness of Task and Finish Group reviews, Members highlighted a number of issues that needed to be addressed to improve the process and, ultimately, outcomes. Members agreed that some of the reviews that had progressed were considering issues that were either not specific enough or not timely. It was noted that this could be mitigated by ensuring that elected Members and/or members of the public provided as much information as possible when proposing reviews so that comprehensive initial research could be undertaken for translation into a feasibility study. Elected Members could then make an informed decision about the relative merits of each review and prioritise reviews which could have the most impact.
- 6.2 The Group highlighted that frequently the same small group of Members participated in reviews. It was accepted that the political groups needed to do more to encourage all non-Executive Members to participate in reviews and, wherever possible, ensure that skills of Members were utilised in reviews. Issues with scheduling and finalising reports also had an adverse effect on the timeliness and impact of reviews.
- 6.3 Members accepted that reviews had been too internally focussed and not expedited quickly enough in many circumstances. The Group agreed with the comments of the Leader and Chief Executive that scrutiny should be addressing issues of public concern which crossed public agencies.

Meeting	Review of Effectiveness of Task and Finish Group
Date	
Subject	Review of Effectiveness of Task and Finish Group – Feasibility Study
Report of Summary	Scrutiny Office This report outlines the findings of a feasibility assessment of the proposal to conduct a review of the effectiveness of overview and scrutiny task and finish groups

Officer Contributors	Andrew Charwood, Overview and Scrutiny Manager
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1. RECOMMENDATION

- 1.1 That Members consider the findings of the feasibility assessment and, based on the information contained therein, decide whether to proceed with a review of the effectiveness of task and finish groups.

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Annual Council, 19 May 2009, Agenda Item 13.2.1, Report of the Special (Constitution Review) Committee, Overview and Scrutiny: New Arrangements
- 2.2 Policy & Performance Overview & Scrutiny Committee, 2 June 2010, Agenda Item 7 (Overview & Scrutiny Appointments)
- 2.3 Business Management Overview & Scrutiny Committee, 8 March 2012, Agenda Item 10 (Any Other Items the Chairman Decides are Urgent) – the Committee outlined proposed review topics
- 2.4 Business Management Overview & Scrutiny Committee, 18 April 2012, Agenda Item 14 (Task and Finish Group Appointments)

3. INTRODUCTION & OVERVIEW

- 3.1 At the Business Management Overview and Scrutiny Committee meeting of the 18 April 2012 Members considered topics for the basis of future Task and Finish Group reviews. Included within the topics proposed for consideration was a review of the effectiveness of overview and scrutiny task and finish groups. In line with the protocols agreed with Members and following the best practice guidelines for good scrutiny, the Scrutiny Office have undertaken an initial feasibility study to assess whether review of the effectiveness of overview and scrutiny task and finish groups is an appropriate topic to take forward as TFG.
- 3.2 Following consideration of the information contained within this assessment, Members are requested to determine whether to proceed with a review or not.

4. KEY PRINCIPALS AND ASSESSMENT CRITERIA

- 4.1 In January 2012, the Council received support from the Centre for Public Scrutiny (CfPS) to develop a framework for scrutinising issues relating to the Ageing Well Programme. The Scrutiny Office has adapted this framework to be more generic for application with all overview and scrutiny topics, including task and finish group reviews. The framework identifies the following key considerations:
 1. Exceptionality;
 2. Clearly defined objective;
 3. A TFG as the most appropriate means of investigating the issue; and
 4. Appropriate levels of resources being available to ensure an effective review of the issue

- 4.2 Informing the Scrutiny Framework is the Scrutiny Best Practice Guidance provided by the CfPS which advises that Scrutiny should:
1. Provide a “critical friend” challenge to decision-makers as well as external authorities and agencies;
 2. Reflect the voice and concerns of the public and its communities;
 3. Take the lead and own the scrutiny process on behalf of the public; and
 4. Make an impact on the delivery of public services.

- 4.3 They go on to suggest that effective Scrutiny should engage the public as active citizens and secure the effective promotion of community well-being at the local level. A joint report from INLOGOV and the IDeA in April 2001 set out the following requirements for effective scrutiny:

Member leadership and engagement;

A responsive executive;

Genuine non-partisan working;

Effective direct officer support and management of the scrutiny process;

A supportive senior officer culture; and

A high level of awareness and understanding of scrutiny work

5. Overview and Scrutiny Working Groups

- 5.1 Overview and scrutiny working groups (or task and finish groups) ordinarily comprise of a small group of between three and five of non-Executive Members which look at a particular issue in detail over a prescribed period of time. Currently, the suggested timeframe for a review is three months. However, in practice reviews often take longer due to a number of factors which include: officer support; Member availability; the complexity of the issue under consideration; scope creep; the report drafting process; and timescales for reporting to Business Management OSC and Cabinet.
- 5.2 The purpose of the groups can be twofold:
- (i) to investigate an issue of concern to elected Members or members of the public which does not form part of the council's policy agenda (policy development); or
 - (ii) to review council policy (in development or during implementation) and make recommendations for improvements (policy review).
- 5.3 Overview and scrutiny working groups have been established in Barnet in a variety of formats since the introduction of executive arrangements. This feasibility study will focus on scrutiny reviews conducted over the last six years (2006 to 2012).
- 5.4 Between 2006 and 2009, overview and scrutiny committees commissioned working groups to consider issues in detail. Findings were initially reported to

the parent committee for review / approval and then to the Cabinet. Reviews considered during this period are as follows:

- Section 106 Review (Cabinet, 24 July 2006)
- CPZ Reviews – Consultation Process (Cabinet, 8 May 2007) (majority and minority reports)
- Waste Management Review (Cabinet, 26 July 2007)
- Effects of Domestic Violence on Children and Families in Barnet (Cabinet, 29 October 2007)
- Hate Crime Review (Cabinet, 21 February 2008)
- Review of Local Strategic Partnership (Cabinet, 6 October 2008)
- Children’s Centres and Extended Services (Cabinet, 3 December 2008)
- Young Carers in Barnet (Cabinet, 20 January 2009)
- Protection of Trees in the Borough (Cabinet, 22 April 2009)
- Anti-Social Behaviour (Cabinet, 22 April 2009)
- Parks in Barnet (Cabinet, 22 April 2009)
- Review of Signature Street Cleaning (Cabinet, 8 June 2009)
- Open Spaces in Barnet (Cabinet, 8 June 2009)

5.5 In late 2008, a Member Working Group was convened to consider overview and scrutiny arrangements. Committee structures were reformed and an emphasis was placed on the task and finish group work as this was recognised to be good practice nationally. In May 2009, the Council implemented the new overview and scrutiny arrangements.

5.6 Working arrangements for task and finish groups are not overly prescriptive. The Council’s Constitution contains the following:

“Task and Finish Groups, Project Groups, Research

Much of the work of Task and Finish Groups will be carried out informally both in gathering information and interviewing relevant personnel. Those sessions will not be expected to be held in public nor will they be subject to the Access to Information Rules.

However, where it is appropriate for more formal meetings to be held in public, the presumption is that they will be. The findings and recommendations of Task and Finish Groups will be presented for consideration by the appropriate Overview & Scrutiny body, operating under the Access to Information Rules.

HOWEVER, when these Groups are conducting their research there will be a general expectation that:

- (i) Members in carrying out these activities will, as appropriate, visit and meet with local communities, meet with the Council’s partners and others as necessary.
- (ii) Members will look at a variety of methods for inviting comments and views and publicising their work.
- (iii) Meetings and other activities may, on occasions, take place at locations away from the Town Hall or other Council offices. The Democratic Services Manager will make the necessary arrangements in consultation with the relevant Chairman and Members.”

5.7 Task and groups have the ability to determine their own terms of reference and working arrangements. They can draw evidence from a wide range of sources including elected members, interest groups, academics, service

users, residents, officers and any other interested / relevant parties. In addition, detailed research can also be undertaken to inform evidence-based recommendations.

- 5.8 In 2010, the Scrutiny Office introduced a mechanism for tracking the implementation of recommendations made by task and finish groups which had been accepted by Cabinet. In monitoring recommendation, the initial response of Cabinet is captured (i.e. accept or reject, plus any commentary). Each recommendation is assigned a responsible officer who is contacted at six-monthly intervals to provide updates. Updates are reported regularly to the Business Management Overview and Scrutiny Committee. Copies of the tracking document will be made available at the first meeting.
- 5.9 If is Group elect to proceed to review, the following key lines of enquiry could be considered:
- (i) Actions to capture the progress made in implementing recommendations made by scrutiny working groups conducted between 2006 and 2009;
 - (ii) Review of recommendations by task and finish groups / scrutiny panels between 2009 and 2012;
 - (iii) Topic selection; and
 - (iv) Review of working arrangements including: officer support; evidence received (verbal and written); quality of reports; political considerations; measuring outcomes; and public engagement.

Annex 1

Meeting	Review of Effectiveness of Task and Finish Group
Date	
Subject	Review of Effectiveness of Task and Finish Group – Feasibility Study
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Officer Contributors	Andrew Charwood, Overview and Scrutiny Manager
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 3. Take the lead and own the scrutiny process on behalf of the public; and
 4. Make an impact on the delivery of public services.

- 4.3 They go on to suggest that effective Scrutiny should engage the public as active citizens and secure the effective promotion of community well-being at the local level. A joint report from INLOGOV and the IDeA in April 2001 set out the following requirements for effective scrutiny:

1. Member leadership and engagement;
2. A responsive executive;
3. Genuine non-partisan working;
4. Effective direct officer support and management of the scrutiny process;
5. A supportive senior officer culture; and
6. A high level of awareness and understanding of scrutiny work

5. OVERVIEW AND SCRUTINY WORKING GROUPS

- 5.1 Overview and scrutiny working groups (or task and finish groups) ordinarily comprise of a small group of between three and five of non-Executive Members which look at a particular issue in detail over a prescribed period of time. Currently, the suggested timeframe for a review is three months. However, in practice reviews often take longer due to a number of factors which include: officer support; Member availability; the complexity of the issue under consideration; scope creep; the report drafting process; and timescales for reporting to Business Management OSC and Cabinet.

- 5.2 The purpose of the groups can be twofold:

- (i) to investigate an issue of concern to elected Members or members of the public which does not form part of the council's policy agenda (policy development); or
- (ii) to review council policy (in development or during implementation) and make recommendations for improvements (policy review).

- 5.3 Overview and scrutiny working groups have been established in Barnet in a variety of formats since the introduction of executive arrangements. This feasibility study will focus on scrutiny reviews conducted over the last six years (2006 to 2012).

- 5.4 Between 2006 and 2009, overview and scrutiny committees commissioned working groups to consider issues in detail. Findings were initially reported to the parent committee for review / approval and then to the Cabinet. Reviews considered during this period are as follows:

- Section 106 Review (Cabinet, 24 July 2006)
- CPZ Reviews – Consultation Process (Cabinet, 8 May 2007) (*majority and minority reports*)
- Waste Management Review (Cabinet, 26 July 2007)
- Effects of Domestic Violence on Children and Families in Barnet (Cabinet, 29 October 2007)
- Hate Crime Review (Cabinet, 21 February 2008)
- Review of Local Strategic Partnership (Cabinet, 6 October 2008)
- Children’s Centres and Extended Services (Cabinet, 3 December 2008)
- Young Carers in Barnet (Cabinet, 20 January 2009)
- Protection of Trees in the Borough (Cabinet, 22 April 2009)
- Anti-Social Behaviour (Cabinet, 22 April 2009)
- Parks in Barnet (Cabinet, 22 April 2009)
- Review of Signature Street Cleaning (Cabinet, 8 June 2009)
- Open Spaces in Barnet (Cabinet, 8 June 2009)

5.5 In late 2008, a Member Working Group was convened to consider overview and scrutiny arrangements. Committee structures were reformed and an emphasis was placed on the task and finish group work as this was recognised to be good practice nationally. In May 2009, the Council implemented the new overview and scrutiny arrangements.

5.6 Working arrangements for task and finish groups are not overly prescriptive. The Council’s Constitution contains the following:

“Task and Finish Groups, Project Groups, Research

Much of the work of Task and Finish Groups will be carried out informally both in gathering information and interviewing relevant personnel. Those sessions will not be expected to be held in public nor will they be subject to the Access to Information Rules.

However, where it is appropriate for more formal meetings to be held in public, the presumption is that they will be. The findings and recommendations of Task and Finish Groups will be presented for consideration by the appropriate Overview & Scrutiny body, operating under the Access to Information Rules.

HOWEVER, when these Groups are conducting their research there will be a general expectation that:

- (i) Members in carrying out these activities will, as appropriate, visit and meet with local communities, meet with the Council’s partners and others as necessary.
- (ii) Members will look at a variety of methods for inviting comments and views and publicising their work.
- (iii) Meetings and other activities may, on occasions, take place at locations away from the Town Hall or other Council offices. The Head of Governance will make the necessary arrangements in consultation with the relevant Chairman and Members.”

5.7 Task and Finish Groups have the ability to determine their own terms of reference and working arrangements. They can draw evidence from a wide range of sources including elected members, interest groups, academics, service users, residents, officers and any other interested / relevant parties. In addition, detailed research can also be undertaken to inform evidence-based recommendations.

- 5.8 In 2010, the Scrutiny Office introduced a mechanism for tracking the implementation of recommendations made by task and finish groups which had been accepted by Cabinet. In monitoring recommendation, the initial response of Cabinet is captured (i.e. accept or reject, plus any commentary). Each recommendation is assigned a responsible officer who is contacted at six-monthly intervals to provide updates. Updates are reported regularly to the Business Management Overview and Scrutiny Committee. Copies of the tracking document will be made available at the first meeting.
- 5.9 The Committee decide to proceed to review, the following key lines of enquiry could be considered:
- (i) Actions to capture the progress made in implementing recommendations made by scrutiny working groups conducted between 2006 and 2009;
 - (ii) Review of recommendations by task and finish groups / scrutiny panels between 2009 and 2012;
 - (iii) Topic selection; and
 - (iv) Review of working arrangements including: officer support; evidence received (verbal and written); quality of reports; political considerations; measuring outcomes; and public engagement.

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Meeting	Business Management Overview & Scrutiny Committee
Date	11 March 2013
Subject	Business Management Overview & Scrutiny Committee Forward Work Programme 2012/13
Report of	Scrutiny Office
Summary	This report outlines the Committee's draft work programme for 2012/13

Officer Contributors	Anita Vukomanovic Overview & Scrutiny Officer
Status (public or exempt)	Public
Wards affected	All
Enclosures	Appendix – Business Management Overview and Scrutiny Committee Work Programme 2012/13
Reason for urgency / exemption from call-in	N/A

Contact for further information: Anita Vukomanovic, Overview & Scrutiny Officer
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1. RECOMMENDATION

- 1.1 That the Committee consider and comment on the items included in the 2012/13 work programme of the Business Management Overview and Scrutiny Committee as set out in the Appendix.**

2. RELEVANT PREVIOUS DECISIONS

- 2.1 None.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The Overview and Scrutiny Committees must ensure that the work of Scrutiny is reflective of the Council's priorities
- 3.2 The three priority outcomes set out in the 2012-2013 Corporate Plan are: –
- Better services with less money
 - Sharing opportunities, sharing responsibilities
 - A successful London suburb

4. RISK MANAGEMENT ISSUES

- 4.1 None.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 In addition to the Terms of Reference of the Committee, and in so far as relating to matters within its remit, the role of the Committee is to perform the Overview and Scrutiny role in relation to:
- The Council's leadership role in relation to diversity and inclusiveness; and
 - The fulfilment of the Council's duties as employer including recruitment and retention, personnel, pensions and payroll services, staff development, equalities and health and safety.

6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)

- 6.1 None in the context of this report.

7. LEGAL ISSUES

- 7.1 None in the context of this report.

8 CONSTITUTIONAL POWERS

- 8.1 The scope of the Overview and Scrutiny Committees is contained within Part 2, Article 6 of the Council's Constitution.
- 8.2 The Terms of Reference of the Scrutiny Committees are included in the Overview and Scrutiny Procedure Rules (Part 4 of the Council's Constitution).

9. BACKGROUND INFORMATION

- 9.1 The Business Management Overview and Scrutiny Committee's Work Programme 2012/13 indicates:
 - a) items of business carried forward from the Business Management Overview and Scrutiny Sub-Committee work programme for the 2011/12 municipal year; and
 - b) items requested by the Committee in the 2012/13 municipal year.
 - c) items to be carried forward to the 2013/14 municipal year.
- 9.2 The work programme of this Committee is intended to be a responsive tool, which will be updated on a rolling basis following each meeting, for the inclusion of areas which may arise through the course of the year.
- 9.3 The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

10. LIST OF BACKGROUND PAPERS

- 10.1 None.

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**London Borough of Barnet
Business Management Overview
and Scrutiny Committee
March 2013**

Contact: Andrew Charlwood 020 8359 2014 andrew.charlwood@barnet.gov.uk

Subject	Decision requested	Cabinet Member	Author
24 October 2012			
Stop the One Barnet Programme Petition	The Committee received a petition which had in excess of 2,000 signatures which triggers a provision in the Council's Constitution to call an officer to account at a meeting of the Business Management Overview and Scrutiny Committee.	Cabinet Member for Customer Access and Partnerships	Scrutiny Office
Task and Finish Groups / Scrutiny Panels - Recommendation Tracking	The Committee considered a report which detailed progress made in implementing recommendations made by Task and Finish Groups and Scrutiny Panels (accepted by Cabinet only) at six-monthly intervals.	N/A	Scrutiny Office
20 November 2012			
Parking Charges Petition Update	In February 2012, the Committee considered a petition which had been signed by in excess of 2,000 people in relation to parking charges. The Committee received an updated from the Cabinet Member and service area on the recommendations made in relation to that petition.	Cabinet Member for Environment	Interim Director of Environment, Planning and Regeneration

Subject	Decision requested	Cabinet Member	Author
<p>Crime and Disorder Scrutiny – Update on Implementation of the Safer Communities Strategy 2011/12 – 2014/15</p>	<p>The Committee has within its terms of reference responsibility for “... considering all matters, not the responsibility of the Executive, relating to crime, disorder, anti-social behaviour and scrutiny of the Safer Communities Partnership Board in accordance with the provisions of the Police and Justice Act 2006.”</p> <p>This report updated the Committee on the progress made by the Safer Communities Partnership Board in implementing the Safer Communities Strategy 2011/12 to 2014/15</p>	<p>Cabinet Member for Safety and Resident Engagement</p>	<p>Scrutiny Office</p>
<p>Housing Allocations Scheme Update</p>	<p>This report provided an update on implementation Council’s Housing Allocations Scheme</p>	<p>Cabinet Member for Housing</p>	<p>Interim Director of Environment, Planning and Regeneration</p>
<p>Stop The One Barnet Programme Petition – Cabinet Member Response</p>	<p>In October 2012, the Committee considered a petition which had received 2,973 signatures which called for the One Barnet programme to be stopped and for a referendum to be held on this issue. In accordance with the provisions of the Constitution, the Committee called an officer to give account with regards to the issues raised in the petition.</p> <p>Committee Members made a number of comments and requested that the officer called to give account refer these to the responsible Cabinet Member. The Cabinet Member attended the meeting to provide an Executive response to the issues raised.</p>	<p>Cabinet Member for Customer Access and Partnerships</p>	<p>Scrutiny Office</p>

Subject	Decision requested	Cabinet Member	Author
13 December 2012 (Special Meeting)			
Call-ins	The Committee considered a call-in of the Cabinet decision on 6 December 2012 in relation to the New Support and Customer Services Organisation.	N/A	N/A
Welfare Reform - Council Tax Support Scheme and the Crisis Fund	The Committee undertook pre-decision scrutiny of the Cabinet reports on Welfare Reform (Council Tax Support Scheme and the Crisis Fund)	Deputy Leader of the Council / Cabinet Member for Resources and Performance	Programme Manager, Revenues & Benefits
7 February 2013 (Rescheduled Meeting)			
Task and Finish Groups / Scrutiny Panels - Recommendation Tracking	The Committee received a report which provided an update on the implementation of recommendations made by Task and Finish Groups and Scrutiny Panels (accepted by Cabinet only) at six-monthly intervals.	N/A	Scrutiny Office
Task and Finish Group / Scrutiny Panel Updates	The Committee received a report which provided an update on the progress of the four current Task and Finish Groups / Overview and Scrutiny Panels.	N/A	Scrutiny Office
11 March 2013			
Chipping Barnet and Edgware Town Centres Strategies	The Committee have requested to undertake pre-decision scrutiny of the Cabinet Town Centre Strategies for Edgware and Chipping Barnet	Planning	Assistant Director of Regeneration and Strategy Planning

Subject	Decision requested	Cabinet Member	Author
Effectiveness of Task and Finish Groups	The Committee will consider the findings and recommendations following a review of the Effectiveness of Task and Finish Groups.	N/A	Scrutiny Office
Business Management Overview and Scrutiny Committee Work Programme	Committee to consider forward work programme.	N/A	Scrutiny Office
2 May 2013			
Task and Finish Groups / Scrutiny Panels - Recommendation Tracking	<p>Ongoing monitoring of implementation of recommendations made by Task and Finish Groups and Scrutiny Panels (accepted by Cabinet only) at six-monthly intervals.</p> <p>The Committee to consider whether to re-convene the Supply of Secondary School Places Overview and Scrutiny Panel following the update.</p>	N/A	Scrutiny Office
Brent Cross/Cricklewood Regeneration Scheme	The Committee have requested to receive an update on the Brent Cross/Cricklewood Regeneration Scheme	Leader of the Council	Director for Place
Barnet Homes Management Agreement	Following a request by the Budget and Performance Overview and Scrutiny Committee to consider the Barnet Homes Management Agreement, this Committee will consider the Agreement due to timing issues.	Housing	Director for Place

Subject	Decision requested	Cabinet Member	Author
3 July 2013			
Business Management Overview and Scrutiny Committee Work Programme	Committee to consider forward work programme.	N/A	Scrutiny Office
Saracens CPZ	The Committee are to receive an update of the review of the Saracens Cophall CPZ scheme conducted at the end of the current season.	N/A	Environment, Planning and Regeneration