

# RE-EMERGE REGENCE

THE WEST HENDON BROADWAY  
HIGH STREET STRATEGY

‘Placing West Hendon Broadway back at the heart of its local community’

# Introduction

IN JULY 2018, Barnet Council, RE Ltd. and Barratt Metropolitan LLP commissioned consultants Remarkable City and Boyer to create a high street strategy for West Hendon Broadway that identifies “short-term improvements as well as a broader strategic direction for the Broadway that is commensurate with its status as a modest local shopping area”. It was to include short-term, highly visible ‘quick wins’, as well as suggestions for longer-term change reached by consulting local businesses and residents, and an analysis of the area using existing data and on-the-ground visits. In addition, potential sources of external funding were to be identified wherever possible which might support the implementation of these recommendations.

The major driver for commissioning the work is the new housing development by Barratt Metropolitan LLP situated alongside the Welsh Harp Reservoir which will bring many new residents into the area. As West Hendon Broadway is the designated high street for the area, Barnet Council wants to ensure it is fit for purpose to serve the needs of the expanding local community.

## THIS DOCUMENT

This document is intended for a broad stakeholder audience, including existing local residents and businesses, new residents, potential investors in the Broadway, council support team members and others. It describes a high level picture using non-technical language wherever possible that is intended to lead the reader logically through the issues confronting the Broadway today

and then recommending some impactful, straightforward and practical solutions that we think will lead to a successful and sustainable future for the Broadway and its residents and businesses.

The document is structured around two key components; firstly a set of overarching ‘Themes’ which capture the team’s overall insights and observations from a combination of local demographic analysis and consultation with local residents and businesses. Secondly, a set of proposed ‘Interventions’; actions that we think will lead directly to the improvements demanded by the changing demographics of the area. Our interventions highlight how we can address the area’s weaknesses to make it a better place for those who live and work in the area, and more attractive to potential newcomers. We have placed the interventions into three groups that reflect the order we think tasks should be tackled in.

In summary, we believe this strategy will enable the area to develop a sense of place and, over time, a clear identity. It provides pragmatic and realistic guidance for current and future development and sets out ways for the Council and its partners to deliver a more accessible, attractive, healthy, safe and vibrant high street. 🌸



## HENDON WATERSIDE DEVELOPMENT

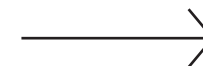
**BEING** situated as it is between Hendon station and the redevelopment of the Hendon Broadway Estate, there is a huge opportunity to renew and revitalise West Hendon Broadway. Of the 2,000 new homes in the estate re-development, 1,500 homes remain to be completed so local infrastructure requirements, both volume and type, will continue to evolve as more new residents arrive. Nearby sites at both ends of the Broadway also have the development potential for many hundreds of additional new homes which will also impact the neighbourhood and its amenities.

With thousands of new residents arriving in the area over the coming few years, there will inevitably be a huge increase in organic footfall along the Broadway, which will be increased still further by the imminent opening of additional local attractions such as the Welsh Harp reservoir behind the new estate - a Site of Special Scientific Interest - to the public and the new public square within the West Hendon Broadway Estate, plus the Broadway’s close proximity to the new, multi-million pound West Hendon Sports Hub.



# The Vision for West Hendon Broadway

It is a pivotal time for West Hendon Broadway. The new housing development is bringing thousands of new residents to West Hendon and the high street is the only designated local high street in the area. In its current form, it is unable to support the influx of new residents and businesses.





IN ADDITION TO THE huge new Barratt Metropolitan LLP development, population growth will also come from the redevelopment of sites at either ends of the Broadway. With these developments and the trend for more in this area of Barnet, the likelihood is that another 2,000 new homes could be built in the medium term, with more planned in the coming years, all of which may rely on the Broadway as their local high street.

With the area in flux it is important to build on the strong community foundations and establish a proper sense of 'place'.

The transport links in the Broadway area are excellent, with nearby Hendon Station on the boundary between London Travel Zones 3 and 4, and on the Thameslink overground network providing direct links to St Pancras Station in central London to the south and St. Albans and Luton to the north. West Hendon Broadway is part of the A5, which starts out as Edgware Road at Marble Arch, and continues to Milton Keynes, Shrewsbury and ultimately Holyhead. The Broadway sits half a mile north of the frenetic junction between the A5, the North Circular and the M1.

A major local attraction popularly known as the Welsh Harp Reservoir will soon be better connected to the high street as the new Barratt construction work opens up a direct avenue from the Broadway to the water's edge. To date many people passing through the Broadway will have been oblivious to there being such a stunning nature reserve 200m to their west.

However, high streets across the UK are suffering. Online shopping is having a negative impact on traditional high street businesses and many retailers are struggling to deal with rising

## *WE ARE PROPOSING A SET OF INTERVENTIONS THAT WILL HELP STIMULATE THE MARKET AND BEGIN THE RENAISSANCE OF THE BROADWAY*

business rates, upwards-only rent reviews and dwindling footfall.

To win back customers high streets are now providing a broader experience, that encompasses eating, drinking and spending time in a pleasant public space.

Changing social demographics and increasing numbers of residents provide an excellent opportunity to increase footfall, re-energise local businesses and establish a compelling offer. With these impending changes on its doorstep and a willingness to invest in change from local stakeholders, the Broadway is in an ideal position to address and leverage these trends.

But there is work to do in order to present a more attractive offer for potential new residents, businesses and investors. Currently, the Broadway suffers from a large number of empty units, it lacks the variety of shops newcomers might expect and its general uncleanliness adds to the overall run-down appearance and negative perceptions of the street. The following Themes group together the key discoveries from deep analysis and local engagement.

There is a strong appetite for change locally and we believe this presents an opportunity to form a fruitful partnership between Barratt Metropolitan LLP and Barnet Council alongside local businesses and residents, which is key to ensuring the success of this strategy. 🌸

The location of the high street will strengthen the opportunities for businesses on the street

# OUR THEMES

During the project, we carried out a detailed analysis of the street, conducted surveys face-to-face with businesses and online or via the Community Hub with residents. We also hosted a community event to present and discuss the consultation findings. The event brought together new and old residents and a mix of businesses, including Broadway Bikes, Auto Services, Ivory Dental Practice and Double Seal Frames, a shop where people have travelled from all over London for over 30 years to use its framing service.

From this information and insight, we have developed several themes that underpin each of the interventions; the following subsections outline each one along with appropriate supporting data.

For further details of how we approached this project, please see the Methodology section at the end of this document.

THEME NO.

# 01

TITLE

## The Broadway needs active management

In order to implement this report's recommendations and achieve the long-term vision for the Broadway, there must be a Town Team able to support it. Their role will be to lead on communications with stakeholders, coordinate projects, guide investment and action plans, and support applications for funding to deliver the area's ambitions.

Previous Town Teams reportedly broke down due to a lack of momentum and the feeling that nothing was happening. The arrival of new residents in the short- to mid-term presents another opportunity to re-engage with local stakeholders to start the process and to help engender a self-perpetuating momentum, supported by the willingness of the council and the new estate's developer, Barratt Metropolitan LLP.

From our consultations and surveys with the local residents and business, the data clearly supports the proposition that there is sufficient stakeholder interest to re-invigorate

community engagement.

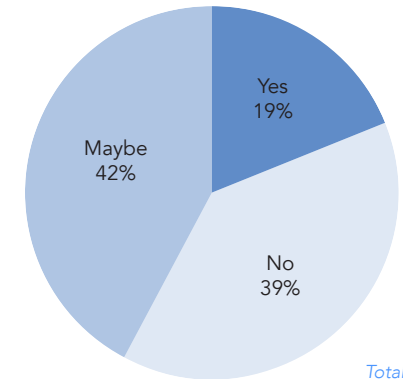
The Government has also highlighted the importance of active high street management in its new 'Future High Streets Fund'.

"The Future High Streets Fund will support the establishment of a new High Streets task-force. This will provide hands-on support to local areas to develop innovative strategies to help high streets evolve, connect local areas to relevant experts and share best practice."

Therefore, we recommend that Barnet takes an active role - initially at least - to help overcome any startup difficulties and to encourage the growth and development of the area. This should include soliciting stakeholders for their active and ongoing participation, organising the first few own Team meetings, offering the opportunity for such a group to identify areas where available funds can be spent for the betterment of the high street, helping connect the own Team with the right council departments to tackle 'hot' issues.

FROM BUSINESSES:

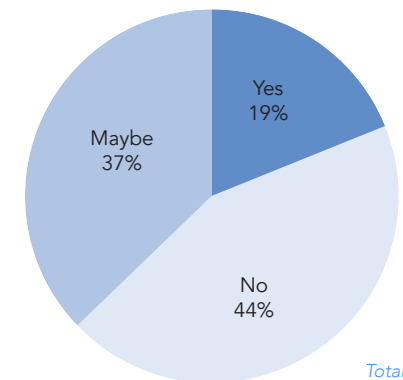
"Are you interested in joining a local Traders and Residents Association?"



Total of 33 respondents

FROM RESIDENTS:

"Are you interested in joining a local Traders and Residents Association?"



Total of 16 respondents

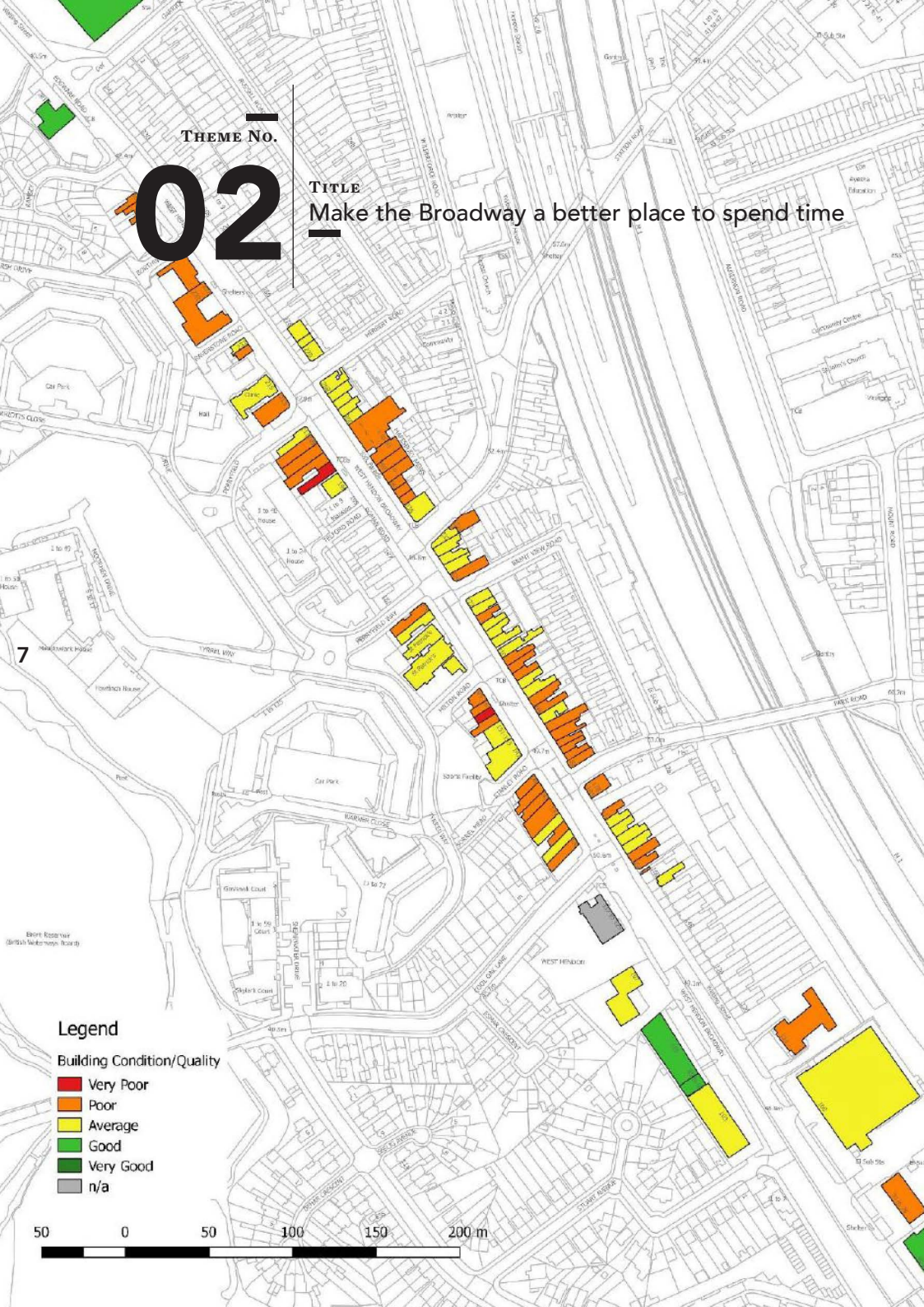


THEME No.

02

TITLE

Make the Broadway a better place to spend time



Today, the Broadway is a visibly harsh urban environment. There is just one public bench for pedestrians, there is a busy ‘red route’ road running through it, there is a lot of litter including fly-tipping in some side streets, and a high proportion of the shops are empty or look very run-down. The Broadway and its surroundings need to be significantly improved if the Broadway is to benefit from the many new residents who will pass on their way to and from the local railway station and the new housing development. The Broadway must encourage them to linger and become customers of the local businesses.

Our meetings with and surveys of the area’s local residents and traders indicated a very strong desire to see improvements in the local environment, such as a sustained clean-up of the street, fewer empty shop units and a better variety of shops on the Broadway. Many businesses were also concerned about the lack of customer parking in the area, which has decreased over the years. Data collected and analysed also indicated the condition of the high street shops was generally poor to very poor. All this points to the need to raise the quality of the environment to make it an attractive place to live and to visit, for businesses, residents and visitors.

**FROM BUSINESSES:**

**“What things do you most dislike about West Hendon Broadway?”**

Not enough parking [Bar chart showing highest frequency]

Dirty [Bar chart showing second highest frequency]

Empty shops / run-down shops [Bar chart showing third highest frequency]

Other: Drug taking, congestion, unsafe, no shop variety, no police presence, no bank, seedy backstreets, high rents, high business rates, no support from council, uneven pavements, area getting worse

**FROM RESIDENTS:**

**“What things do you most dislike about West Hendon Broadway?”**

Dirty [Bar chart showing highest frequency]

Empty shops / run-down shops [Bar chart showing second highest frequency]

Not enough variety of shops [Bar chart showing third highest frequency]

Other: Drug taking, traffic, crossing the road, no parking, not welcoming

THEME NO.

# 03

TITLE

Giving the wider area around the Broadway a sense of cohesiveness

The area surrounding the Broadway includes discrete components that will benefit from being viewed as 'one place' by those using the areas. Today, as you navigate the Broadway, the reservoir, the new housing development and Hendon station, there is no sense of it being part of a greater whole.

There are a number of access points into and out of the Broadway. When people arrive at the

major entry points - for example, Hendon Station - they need to know what is in the area and where to find it, including the Broadway, the reservoir and the new housing development. We need to help them redefine what the area means to them, so they realise they are in a mini region with a lot to offer, and more coming in the future. For example, new leisure facilities coming to West Hendon Playing Fields.



THEME NO.

# 04

TITLE

Connect new residents to the existing community

*BUSINESSES AND RESIDENTS BOTH APPRECIATE THE SENSE OF COMMUNITY IN AND AROUND WEST HENDON BROADWAY*

The consultation and engagement work highlighted the strength of the existing community in the area. This should be capitalised upon and new arrivals integrated into it. This must include facilitating the connection of the Broadway's businesses with any new businesses to help strengthen the overall offer of the street.

Consulting with the traders and residents, we found a strong sense of community in spite of the obvious concern for the poor physical state of the Broadway. The community was cited as being in the top three things respondents like about the

West Hendon Broadway area. This is a strong foundation that could be built upon by drawing in the new residents wherever possible through many different simple and effective actions outlined in the following sections.

Barnet's Neighbourhood Investment Strategy for West Hendon also provides important insights to help forge local connections. The report focuses on social and community development in the area and addresses a number of themes including, community space, enterprise and local economy.



Dialogue with residents, both new and existing, must remain open to understand their specific needs and determine how they can be provided for. We understand that locally people are very dissatisfied with the cleanliness of the street and many are also unhappy with the limited variety of shops on the Broadway. A specific demand for higher quality A3 uses (food and drink) was highlighted by our surveys, along with a desire to give the overall high street a 'makeover'.

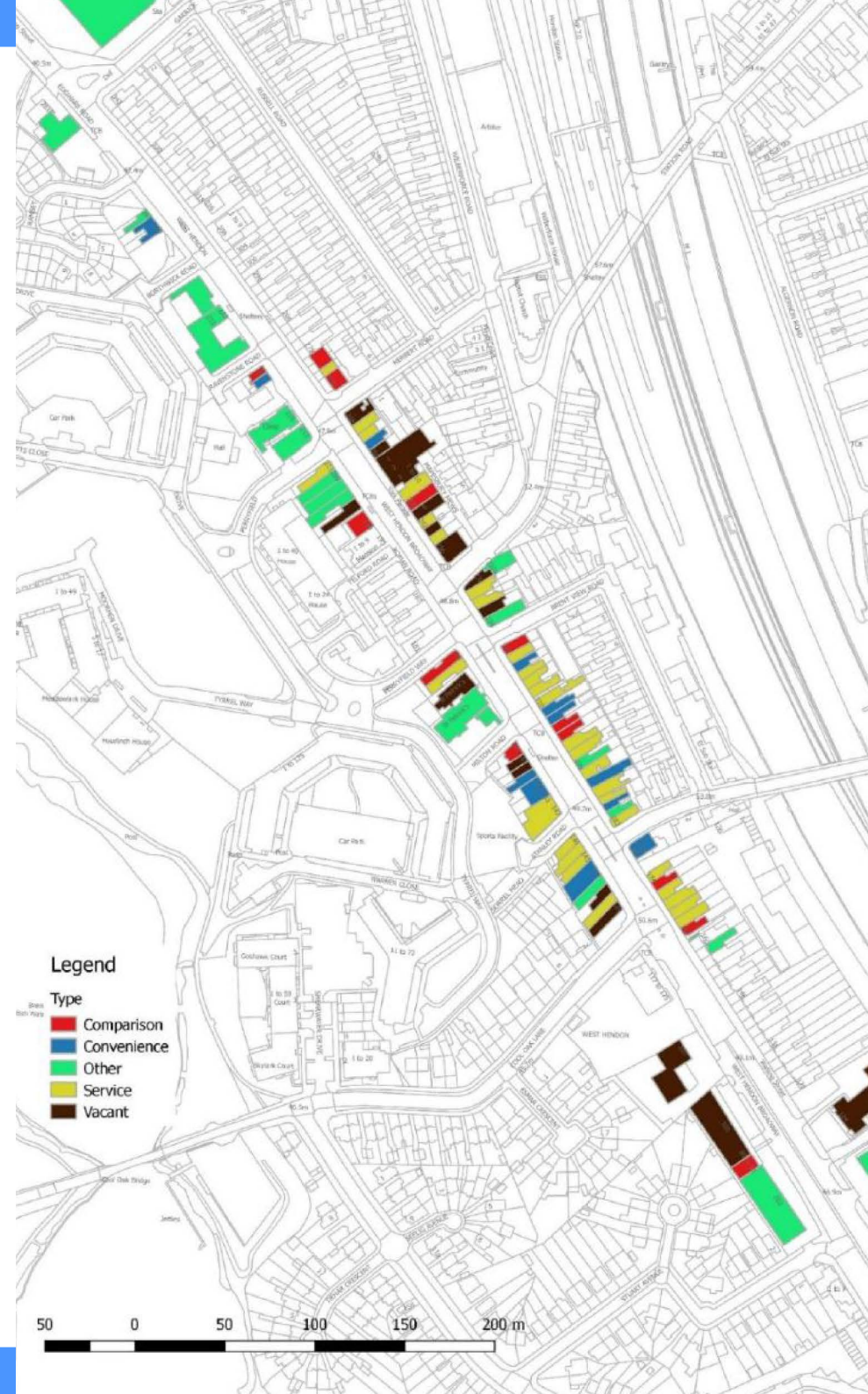
Our analysis of retail use types of the shops on the Broadway reveals a surfeit of fast food units (captured under Service uses in the following map) and very little else. For example, there are very few 'comparison' shop uses, which define more established centres. An exception to this is Angel's costume hire, which attracts customers from a wide catchment area, People who could benefit from the offer the Broadway provides.

Additionally, there are no banks or building societies, which are traditionally seen as the anchors and bellwethers of a high street's general health. The relatively high vacancy rate, particularly the disused, large-fronted, former Way2Save store, suggests the area needs to be significantly enhanced if it is to provide an attractive destination for new residents and visitors to the area.

Using hard figures, if the average occupancy of each new home is 2.2 persons, this development will bring a new resident population of 4,840 people. Based upon Experian retail spending data per head, this new population would generate £10.32m of convenience spend per annum and £16.06m of comparison goods spend per annum. Clearly not all of this is going to be spent on the Broadway, but it does demonstrate the potential turnover that is available.

RETAIL TYPE	CORE STUDY AREA (LOCAL CENTRE DESIGNATION)		WIDER STUDY AREA	
	NO.UNITS	% UNITS	NO.UNITS	% UNITS
COMPARISON	11	14%	15	15%
CONVENIENCE	10	13%	12	12%
SERVICE	31	41%	31	32%
OTHER	10	13%	22	22%
VACANT	14	18%	17	17%

Convenience goods are those people need every day. For instance, bread, milk or newspapers. Comparison goods are relatively expensive items. For instance, clothing or electrical products. Percentage figures are rounded



Legend

- Type
- Comparison
  - Convenience
  - Other
  - Service
  - Vacant







THEME NO.

06

TITLE

Bring more amenity into the Broadway

Businesses and residents would benefit from increasing the Broadway's night time offer, which is currently limited to one pub, O'Hanlons, and a high number of takeaway restaurants. As traditional high street uses decline with the changing shopping habits of the public, London's high streets are expanding their night time economy (NTE) offerings to fill the voids, particularly when densification has occurred, which inevitably results in more people seeking these amenities on their doorstep. Planning policies will need to be examined to help relax some change of uses and encourage new entrepreneurs into the area to establish new A3 uses for night time restaurants, pubs and bars.

Our analysis of evening use cases for the Broadway shows that local residents are woefully under-provisioned with a very limited choice of bars and cafes, and almost no restaurants open at night. With the imminent arrival of many new residents in the area, this needs to be addressed urgently if the Broadway is to thrive as a community and as a high street.

THEME NO.  
**07**

TITLE  
**Test the appetite for workspace**

In order to create a truly mixed-use environment in the area and attract more daytime footfall to the Broadway, the appetite for local workspace should be put to the test. Workspace is becoming increasingly limited and unaffordable in the inner London boroughs, pushing many startup businesses further out of the city centre. The connectivity and more affordable rents in the area could serve as a very attractive offer for such businesses. Coupled with the increasing trend of people working from home, or from a third space on their doorstep, we think there is a market opportunity for workspace providers to invest in the area.

Our analysis indicates that the area has a population that is younger and much more ethnically diverse than the national averages. Local housing prices are also below London averages. With its strong transport links, this combination suggests that the Broadway has the potential to attract the entrepreneurial start-up market. i.e. self-employed, knowledge industry workers or small start-up companies who want to work in emerging neighbourhoods in which they can afford to buy property and mould their own principles outside the more established startup centres like Shoreditch or Hackney. This thinking is also supported by the high percentage of first time buyers purchasing homes in the new scheme.

	WEST HENDON WARD	LB BARNET	LONDON	NATIONAL
POPULATION	19,250	393,200	8,632,850	54,613,400
% WORKING AGE	68.2	65.6	68.6	63.2
MEDIAN AGE	32	35	33	39
% POPULATION BME	50.6	35.9	40.2	14.6
% POPULATION NOT BORN IN UK	53.6	38.9	26.7	13.8

	WEST HENDON WARD	LB BARNET	LONDON	NATIONAL
EMPLOYMENT RATE (16-64)	67.2	70	69.2	71.2
CLAIMANT RATE	11.4	9.4	11.6	12.5
RATE OF JSA CLAIMANTS	2.1	1.9	2.6	2.3
% NO QUALIFICATIONS	17.8	15.5	17.6	22.7
% WITH LEVEL 4 QUALIFICATIONS	34.4	40.3	37.7	27.2

	WEST HENDON WARD	LB BARNET	LONDON	NATIONAL
MEDIAN HOUSE PRICE (£)	346,250	400,000	365,000	198,000
MEDIAN HOUSEHOLD INCOME ESTIMATE (2012/13)	35,090	54,530	51,770	30,763
% HOUSEHOLDS OWNED	48.3	57.6	48.2	63.5
% HOUSEHOLDS SOCIAL RENTED	16.8	14.2	24.1	17.6
% HOUSEHOLDS PRIVATE RENTED	32.6	25.6	25.1	16.7



THEME NO.

# 08

TITLE

## Drive investment to the area

We do not think the investment potential of the area is being realised. This could be because local opportunities are not immediately obvious; for example, Costar, a leading property information website, only highlighted two available shop units whereas our own research and site visits show many more apparently empty and unused units exist. Therefore, investment opportunities need to be researched, created and promoted to help stimulate the market to fill the gaps. On run-down sites such as the large empty Way2Save unit the council should actively intervene. Planning Enforcement should assert their powers under Section 215 of the Town and Country Planning Act, which in essence requires businesses to improve their premises frontage if it is adversely impacting on the rest of the street.

The level of vacancies on the high street today is approximately 18% which is considerably higher than desirable for a vibrant and successful high street and well above the national average of 11.2%. Actively contacting landlords and then marketing the vacant units will be vital to encourage the uplift of the high street's environment and to bring fresh services and businesses into the area.

Source: Retail sector in the UK by Chris Rhodes in a House of Commons briefing paper, number SN06186, dated 29 October 2018.







THEME NO.

09

TITLE

Capture the crowds

The Broadway needs to be opportunistic regarding how to make the most of large and diverse audiences coming to the street for specific events and shops. We already know that the area is very busy on Fridays after prayers at the local mosque. Angels Fancy Dress is also a hugely popular retail destination. Likewise, the Phoenix Canoe Club is an important attraction. The West Hendon Broadway offer needs to be such that it can capitalise on these visitors.

It would also be useful to attract other local gatherings, perhaps via community groups and the Community Hub. In addition, there are plenty of annual events that can be used to theme events, such as Christmas, Halloween and Ramadan. The new public square in the new development could become a focal point for these events.

THEME NO.

10

TITLE

Be proactive about seeking funds

There are many elements of this strategy which meet the stipulations for funding pots, in particular, the Mayor of London's Good Growth Fund. In many cases, such funds require a matching financial contribution; in this regard, the allocated £60,000 dedicated to the Broadway improvements is a good start. This money could be allocated towards a shop front improvements scheme, for example, or opened up to expenditure proposals from a newly-formed Traders and Residents Association for the area. Developer contributions should also be utilised to help

support the interventions and ultimately the vision for the area.

We understand that more funding may be available to help implement the interventions we have identified. For example, we may be able to draw upon part of the developer contributions for highways and transport improvements.

# OUR STRATEGY

We recommend an implementation approach using interventions delivered over three incremental phases, which will culminate with the market playing a larger role and therefore the improvements becoming more self-sustaining and less impactful on Council resources. We think these phases need to be executed as quickly as possible in order to capitalise on the critical period between the arrival of the first new residents and their transformation to committed members of the local community, so that the Broadway becomes their first choice for sourcing local goods, services and amenities.



## 1. ESTABLISH A SOLID FOUNDATION

### THE BROADWAY NEEDS TO GET THE BASICS RIGHT

It needs a genuine, concerted effort from all parties to address its challenges and to prioritise and allocate funding.

During the project, we uncovered a lot of community pride about the street, from traders, established residents and new residents, and a lot of support for taking positive actions that will enhance the area. Therefore, with the Council's encouragement, the existing local residents and businesses have the rare opportunity to directly influence the development of their own area in a meaningful way in the short-, medium- and long-term.

## 2. MAKE IT A HIGH STREET FOR THE FUTURE

### THE STREET NEEDS TO BECOME WHAT IS REQUIRED OF A LONDON HIGH STREET OF THE 2020S

The Broadway is the designated high street for the local area and in order to be the heart of the community, it needs to change to become fit for the future for the changing local population.

It is widely accepted across the UK that high streets in their current form are not working as the public's retail behaviour is changing rapidly, driven by the internet. The recent launch of the government's Future High Streets Fund and the reduction of some shop business rates in the latest budget is a highly public acknowledgement that major changes are required to save Britain's high streets. Given the number of vacant units and the arrival of new residents in the area, the Broadway is well positioned to transform faster than most other high streets by having, firstly, the high street units available for new businesses to occupy and, secondly, a large, new, relatively affluent population arriving imminently who will be eager to make their homes in the area.

## 3. MARKET THE AREA

### THE BROADWAY AND ITS SURROUNDING AREA NEED TO PROMOTE A UNITED OFFER

The Broadway, the Welsh Harp Reservoir, the West Hendon playing fields and other nearby sports facilities, Angels Costumes and some of the existing shops, such as Double Seal Frames, Broadway Bikes and Frames Fishing Tackle, all attract people from outside the area.

Ensuring that the 'enhanced' Broadway is promoted coherently across multiple, different target segments of businesses and customers will be critical. One segment's success in attracting new custom will lead to a visitor's awareness of another local business, service or amenity and therefore will build success upon success in a cycle of positive feedback. A single Broadway brand will help bring together different elements and activities for marketing purposes, for example, to help wayfinding and increase the time visitors spend on the Broadway. This will in turn encourage an increase in footfall from new and existing residents, both local and from further afield, as the Broadway becomes busier, more varied in its offerings and more welcoming.





## Establish a Town Team

Resource at Barnet Council is limited in terms of the support it can give to local high streets such as the Broadway. However, for improvements to be realised, it is essential that the Council dedicates time to agreeing upon and working towards the area's key priorities. The first suggested intervention is the early establishment of a Town Team taking a proactive lead to encourage active participation from local businesses and residents.

Creating an on-the-ground team will also strengthen the area's position when applying for funding to support a range of initiatives. Funding sources, such as the Mayor of London's Good Growth Fund, are increasingly keen on rewarding those communities that are actively participating in the shaping of their own place to ensure that lasting change is driven from grass roots, not from

government above.

Regarding resources for Barnet Council, we suggest that one regeneration officer acts as a single point of contact for the Broadway. We suggest that other Council departments provide support as required and we provide more detail in Intervention C below.

There is an apparent appetite from the businesses on the street to be part of this group; for example, Angels Costumes, who are the area's largest employer with 150 staff.

The following suggested Town Team meeting agendas show that the Town Team can be established during the first half of the year and the street will see improvements in the second half of the year. If set up immediately, the Town Team can be fully operationalised by October 2019 and become more self-sustaining.

### Jan agenda

- Present strategy
- Discuss key challenges to resolve and identify spending priorities
- Introduce single point of contact from council and council role

### Apr agenda

- Agree brief for branding agency
- Identify hoardings and spaces for branding
- Update on priority actions
- Plans for Ramadan (May)
- Plan waste clear-up day
- Visit from licensing officer incl. Q&A

### Jul agenda

- Branding agency present work
- Update on spending and progress against plans
- Halloween (Oct) and Christmas (Dec) plans for the street

### Oct agenda

- Review of the year
- Update on priority projects and recent actions
- Discuss plan for 2019
- Present activities in new public space

#### PROGRAMME DELIVERY PERIOD

Immediate.

#### FUNDING

Will be resourced by the Council and through trader and resident participation.

#### COMPLEXITY

Will need coordination in Barnet Council; will rely on businesses committing time to the Town Team.

#### LEADERSHIP

Initially Council-led, it will become a public-private team developing a terms of reference bespoke to its function, enabling it to develop its own role for the Broadway.

#### OTHER INTERVENTIONS IT RELATES TO

All the other interventions rely on the formation of the Town Team.





## Establish an offer of support for high street businesses

Alongside the Council's single point of contact, we believe the Broadway would benefit from the provision of a business-facing service that helps the Broadway's businesses to find and access appropriate Council services.

For example, this could include help with existing challenges on the Broadway, such as licensing enforcement, clearing pedestrian areas and dealing with anti-social behaviour, as well as supporting businesses in achieving their future plans by, for example, providing planning and licensing advice and guidance.

Establishing this service could also help the Council publicise initiatives it thinks are relevant to this group. It may also provide a means of collaborating on larger public-private initiatives such as community clean-up days, which have proved effective in Edgware and Burnt Oak. There is already an active group of volunteers who run clean-up days around the Welsh Harp who could potentially be involved in a high street clean-up.

Where there are shortfalls in the support that Barnet can provide, it may demonstrate the need for central government funding, which could potentially come from the newly-established Future High Streets Fund.

### CLEAN-UP DAYS

There are a number of ways to visibly lift the street and quickly make an improvement to its current run-down appearance. Firstly, tackle the number one complaint from residents and businesses: "West Hendon Broadway is dirty". Research by Keep Britain Tidy has highlighted how litter affects people's feelings of wellbeing and safety<sup>1</sup>. "If you see an environment that is highly littered, you litter. If there is no litter, you are significantly less likely to litter."<sup>2</sup> Littered streets feel uncared for and consequently the people who live and work in the area do too. Clean up days could be undertaken with the assistance of volunteers who live and work in the local area and therefore also benefit from it being a more attractive environment. A concerted effort should be made to clear the long-standing litter on the corners of the side roads that lead to the Broadway.

<sup>1</sup>[http://www.keepbritaintidy.org/sites/default/files/resource/KBT\\_Journal\\_of\\_Litter\\_and\\_Environmental\\_Quality\\_June2017.PDF](http://www.keepbritaintidy.org/sites/default/files/resource/KBT_Journal_of_Litter_and_Environmental_Quality_June2017.PDF)

<sup>2</sup>Robert Cialdini, author of 'Influence: The Psychology of Behaviour'

#### PROGRAMME DELIVERY PERIOD

SHORT. 3-6 months from Town Team formation.

#### FUNDING

Deployment of existing council resource in a new way.

#### COMPLEXITY

Service design will be required to ensure the Council offer fits the needs of the high street.

#### LEADERSHIP

The high street offer will be managed out of Barnet Council. Initiatives such as clean-up days will be led by the Town Team.

#### OTHER INTERVENTIONS IT RELATES TO

It relies on the Town Team being formed. This will also be helpful for all the remaining interventions.



**PROGRAMME DELIVERY PERIOD**

SHORT to MEDIUM. 3 to 18 months.

**FUNDING**

Use core high street funding or developer contributions.

**COMPLEXITY**

Could be complex if hard to locate owner or unsure about lease situation.

**LEADERSHIP**

Business, Employment and Skills team and West Hendon Broadway-focussed teams.

**OTHER INTERVENTIONS**

IT RELATES TO D, E and F.

## Fill empty retail units

Voids have a huge negative impact on town centres. The ultimate goal must be to bring in new businesses but initially we suggest prioritising the void sites in the stretch of West Hendon Broadway between Herbert Road to the north and Brent View Road to the south, the stretch of the Broadway next to the new Barratt London development. This can be strenuous work so focusing on getting one block of shops back to full occupancy is more achievable and will create a ripple effect further along the street. New residents will be crossing over West Hendon Broadway to Perryfield Way so if this block of shops is open for business, it will encourage people to spend more time on the street.

To fill the vacant premises on the high street with long-lasting retail tenants, it will first be necessary to understand the reasons the empty units exist today. Armed with that knowledge and with forward-looking data - for example, the changes in demographics - the area can be marketed to new tenants to attract a mix of convenience and comparison goods shops, which complement the development's new commercial spaces.

**We recommend a structured approach:**

- Identify the owner of the empty unit.
- Assess the lease situation and identify why it is vacant and any previous leasing difficulties.
- Inform the landlord and / or lessee of the potential of their asset, given the local opportunity represented by thousands of new local residents.
- Flag any voids where there are irregularities; for example, where leases appear to be in place but there is no activity within the shop, and no reply has been received following attempted contact by the Council.
- If applicable, support the landlord in marketing their space.

# D

## Attract more experiential and hospitality uses

As the shopping habits change, it is becoming apparent that high streets must become more experiential if they are to survive. For example, shoppers are moving beyond traditional shopping, much of which can be done quicker and more cheaply over the internet. However, experiences cannot be replicated online - shoppers go to these new outlets to experience things. Food culture is booming in London and these types of offer are a key part of making high streets better used and more integrated with the community.

Blondie's bar on Lower Clapton Road in Hackney is an example of a bar being established in a former small retail unit

Support should first be given to existing restaurants - those with A3 planning use - and other night time economy (NTE) businesses to develop their offers for new local residents. With the only pub being O'Hanlons on the Broadway, it will be vital to encourage the establishment of more A3-type businesses to provide a choice of experiences for the new (and existing) residents.

Planning permission from the local Council is often required to change shop use to accommodate the new demands on the high street. Barnet Council can make it easier to attract A3 and NTE establishments through adjustments to the Local Plan.

In addition, we recommend immediate discussions with local ward councillors to highlight the new opportunities presented by A3 / NTE uses, given the impending arrival of many new residents, and to discuss how to manage anti-social behaviour and noise for the benefit of local residents. It is vital that the councillors support changes of use along the Broadway if this initiative is to succeed.

Meanwhile leases also provide a quick and easy way for food pop-ups to become part of the street. E.g. using temporary, two-year changes of use under the government's permitted development rights. We suggest the Council tests the demand for A3 / NTE uses from established businesses to establish a hard evidence base to bolster support for the required use changes.

### PROGRAMME DELIVERY PERIOD

SHORT to MEDIUM. 3 to 18 months.

### FUNDING

Using existing Barnet Council team resource.

### COMPLEXITY

Ward councillors and residents will be involved and consulted about any changes. This could also be incorporated into the Local Plan review.

### LEADERSHIP

Business, Employment & Skills team and Planning Policy and Licensing teams.

### OTHER INTERVENTIONS IT RELATES TO

F and I.







Space is available in Sutherland House, 70 West Hendon Broadway

### Create new workspace capacity

More and more people are operating from shared workspaces. The traditional office-based work-week has shifted towards a blend of time in a central office and working from non-office locations as more people work remotely to save time and money on transport and to free up desk space in increasingly overcrowded offices. There is also a vast pool of freelancers and those who run small startup businesses who work in London's dedicated workspaces. Inner London boroughs, such as Hackney and Lambeth, cannot keep up with demand and have developed affordable workspace policies as well as creating space in

Council-owned assets.

Currently, this area of Barnet does not have any workspaces. In the recent UK Budget, the Ministry of Housing, Communities & Local Government recommended "relaxing planning rules to support new mixed-use businesses on the high street and the conversion of under-used retail units into offices and homes." The Budget also acknowledged the importance of workspace in the transformation of high streets to ensure they are 'fit for the future'. The £675 million Future High Streets Fund will be providing funding to bring vibrancy back to high streets.

Funding is also available from the Greater London Authority's Good Growth Fund, which supports "backing small businesses, securing and creating workspace and intensifying London's local economies."

Even with funding from London and national authorities, workspace still requires affordable rent; the challenge is to find rent levels that allow for this business model. In Sutherland House, West Hendon Broadway's key office block, a 1,280 sq ft space is available at £15.63 per sq ft (current as at September 2018) which is low enough to make workspace viable. This compares favourably to rents in London travel zones 1 and 2 that typically range from £35 to £70.

**PROGRAMME DELIVERY PERIOD**

SHORT to MEDIUM. 3 - 12 months.

**FUNDING**

GLA's Good Growth Fund, UK government's Future High Streets Fund and other sources of capital such as the fit-out contribution paid for by workspace operator. Could potentially be entirely private sector funded.

**COMPLEXITY**

A major challenge will be to identify affordable and suitable office space.

**LEADERSHIP**

Private landlords and workspace operators supported by Business, Employment & Skills team.

**OTHER INTERVENTIONS IT RELATES TO**

B, F.





## Create and encourage civic infrastructure

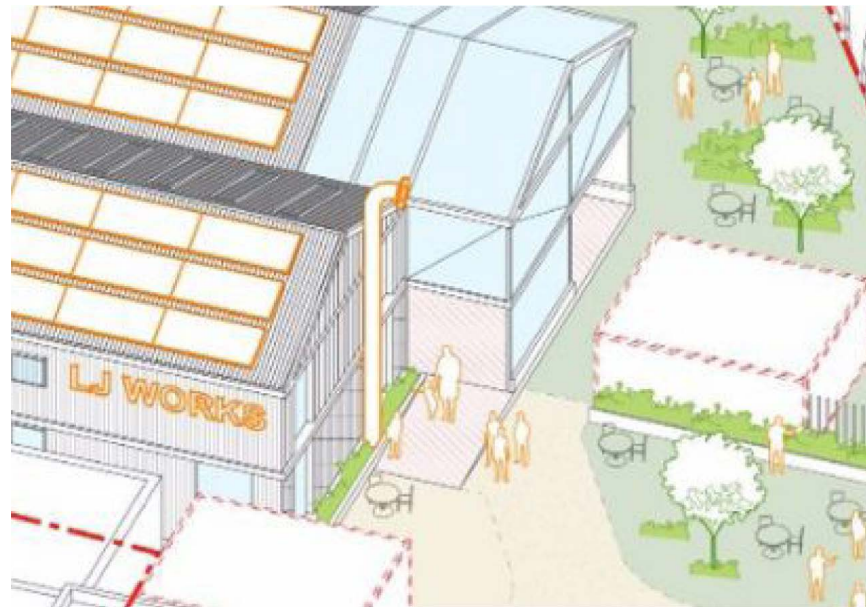
West Hendon Broadway has a multi-faith community, whose centres could be involved in building a sense of community, welcoming and integrating newcomers to the area.

As mentioned previously, experiential uses such as bars and cafes also provide publicly accessible amenities for gatherings that increase community resilience.

The Good Growth Fund also supports the development of civic infrastructure. For example, its prospectus discusses how it supports “community-led regeneration and sharing culture.” We think there is an opportunity to build a multi-purpose hub for the street that can provide space for cultural organisations and social enterprises. These organisations become resilience centres for the street, places that are accessible to all residents, and act as a point of social interaction.

There are now a diverse range of workspace providers in London capable of creating space such as this. As before, the challenge is to find the affordable space that can be used for this purpose. If space is hard to find, we recommend combining this use and workspace within one space.

For example, LJ Works in Loughborough Junction, Lambeth, provides low-cost coworking kitchen facilities, operated by Mission Kitchen, along with studios, workshops and shared textile



LJ Works, which has been designed by Architecture 00 and Public Works and will be managed by Meanwhile Space

workspaces. It will also continue to be home to the Loughborough Farm and there will be on-site business support and training delivered by local organisation, Tree Shepherd.

### PROGRAMME DELIVERY PERIOD

MEDIUM to LONG. 6 months to 2 years.

### FUNDING

Good Growth Fund, other council funding.

### COMPLEXITY

The major challenge here will be finding a space with an affordable lease, but this could also work well in a temporary meanwhile space.

### LEADERSHIP

Business, Employment & Skills team, Planning Policy team and private landlords.

### OTHER INTERVENTIONS IT RELATES TO

B, E.

# G

## Create a brand for the area

Whilst it might seem extravagant, we think creating a brand for West Hendon Broadway and the area immediately around it will make people think of it as one unified place, from Hendon to the Welsh Harp Reservoir, rather than as separate, unconnected areas.

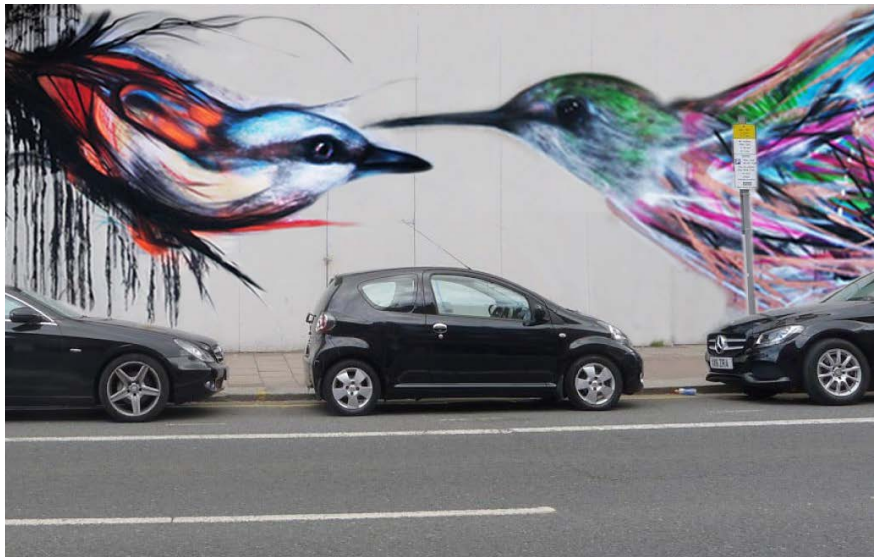
Barratt Metropolitan LLP and Barnet Council already have a relationship with London Wildlife Trust. We suggest working with London Wildlife Trust and the Town Team to develop a brand, engaging an agency and drawing on local creative talent.

The Welsh Harp Reservoir has been popular with visitors since its construction in the 1830s. In 1896 Schweppes opened a mineral water bottling factory to the north of Garrick Road and

drew water from an artesian well. This could be a central inspiration point for branding, reminding people that they are in close vicinity to a 105-hectare nature reserve and highlighting the bird life that is thriving within this area of special scientific interest.

There are many organisations that could help. For example, the organisation, Colour Your City, works to transform urban spaces with colour, including development of murals and art works in town centres. Middlesex University, who run Arts and Design courses, including fine art, graphic design and illustration, is another local potential partner. We advise bringing on board a professional branding agency who can oversee the process.

The Way2Save hoardings could become a temporary canvas for the development of the Broadway brand. A similar intervention on a local high street in Hackney generated significant publicity when a famous local artist, Camille Walala, painted a mural in her signature design on a prominent empty corner unit. The painting was done in collaboration with the local community and has helped to enliven the street.



Way2Save hoardings could become a temporary site for an early mural by local artists

### PROGRAMME DELIVERY PERIOD

MEDIUM. 6-12 months.

### FUNDING

Likely to be resourced from core Council funding already assigned to the street, with potential funding from London Wildlife Trust, overseen by the Town Team and harnessing local creative energy. Potential to explore working pro bono with Middlesex University design students.

### COMPLEXITY

Some complex but it will be mitigated because a professional branding agency will act as the central facilitator of this process.

### LEADERSHIP

Led by Town Team, who will write the design brief and select the appropriate agency.

### OTHER INTERVENTIONS

#### IT RELATES TO

A, H, I.



## Establish wayfinding and improve the public realm

A key application of any new branding will be on signage across the area. At the moment, there is no signage towards West Hendon Broadway from Hendon Station, from the Welsh Harp Reservoir, nor on West Hendon Broadway itself, meaning that when people come to visit different local attractions, there is no opportunity to cross-promote the other attractions of the area. There is no sense of being welcomed into the area at Hendon Station or even a hint of what lies beyond to the west by the new housing development.

In addition, the Broadway contains only one bench for passersby and the shop frontages are misaligned, with entrances at different heights giving the street a disjointed and unwelcoming feel.

More street furniture would help increase dwell time and new innovations such as smart benches could bring digital connectivity to the street, providing another reason for people to stay longer. Planters have also been successful in other town centres, with some councils working with local businesses for their upkeep, and, in some instances, generating sponsorship revenues.

Colourful crossings and other animation of the public realm - to elevate the profile of pedestrians as key road-users - will also mean people feel less rushed in getting through what is a busy street, dominated mainly by car traffic on the arterial, red route A5.



The soon-to-open new public Pheasant Square situated in amongst the new development will connect the Broadway with the reservoir. This new space provides enormous opportunity for the development of the Broadway because it could be used to host events that bring together local residents, existing and new, and provide traders with an opportunity to participate. For example, it could host events as varied as a regular street food market, a pop-up cinema or a dog show.

Two examples of how public realm and street furniture could help improve the experience for pedestrians and increase dwell time on the street

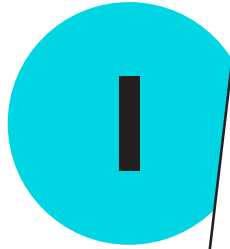
**PROGRAMME DELIVERY PERIOD**  
MEDIUM. 6+ months.

**FUNDING**  
Core council funding streams that are already earmarked for this work and potential funding from local businesses for planters. Note that Barratt London manage Pheasant Square.

**COMPLEXITY**  
A number of different landowners will mean signage and public realm interventions will have to go through different organisational channels.

**LEADERSHIP**  
Coordinated by the Town Team.

**OTHER INTERVENTIONS IT RELATES TO**  
A, B, G.



**PROGRAMME DELIVERY PERIOD**

SHORT. 3 months.

**FUNDING**

Seek private sponsorship.

**COMPLEXITY**

Relatively straightforward once funding has been secured and a design agency is engaged.

**LEADERSHIP**

Businesses have been identified through strategy work.

**OTHER INTERVENTIONS IT RELATES TO**

A, G.

## Create a set of 'meet the street' postcards

One way of establishing a connection between the new residents and West Hendon Broadway's shops is to create a set of postcards that profiles the different businesses, their owners and the services they offer.

Each of these could include facts about the area and insights into the history from the perspective of shop owners. They could also include discount offers and other incentives to get people to use the high street.

We recommend the implementation of this initiative quickly in order to capture the interests of the new residents now arriving. It could then be re-published at later dates to coincide with the release of new phases of the housing development. Ideally, a new resident would find a set of these postcards in their new apartment as part of a welcome pack from Barratt Metropolitan LLP and so instantly feel a connection to the Broadway and its characters.



# METHODODOLOGY

# OUR

PROJECT TIMELINE



Baseline analysis of town centre uses

Consultation & engagement

Establishing key themes

Long list of interventions

Synthesis Workshop

Brochure listing key interventions

In order to determine the vision for West Hendon Broadway and describe what is needed to achieve it, it was important to understand the high street, its stakeholders and the surrounding area. We did this through a combination of desk-based and on-the-ground research.

We began by examining the hard data of the street to establish a baseline data set giving a detailed picture of its current state. We combined this with the consultation feedback from local residents and businesses, which helped to determine its current strengths, weaknesses and key areas for improvement from the perspective of the people who live and work there.

The work also included establishing the appetite for setting up a local Traders and Residents Association (TRA) to work alongside the area's Town Team. Details of interested residents and businesses have already been passed to the Council along with a guidance document describing how to work with such a group.

Following the fusion of the outputs of the data analysis and consultations, we were able to form a set of the underlying themes that encapsulated the evident needs of the local business and residents. From there, a series of interventions were created, to be implemented across three clear steps, that deliver the amenities the new arrivals to the Broadway area will demand and which ultimately will culminate in a self-sustaining transformation of the Broadway's fortunes.

This led to a long list of 30 interventions, which was shortlisted to 10 during a Synthesis Workshop attended by Council representatives from Planning Policy, Licensing, Highways, Business, Employment & Skills and the West Hendon Broadway team. The discussion during the two-hour session focussed on the key themes and which interventions were going to have the biggest impact, be the most straightforward to deliver and provide the best value for money.



**REMARKABLE CITY**

164 NEW CAVENDISH STREET  
LONDON  
W1W 6YT



**BOYER**

4 SOUTHWARK  
BRIDGE RD  
LONDON  
SE1 9HF