

Economic Development Needs Assessment Final Report

London Borough of Harrow

3 July 2017

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Executive Summary

The London Borough of Harrow (“LB Harrow” or “the Council”) commissioned Lichfields to prepare an Economic Development Needs Assessment (“EDNA”) for the Borough (“Harrow”) to update the 2010 Employment Land Review (“ELR”) and the 2009 Retail Study. The study is intended to help frame the approach to meeting economic and retail needs of Harrow over the period to 2036, while taking forward the strategic vision of the Core Strategy and Harrow Regeneration Strategy.

The study will help inform the production of a new Local Plan review for the Borough by assessing the economic development and retail/town centre needs in Harrow in line with the National Planning Policy Framework (NPPF) and Planning Practice Guidance (PPG). The key messages from the study are summarised below:

- 1 Recent employment growth in Harrow has been strong, particularly in information & communication between 2004 and 2016, compared to Greater London and the UK. However there have also been significant losses in manufacturing and finance & insurance, which will have impacted on both industrial and office based jobs. Harrow supports a higher share of micro firms (0 to 9 workers) and a lower share of small-sized firms (10 to 49) compared to the regional and national benchmarks. The main focus of businesses in the Borough is supported in the Harrow & Wealdstone Opportunity Area, with other small business clusters found at Honey Pot Lane and South Harrow.
 - 2 Local workers in Harrow tend to have achieved a similar level of NVQ4 and above qualification attainment compared to the sub-regional and regional average, however a higher level than the national average. This aligns with a higher proportion of local residents employed in higher skilled occupations compared to the sub-regional and national average, although slightly below the average for the whole of London. Harrow’s residents have higher levels of earning compared to the sub-regional and regional average. However those who work in Harrow earn less than those in the sub-region and region, although higher than the national average. Harrow was a net exporter of labour in 2011, with the net outflow of workers at about 39,895 persons. The most significant commuting relationships are with The City, Westminster, Brent and Hillingdon, while the self-containment rate for Harrow equates to 40% i.e. the proportion of the total resident workforce that works in the Borough including those who have no fixed place of work/work from home.
 - 3 Harrow’s employment space comprises of marginally more industrial than office space. The overall quantum of employment stock has decreased by approximately one third over the past 15 years; this has taken place in the context of a 6% reduction across London. Most of the industrial space is concentrated within the traditional industrial areas for example Honey Pot Lane, Waverley Industrial and Chantry Place Estate. By contrast, office space tends to be clustered in and around the Borough’s town centres – Harrow Town Centre, Pinner and Stanmore.
 - 4 The Borough has seen limited amounts of new employment development over the past decade. At the same time, the Borough has been losing significant amounts of B class space to other uses, to the extent that overall net development rates for both office and industrial uses have been negative in recent years. Losses have been compounded by the introduction of Permitted Development Rights which is (as at August 2016) expected to lead to the loss of over 100,000sqm of office space (almost half of these prior approvals have been implemented to date). A high level review of the employment sites portfolio shows many of the losses in recent years relate to better quality sites. When compared to the GLA benchmarks for the Borough, Harrow has been losing industrial space at an accelerated rate.
 - 5 There is a perceived under-supply of high specification, modern office space in the Borough. While there has been a limited level of new development in recent years, office to residential Permitted Development Rights has reduced the stock of poorer quality, dated office stock in the Borough meaning that building new office stock is becoming more viable.
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- 6 Six alternative scenarios of future employment space requirements have been considered based on a number of approaches which reflect economic growth, past development trends and labour supply factors. The overall gross space requirements related to these different scenarios range from losses of 219,540sq.m to increases 276,855sq.m of all types of employment space to 2036, implying in broad terms a need for between -31.9ha and 46.6ha of employment land. The Council's vision for growth and aspiration to introduce a step change in the delivery of economic growth within Harrow expressed through the Harrow Regeneration Strategy, it would appear that the baseline job growth scenario (18,825sq.m) could provide a minimum starting point for planning for employment growth in the Borough and opportunities should be sought to accommodate additional job growth (up to 25,200sq.m) taking account of existing supply constraints.
 - 7 Harrow Town Centre is the largest shopping destination in the Borough and has the best prospects for attracting major development particular in terms of higher order comparison goods shopping. Residents in the Borough also shop at competing centres and catchment areas overlap. Competition is expected to increase, including on-line shopping, and Harrow will need to improve its offer in order to maintain its market share and retention of expenditure. The retail market has experienced difficult trading conditions since the last recession, and the high street has faced increasing competition from on-line shopping. The pace of new retail development has slowed, although the discount sector has gained ground.
 - 8 The quantitative assessment of the potential capacity for new floorspace suggests that there is scope for new Class A1 to A5 development within Harrow. The projections up to 2036 suggest there is scope for over 50,000sq.m gross. In qualitative terms, all residents in the Borough have good access to food stores both within and outside the Borough. There are no obvious deficiency areas in food store provision. Harrow Town Centre is likely to remain the main high street comparison shopping destination in the Borough in terms of number of outlets, sales floorspace and representation of multiple retailers. Residents in the Borough have good access to retail warehouses in neighbouring boroughs.
 - 9 Harrow has a relatively good provision of cafés, restaurants, pubs and bars and the evening economy is strong in most centres, in terms of the proportion of units occupied by these units compared with the national average. The commercial leisure assessment suggests there could be scope for a small boutique cinema over the plan period, and Harrow Town Centre is likely to be the most viable location for this facility. There is scope for two large health and fitness facilities (over 100 stations each) in the Borough over the plan period, or four medium sized facilities (50-60 stations). There is theoretical capacity for tenpin bowling and bingo facilities in the Borough, but limited operator demand, the lack of large sites for this from of low density development may constrain opportunities for these uses. There is operator demand from Travelodge for hotel development within the Borough i.e. at least one hotel of between 1,000 to 4,000 sq.m.
 - 10 The supply of floorspace in the development pipeline from outstanding planning permissions and vacant parcels of land or floorspace that represent potential opportunities for employment development in Harrow is limited. New capacity almost solely comes from the redevelopment and intensification of existing sites, including the identified regeneration and the major private sector development sites. Retail vacancy rates are low however, a number of town centre development sites in the Borough's main town centres are considered to have potential to deliver additional retail floorspace;
 - 11 Lichfields has reviewed the capacity potential of the regeneration and private sector development sites taking account property market signals. This review suggests that the overall development potential amounts to approximately 50,350sq.m of employment space (comprising of 14,525 of office space and 36,325sq.m of industrial space) as well as 14,345sq.m of retail and leisure space.
 - 12 Taking account of this potential supply, there is adequate office space to meet the baseline job growth scenario and go part of the way to meeting the needs associated with higher growth scenarios. In terms of industrial space, the supply would also be adequate to meet baseline job growth albeit there is insufficient supply of space for those scenarios where a positive industrial requirement is identified.
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Furthermore, if pending losses of B-class space are factored in this removes the surplus of space in each scenario (except the past development rates scenario) and compounds the shortfall of employment space. Identified retail floorspace capacity would meet 90% of floorspace projections to 2026 and 28% to 2036..

- 13 The study has identified policy and strategy recommendations including:
- a Seek to provide a minimum of 18,825sq.m gross B Class employment floorspace in Harrow between 2016 and 2036.
 - b Seek to identify additional supply of floorspace up to 25,200sq.m i.e. the difference between the office space under-supply (96,785sq.m) and industrial space over-supply (-71,585sq.m) for scenario 2) to provide the broad scale and type of growth that could go beyond the baseline scenario and towards achieving the growth sector scenario of future growth.
 - c Undertake a comprehensive review of the Council's portfolio of existing employment sites to consider their quality and suitability in order to have an up-to-date picture of the employment land position in the Borough that provides a baseline against which the Council can monitor future changes.
 - d Identify which sites should be protected for employment uses and provide these sites with the necessary policy protection. Implementation of these policies will be via development management and the monitoring of any losses or gains. In particular, the Council should aim to prevent further losses of employment space on the Council's good quality employment sites. The Council's policies should continue to support industrial uses on the Borough's two Strategic Industrial Locations (SILs).
 - e Consider the implementation of an Article 4 Direction in key office locations to remove permitted development rights allowing the conversion of office space to residential uses, and an Article 4 Direction to remove forthcoming permitted development rights allowing the conversion of small scale industrial units (B1c) to residential uses where of local economic significance..
 - f Maximise the quantum of employment floorspace and provide for a mix of typologies of workspace to meet different types of demand and redress supply shortfalls within the Council's key regeneration sites. This could include 'Grade A' offices, small scale office/ workspace, more traditional offices with a range of floorplate sizes and small scale industrial units. The Council could consider preparing detailed guidance regarding type and scale of workspace in different locations as a potential basis for Supplementary Planning Guidance.
 - g Actively encourage/ require the inclusion of employment floorspace within major private sector development sites where possible and resist the reduction of provision when existing planning permission are in place.
 - h Consider initiatives to support indigenous business growth in the Borough, for example business mentoring, access to finance, local training initiatives linked to key sectors.
 - i Increase levels of productivity by encouraging the growth of higher value sectors/ clusters, and supporting existing sectors to move up the value chain and.
 - j Maintain the hierarchy of town and district shopping centres in the Borough, through the application of the sequential and impact tests. Promote Harrow town centre as the main centre in the Borough and the main focus for major retail and leisure development. Development within other district centres will serve more localised needs
 - k Seek to identify opportunities to accommodate around 16,000 sq.m gross of Class A retail uses by 2026. Direct investment towards the Borough's town centres through the Council's Regeneration Strategy and the delivery of regeneration sites.
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- l Explore longer term opportunities to accommodate an additional 35,000 sq.m gross of Class A retail uses between 2026 and 2036. This longer term potential should be monitored and kept under review.
 - m Seek to maintain the Borough's market share of retail and leisure expenditure in the face of increasing competition e.g. Brent Cross by attracting new investment and development within town centres and regeneration projects.
 - n Continue to define town/district centre boundaries to focus retail and main town centre uses within designated centres consistent with the sequential approach. Maintain shop frontage policies within designated centres to maintain the supply of Class A premises, but identify areas where more flexibility between Class A uses may be appropriate.
 - o Allocate and bring forward the Greenhill Way site in Harrow town centre for mixed use development including Class A uses at ground floor level. In the longer term explore the development potential at St. Ann's and College Road.
 - p Maintain the low shop vacancy rate across the Borough and where appropriate seeks to reduce vacancy levels by promoting more flexibility in changes of use between Class A uses.
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1.0 Introduction

- 1.1 The London Borough of Harrow (“LB Harrow” or “the Council”) commissioned Lichfields to prepare an Economic Development Needs Assessment (“EDNA”) for the Borough (“Harrow”) to update the 2010 Employment Land Review (“ELR”) and the 2009 Retail Study. The study is intended to help frame the approach to meeting economic and retail needs of Harrow over the period to 2036, while taking forward the strategic vision of the Core Strategy and Harrow Regeneration Strategy.
- 1.2 The study will help inform the production of a new Local Plan review for the Borough by assessing the economic development and retail/town centre needs in Harrow in line with the National Planning Policy Framework (NPPF) and Planning Practice Guidance (PPG).

Study Background

- 1.3 The Council adopted its Local Plan in 2012 (Core Strategy) and 2013 (Development Management Policies). This was informed by evidence base studies including the Harrow Employment Land Review 2010 and Retail Study 2009 which were also prepared by Lichfields (formerly Nathaniel Lichfields & Partners). The Council is seeking to review and update its evidence base to underpin a future Local Plan review in the context of the forthcoming London Plan and the Government’s requirement for Local Planning Authorities to have an up-to-date Local Plan (defined in terms of being five years or older).
- 1.4 In 2014, LB Harrow adopted the Harrow Regeneration Strategy (2015-26) that seeks to build at least 5,500 new homes within Harrow and Wealdstone and significantly increase employment floorspace within this area, to help achieve the Local Plan target of at least 3,000 new jobs within the Harrow and Wealdstone Opportunity Area by 2026.
- 1.5 The Harrow Core Strategy (2012) identifies Harrow and Wealdstone as the focus of new development over the plan period (2009-2026). Within the London Plan, Harrow has a designated Opportunity Area, which encompasses Harrow and Wealdstone town centres. Nearly 70,000sq.m of new floorspace is proposed for retail, commercial, leisure, community, business and industrial development within the Opportunity Area. The Heart of Harrow is also one of the first Housing Zones and there are a total of 22 identified development sites across the Zone. In the context of the quantum of housing development that the Borough is likely to see in the coming years, there is a need for the Council to have detailed information for the demand for non-residential uses to ensure a balanced approach to future growth.

Scope of the Study

- 1.6 The purpose of this EDNA is to reflect the requirements for Economic Development Needs Assessments under the NPPF and the Planning Practice Guidance (PPG) and propose how best to provide space for economic activity on Harrow’s key regeneration and development sites.
- 1.7 More specifically, the main objective of the Study is to consider the quantity and type of space for economic development uses in Harrow in the context of the Harrow Regeneration Strategy and to identify key growth sectors and define future employment space requirements. The Study also quantifies the need for retail and leisure development over the plan period, and reviews the hierarchy of town centres.
- 1.8 The study is based on a range of scenarios for how the Harrow economy could change in the future, with the employment space implications of the following B class uses considered in the assessment:
- B1 Business: offices (B1a), research & development (B1b) and light industrial (B1c).

- B2 General Industrial
- B8 Storage or Distribution: warehouses, wholesale and distribution.

- 1.9 The demand for B class (i.e offices and industrial uses) employment floorspace and land in Harrow during the period to 2036 is considered in this study, with references to “employment space” in this study referring to both elements. In addition, the term “industrial space” is used to refer to both manufacturing (B1c/B2) and warehouse and distribution (B8) uses.
- 1.10 The study also assesses the need for Class A retail floorspace, including convenience and comparison goods floorspace (Class A1) and food and beverage outlets (Class A3 to A5). The assessment also considers commercial leisure uses that are included as main town centre uses within the NPPF. Town centre office uses are considered as part of the employment space assessment.
- 1.11 It should be noted that there are a variety of factors and drivers to consider when objectively assessing the business needs of a local economy and the need for retail and town centre uses. The study uses a combination of quantitative and qualitative analysis to examine these issues in the context of Harrow, and synthesises this analysis to draw overall conclusions and policy implications for long-term planning in the Borough. A consideration for any technical work of this type is that it is inevitably a point-in-time assessment. However, this study has used the latest available data and other evidence available at the time of reporting, while the accuracy of third party data has not been checked or verified by Lichfields.
- 1.12 The Study has been informed by consultation and inputs from a number of Departments within the Council including Planning, Regeneration and Economic Development. Greater London Authority (GLA) data and research has been applied/ referenced where relevant for example, population and employment projections. This data has been appropriately referenced where applicable within the report.
- 1.13 The study has also undertaken consultation with a number of commercial property agents whom are active in the local market. A list of the consultees is presented within Appendix 1. Other relevant supporting information is also set out in the Appendices.

Report Structure

- 1.14 The report is structured under the following sections:
- 1 **Economic Context (Section 2.0):** a review of economic conditions and recent trends in the Borough, and the strengths and weaknesses of the local economy and hierarchy of centres that may influence the future need for employment space and town centre uses;
 - 2 **Development Trends and Review of Employment Sites Portfolio (Section 3.0):** based on information provided by the Council analysis of the existing stock and trends of employment space in the Borough in terms of the range of B class uses, past development rates and gains and losses and a high level review of the employment sites portfolio including Council owned sites identified within the Regeneration Strategy;
 - 3 **Future Requirements for Employment Space (Section 4.0):** an estimate of future employment space requirements for B class sectors in quantitative terms drawing upon employment forecasts and other factors;
 - 4 **Future Requirements for Town Centre Uses (Section 5.0):** an estimate of future Class A1 to A5 retail space requirements and commercial leisure uses in quantitative and qualitative terms;

- 5 **Accommodating Growth (Section 6.0):** draws together the forecasts of future employment land and town centre needs, and the estimates of employment land and town centre sites available to accommodate future need; and
- 6 **Strategy and Policy Implications (Section 7.0):** considers potential policy approaches to delivering appropriate levels of employment and retail space over the period to 2036, and other policy and delivery measures required to support the economic growth objectives of the Borough.

serve Harrow provide access to London via the Metropolitan, Piccadilly, Bakerloo and Jubilee lines. There are also over-ground rail services via the West Coast mainline and London Midland to Euston with travel times from 14 minutes.

Hierarchy of Centres

- 2.4 In terms of the London Plan hierarchy Harrow contains one metropolitan centre, one major centre and nine district centres, as follows:

Metropolitan Centres

- Harrow

Major Centres

- Edgware (predominantly in Barnet)

District Centres

- Burnt Oak (part in Brent/Barnet)
- North Harrow
- Kingsbury (part in Brent)
- Pinner
- Rayners Lane
- South Harrow
- Stanmore
- Wealdstone
- Kenton (part in Brent).

- 2.5 All nine centres are identified within the London Plan as having potential for medium growth, where there is likely to be moderate levels of demand for retail, leisure or office floorspace and with physical and public transport capacity to accommodate it. None of the centres are identified as being in need of regeneration however, North Harrow is identified as being subject to monitoring. The London Plan identifies town centres that have specialist roles supporting strategic clusters of night time economic activities, these include international centres, regional/sub-regional centres and other centres of more than local significance. Harrow and Wealdstone are identified as centres that have a night time economy cluster that is of “*more than local significance*”. Harrow and Wealdstone have a night time economy that draws customers from beyond their immediate local area, but their catchment areas are not of regional/sub-regional significance.

- 2.6 In terms of office provision, the London Plan identifies Harrow, Stanmore and Wealdstone as having some potential for growth. Within these three centres the Plan states:

“some office provision could be promoted as part of wider residential or residential and retail/leisure mixed use development. This would be likely to entail long-term net loss of overall office stock, partial renewal on the more commercially attractive sites and managed change of use of provision on less attractive sites.”

- 2.7 These main centres are supported by local centres and parades identified in the development plan. These local centres and parades vary in size, range and quality but all perform a local

shopping function with a mix of retail and service uses. The main centres within the Borough compete with major shopping destinations outside the Borough including:

- Central London;
- Brent Cross;
- Watford;
- Westfield London;
- Wood Green; and
- Uxbridge.

Strategic Industrial Locations

- 2.8 The London Plan sets out a plan-led approach to promoting and managing industrial capacity through three types of location including Strategic Industrial Locations (SILs), Locally Significant and Industrial Sites (LSIS) and other smaller industrial sites. SILs are a resource that must be sustained as London's main reservoir of industrial capacity. The London Plan identifies two Strategic Industrial Locations (SIL) in the Borough – the Wealdstone Preferred Industrial Location and the Honeypot Lane Industrial Business Park.

Economic Overview

- 2.9 Recent economic conditions and trends in Harrow are summarised below, with comparisons made, where appropriate, with regional and national levels.

Employment Trends

- 2.10 Harrow supported around 86,000 workforce jobs in 2016¹, which represented employment growth of 9% over the period from 2004². This growth rate was much lower than the rate recorded across Greater London (22%) over the same period.
- 2.11 B class jobs represented almost 23% of the total workforce job growth between 2004 and 2016³. Over this period the share of B class jobs within Harrow remained relatively consistent at about 35%. The growth in B class jobs was driven by office based sectors which counteracted the loss in industrial jobs as shown in Table 2.1.

Table 2.1 Changes in Total Employment and B Class Jobs in Harrow, 2004-2016

Use Class	Total Jobs		2004-2016	
	2004	2016	Total	Annual
Total Workforce Jobs ⁴	79,000	86,000	7,000	583
B Class Jobs	27,650	29,240	1,590	133
Office Jobs (B1a/B1b)	17,420	20,470	3,050	254
Industrial Jobs (B1c/B2/B8)	10,230	8,770	-1,460	-122

Source: GLA 2016/ Experian, 2016 / Lichfields analysis

Note: Totals rounded

- 2.12 The five largest employment sectors in Harrow in 2016 are identified below, with the figures showing the share of total employment supported by these specific sectors.

¹ Based on the GLA, Long Term Labour Market Projections, Borough Projections, 1971-2041 (June 2016)

² The 2004 starting point has been used to reflect the GLA Employment projections for London by borough (2016) dataset

³ Experian 2016 data has been used to identify the split of jobs as sector data at Borough level is not available through the GLA

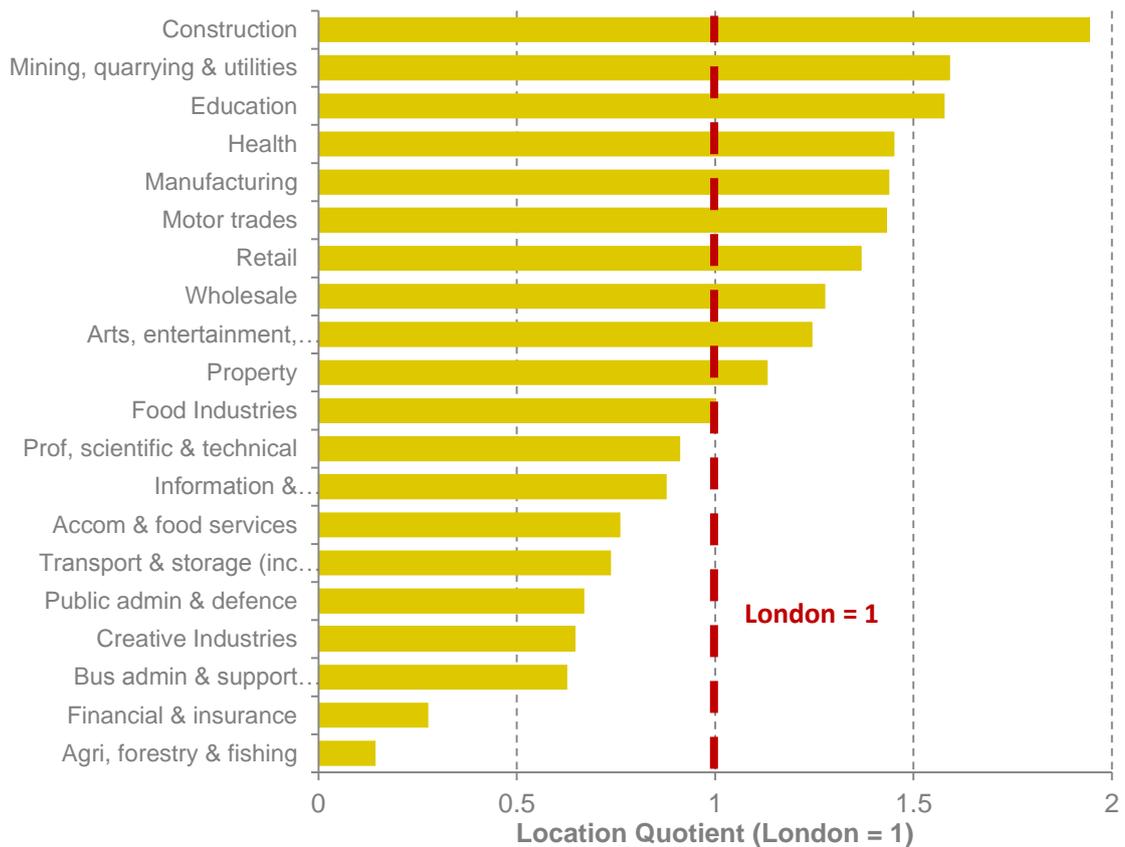
⁴ Includes employee jobs and self employed

- 1 Public Services (29%);
- 2 Professional & Other Private Services (23%);
- 3 Wholesale & Retail (14%);
- 4 Construction (10%); and
- 5 Accommodation, Food Services & Recreation (9%).

2.13 Over the period 2004 to 2016, Harrow has seen strong employment growth, in particular in information and communication, compared to West London and London as a whole. Alternatively it has also seen losses in employment in manufacturing and finance & insurance over the same period which will have impacted on both office and industrial based jobs.

2.14 Location quotient analysis is presented in Figure 2.2, it indicates how concentrated each sector in Harrow is compared to Greater London. When compared to the share of employment in Greater London, the Borough is over-represented in employment terms in public services (including education and health), construction, manufacturing, utilities and wholesale & retail while being under-represented in accommodation, food services & recreation, finance & insurance, information & communication, professional & other private services and transport & storage.

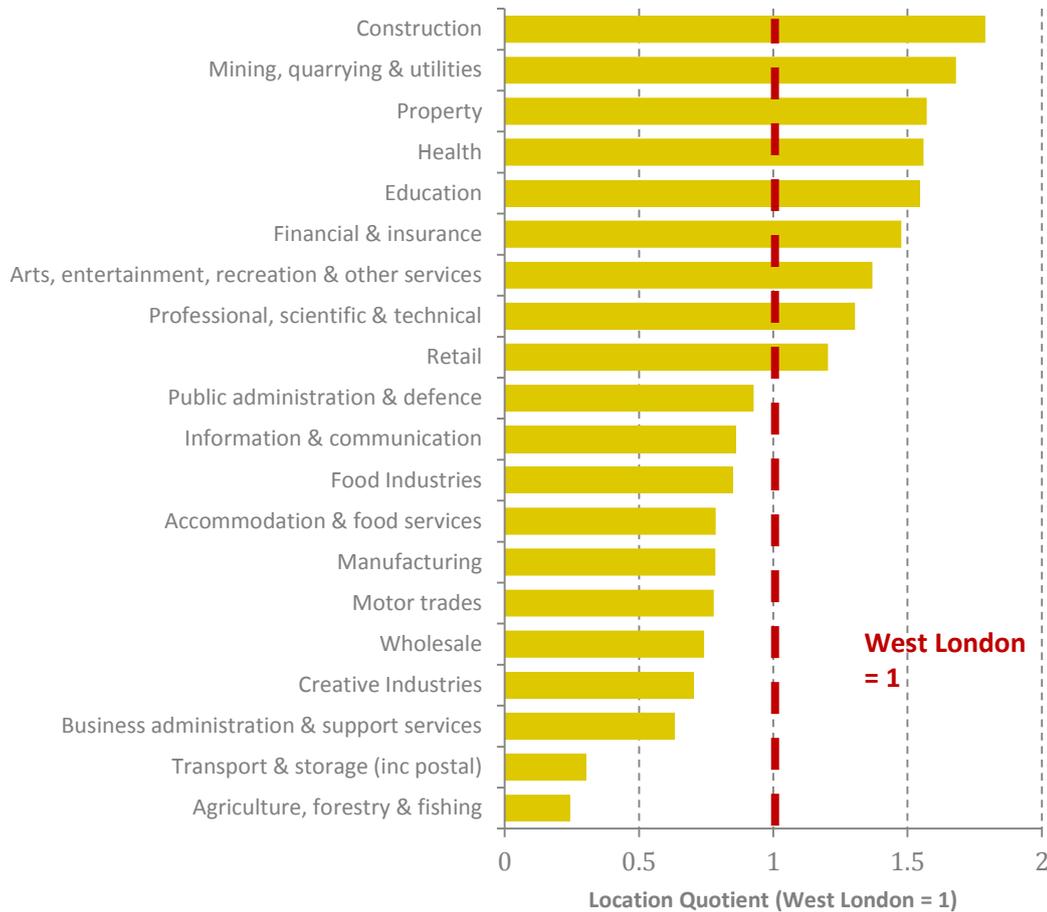
Figure 2.2 Sector Representation in Harrow compared to London



Source: BRES 2015 / Lichfields analysis

2.15 Figure 2.3 shows the location quotient analysis for Harrow against the West London boroughs⁵. It shows that the Borough maintains its higher concentration of construction activity, education, health and retail compared to West London. The key differences compared to Figure 2.2, is an increased representation of property, finance and professional activities against the West London boroughs.

Figure 2.3 Sector Representation in Harrow compared to West London



Source: BRES 2015 / Lichfields analysis

2.16 The productivity of employment in Harrow can also be measured by Gross Value Added (GVA) per job. This is shown in Table 2.2 with comparisons against the West London Boroughs, Greater London and the UK. This indicates the level of productivity in Harrow in 2016 was lower than average for the West London Boroughs and Greater London as a whole but higher than the UK. This reflects the over-representation of lower value sectors in the Borough such as public services, arts and recreation services and mining, quarrying and utilities. The respective growth in GVA per job in Harrow over the period 2004 to 2016 was considerably lower than that recorded regionally and nationally, particularly compared to the West London Boroughs.

2.17 Focusing on the past decade in particular indicates that, economic output per job in Harrow has fallen; this could be linked to the loss of jobs in high value jobs in manufacturing as a result of the closure of Colart and Kodak for example. Although the comparator locations have recorded

⁵ The definition of West London is consistent with the London Plan and includes Brent, Ealing, Hammersmith & Fulham, Hillingdon and Hounslow

GVA per job growth over the same period, percentage change has been more modest across all locations which could reflect the performance of the economy overall.

Table 2.2 Changes in GVA per Job

Area	GVA per Job		% Change in GVA
	2004	2016	2004-2016
Harrow	£54,313	£52,653	-3%
West London	£52,883	£68,632	33%
Greater London	£54,985	£64,584	17%
UK	£43,838	£47,254	8%

Source: Experian 2016/ Lichfields analysis

Retail and Town Centre Trends

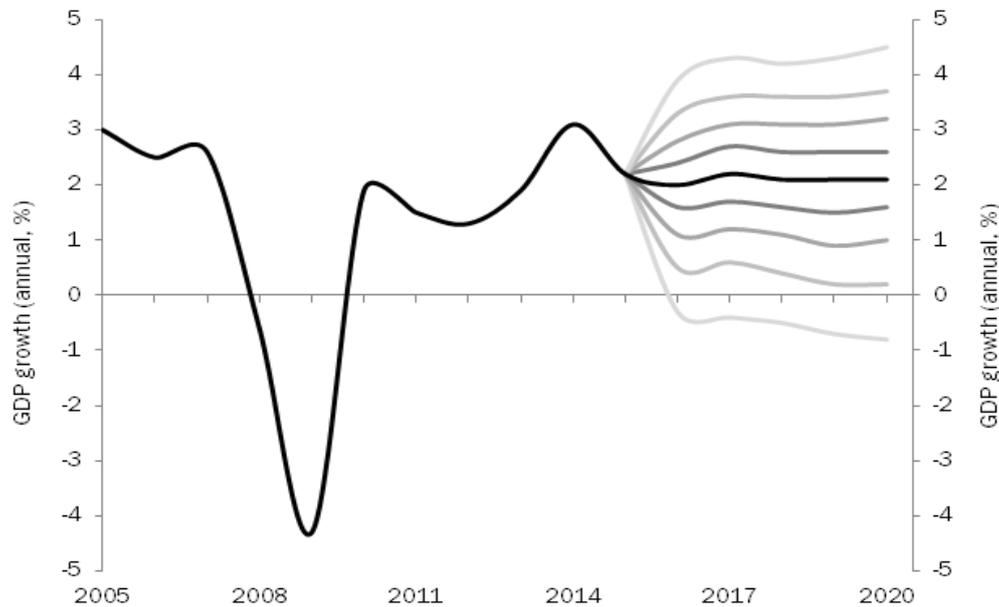
- 2.18 The economic downturn between 2007-2010 had a significant impact on the retail and leisure sectors and the health and vitality of town centres. A large number of national operators failed (e.g. BHS, Comet, HMV, JJB Sports, Jessops, Clinton Cards, Woolworths, MFI, Land of Leather, Borders, Game, Firetrap, Peacocks, La Senza, Past Times, Barratts and Habitat), leaving major voids within centres and retail parks. BHS and Austin Reed are the latest operators to experience difficulties, which suggests market conditions are still challenging.
- 2.19 Many town centre development schemes were delayed and the demand for traditional bulky goods retail warehouse operators has been affected. Even some of the main food store operators have seen a reduction in growth, with discount operators taking market share from the main operators.
- 2.20 Assessing future expenditure levels within this study needs to take into account the likely speed of the economic recovery, particularly in the short term (2017 to 2021). Careful consideration is needed to establish the appropriate level of expenditure growth to be adopted over the plan period. This study takes a long term view for the plan period recognising the cyclical nature of expenditure growth. Trends in population growth, home shopping/internet sales and growth in turnover efficiency also need to be carefully considered and a balanced approach taken. An overview of national trends within the retail sector is set out below.

Expenditure Growth

- 2.21 Historic retail trends indicate that expenditure has consistently grown in real terms in the past, generally following a cyclical growth trend. The underlying trend shows consistent growth and this trend is expected to continue in the future. However the impact of the EU Referendum is expected to result in slower growth in the short term.
- 2.22 Figure 2.4 shows the Office for Budget Responsibility's (OBR) forecast for GDP up to 2020. After the recession in 2008, growth rebounded and from 2012 grew to the high of 3% in 2014 and 2% in 2015. The OBR forecasts that growth will be slightly above 2% per year from 2016 onwards. In terms of future growth the black line has a 50% probability of coming to fruition. The grey lines show the probability splay i.e. 60%, 70%, 80% and 90% around the projection line.
- 2.23 In the past, expenditure growth has fuelled growth in retail floorspace, including major out-of-centre development, particularly in the 1980s and 1990s. The speed of recovery from the economic downturn has been slow. The high pre-recession growth rates are unlikely to be achieved in the short term, but the underlying trend over the medium and long terms is expected to lead to a need for further modern retail floorspace, even allowing for continued

growth in home shopping and turnover efficiencies. These national trends are anticipated to be mirrored in Harrow because there is no evidence to suggest circumstances are discernibly different in Harrow.

Figure 2.4 Forecast GDP Growth to 2020



Source: ONS/OBR

- 2.24 For convenience goods, Experian's forecasts (November 2016) anticipate limited growth (0.1% per annum) from 2024. For comparison goods, higher levels of growth are expected in the future (3% per annum from 2019), still at a lower rate than previous pre-recession trends (8% per annum between 1997 and 2007). Historically comparison goods expenditure has grown significantly more than convenience goods expenditure, and Experian's latest national growth rate recommendations are consistent with these past trends.
- 2.25 Experian's latest expenditure projections take into account the implications of the EU referendum result, indicating this has created major uncertainties regarding the long term outlook for the UK economy. Experian's baseline forecasts reflect a small downgrade in the UK's long term projections for trade, investment and GDP. However the revisions to the consumer spending forecast are minimal, with long term growth expected to remain around 2.3%, underpinned by rises in population and household incomes. Experian Retail Planner Briefing Note 14 (November 2016) states:
- "The expansion in comparison goods volumes, averaging 3.2% per head to 2035, will be less buoyant than in the three decades to 2015 as key factors that boosted growth, notably the globalisation that subdued audio-visual prices significantly, will not be repeated to the same degree.*
- Convenience goods recorded a marginal decline in the decade leading up to the 2008 recession. Volumes were severely hit during the recession and its aftermath..... Our central forecast has a renewed squeeze in convenience goods in the short term, before sales per head growth settles at 0.1% a year from 2019 to 2035."*
- 2.26 Low expenditure growth and deflationary pressures (i.e. price cutting) in the non-food sector have had an impact on the high street in the last few years. As a result of these trends, the

national average shop vacancy rate (based on Goad Plan data) has increased from around 10% in 2005 to about 14% in 2012. Vacancy rates have recovered to 11.8% in 2015.

- 2.27 There were 128 vacant Class A shop units within Harrow (June 2016), an overall vacancy rate of 5.9%, which is much lower than the Goad national average (11.8%). Wealdstone has the highest vacancy rate (9.3%), which is still below the national average vacancy rate. Vacancy rates have declined since the previous high during the recession. These figures suggest centres in the Borough are performing reasonably well post-recession.

New Forms of Retailing

- 2.28 New forms of retailing (multi-channel shopping) have continued to grow. Home/electronic shopping has increased with the growth in the use of personal computers, smart phones and the internet. Click and collect shopping has become more popular. The future growth of multi-channel retailing including home computing, internet connections and interactive TV will continue to have an effect on retailing in the high street and from traditional stores. Trends within this sector will have implications for retailing within Harrow, because they will affect the amount of expenditure growth that will be potentially available to support new development and the strength of operator demand for new floorspace.

- 2.29 Recent trends suggest continued strong growth in this sector. Experian's Retail Planner Briefing Note 14 (November 2016) states:

"The strong increase in online shopping in the past decade has lifted the share of special forms of trading (SFT) to a level where it now accounts for close to 15% of total retail sales.

The rising share of internet sales in total retail transactions dominates the picture of SFT. Internet sales' share of total retail sales stood at 11.7% in mid-2016 against 4.7% in June 2008...

...non-store retailing continues to grow rapidly, outpacing traditional forms of spending. We retain our assumption that non-store retailing will increase at a faster pace than total retail sales well into the long term. There were 59.3 million internet users in the UK (representing 91.6% of the population) in November 2015 according to Internet World Stats. So growth of the internet user base will be less of a driver than in the past decade. But growth momentum will be sustained as new technology such as browsing and purchasing through mobile phones and the development of interactive TV shopping boost internet retailing. We expect that the SFT market share will continue to increase over the forecast period, although the pace of e-commerce growth will moderate markedly after about 2022. Our forecast has the SFT share of total retail sales reaching 18.6% by 2022 rising to 20.4% by the mid-2030s."

- 2.30 This retail update makes an allowance for future growth in e-tailing based on Experian projections. It will be necessary to monitor the amount of sales attributed to home shopping in the future in order to review future policies and development allocations.
- 2.31 The implications of these trends on the demand for retail space have been carefully considered. Some retailers operate on-line sales from their traditional retail premises e.g. food store operators and click and collect operations, therefore growth in on-line sales may not always mean there is a reduction in the need for retail floorspace.
- 2.32 Given the likelihood that multi-channel shopping is likely to grow at a faster pace than total retail expenditure, the retail study assessment has adopted relatively cautious growth projections for retail expenditure (as set out in the retail capacity methodology, Appendix 1),

and allowance has been made for retailers to increase their turnover density, due to growth in home shopping and click and collect.

Food Store Operators

- 2.33 In addition to new forms of retailing, retail operators have responded to changes in customers' requirements. Retailers have also changed their trading formats to include smaller store formats capable of being accommodated within town and local centres (such as the Tesco Express/Metro, Sainsbury's Central/ Local store and Marks and Spencer's Simply Foods formats). The number of Tesco Express, Sainsbury's Local and Little Waitrose stores has increased significantly during the last decade.
- 2.34 A number of proposed larger food stores have not been implemented across the country. There has been a move away from larger stores to smaller formats.
- 2.35 The expansion of European discount food operators Aldi and Lidl has been rapid during the last decade. This trend is evident in Harrow, with three Lidl sites in the Borough. However the growth in the discount store sector may have been restricted due to the lack of suitable development sites. The discount sector is actively expanding and may look for further opportunities in Harrow.

Comparison Retailers

- 2.36 Comparison retailers have also responded to market conditions. The bulky goods warehouse sector has rationalised, including a number of mergers and failures, and scaled down store sizes. Other traditional high street retailers often seek large out-of-centre stores, for example Boots, Next, TK Maxx and Poundstretcher. Matalan has also opened numerous discount clothing stores across the UK. Sports clothing retail warehouses including Decathlon have also expanded out-of-centre.
- 2.37 The demand for premises within the bulky goods sector, i.e. furniture, carpets, electrical and DIY goods, has been particularly weak during and after the recession. This has led to voids on retail warehouse parks and proposals to extend the range of goods sold to non-bulky goods. The retail warehouse sector is not well represented in Harrow, but the Borough is served by large retail parks in neighbouring boroughs i.e. LB Barnet, LB Ealing and LB Brent. The lack of large available sites for relatively low density development is likely to constrain the potential for retail parks and retail warehouses in Harrow.
- 2.38 Within town centres, many high street multiple comparison retailers have changed their format. For over a decade, high street national multiples have increasingly sought larger modern shop units (over 200sq.m) with an increasing polarisation of activity into the larger national, regional and sub-regional centres. In general operator demand for space has decreased during the recession and, of those national multiples looking for space, many prefer to locate in larger centres. Much of the occupier demand in smaller centres has come from the discount and charity sectors or non-retail services, rather than higher order comparison goods shopping.
- 2.39 The continuation of these trends will influence future operator requirements in Harrow with smaller vacant units becoming less attractive for new multiple occupiers, and retailers increasingly looking to relocate into larger units in higher order centres. However, smaller vacant units could still be attractive to independent traders and non-retail services.

Charity and Discount Shops

- 2.40 The charity shop sector has grown steadily over the past 20 years and there is no sign this trend will end. In many centres, charity shops have occupied vacated shop premises during the

recession. This trend is evident in most centres in Harrow. Charity shops can often afford higher rents than small independent occupiers because of business rate discounts, therefore it does not follow that these charity shops will be replaced by traditional shops when the market recovers, particularly in secondary frontages.

Non-Retail Services

- 2.41 Service uses perform an important role in the overall offer of a centre, and encourage customers to shop locally. The service uses are categorised as follows:
- **Class A1 services** cover a range of uses, including hairdressers, dry cleaners, travel agents, some sandwich shops (those categorised as Class A3), funeral parlours and post offices
 - **Class A2 services** include banks, building societies, financial services, betting offices, pawnbrokers, estate agents and employment agencies.
 - **Class A3/A5** including restaurants, cafes (A3) and takeaways (A5)
 - **Class A4** pubs/bars (Class A4).
- 2.42 The growth of money lending/pay day loan shops and betting shops has also raised concerns amongst planning authorities, and has resulted in a change to permitted development rights in order to control the growth of these uses in town centres. This growth trend has not been as evident in Harrow when compared with other parts of London.
- 2.43 Recent and proposed changes to the General Permitted Development Order (GPDO) may also have an impact on town centres. These measures allow for greater flexibility for changes of use from retail to non-retail uses e.g. Class A uses to C3 residential use and Class A1 to A2 use. These measures could change the composition of town centres, in particular the amount of Class A1 space could reduce. The measures may lead to a reduction in vacant shop premises, particularly in peripheral shop frontages, but this could have an impact on the ability of operators to find space, in areas where demand is higher.
- 2.44 It is considered unlikely that these changes will have a significant impact on the majority of centres within Harrow, because the current vacancy rates are relatively low.
- 2.45 These trends are not new and have been affecting the high street for many years. In response to these trends, town centres have changed and diversified. The food and beverage, leisure and non-retail service sectors have been successful in occupying space no longer attractive to retail tenants. There have been cyclical trends in vacancy rates reflecting the macro economic trends, but in most cases town centres recovered during periods of stronger growth. The High Street is more resilient than many commentators give it credit.
- 2.46 Shopping behaviour will continue to change and the high street will need to continue to respond. All town centres will need to focus on the advantages they have over other forms of multi-channel shopping, for example using the internet as an extended shop window, click and collect facilities and providing a combined retail and leisure experience. There will always be demand for a day out.

Food and Beverages

- 2.47 Food and beverages is a fast moving and creative sector, with a steady flow of new concepts emerging. Within this sector there has been a significant increase in the number of national multiple chains. These national chains have sought to increase their geographical coverage. These types of food and drink operators (Class A3 and A4) i.e. restaurants, bars and pubs have supported other major leisure uses, in particular cinema developments. Within town centres, the demand has increased, including a significant expansion in the number of coffee shops, such

as Starbucks, Costa Coffee and Caffé Nero. National branded pub/restaurant chains have invested heavily and not exclusively in larger centres. Themed restaurants have also expanded rapidly.

2.48 The key categories for food and beverage offers are:

- **Impulse:** characterised by their produce range that is typically highly visual and hand-held so that it can be eaten “on the go”;
- **Speed eating fast food:** food that can be purchased and consumed quickly, therefore price is low and ambience is less important. This sector is dominated by traditional high volume fast food offers such as burgers and fried chicken;
- **Refuel and relax:** a drink and snacks and short break in a pleasant environment rather than focusing on eating a main meal; and,
- **Casual dining/leisure dining:** incorporating a number of food styles, types and ethnic origins. The ambience and environment of casual dining is as important as the food, drink and service provided. The style is informal but is normally table service.

2.49 Food and beverage establishments (Class A3, A4 and A5) including restaurants, bars and pubs have supported other major leisure uses on leisure and retail parks and are important services within town and local centres. National information available from Experian Goad indicates that the proportion of non-retail uses within town centres across the country has increased significantly. A balance between Class A1 and Class A3 to A5 uses needs to be maintained.

Business Demography and Enterprise

2.50 The local business base in Harrow is characterised as having a higher share of micro firms (0 to 9 workers) and lower share of small-sized firms (10 to 49) compared to regional and national levels. Harrow also supports a comparatively higher rate of business start-up compared to the West London and national average, a rate that is consistent with the London average. Meanwhile the share of working-age people in Harrow that are self-employed is broadly comparable with the share across London and Great Britain, although it is slightly lower than across West London (Table 2.3).

Table 2.3 Key Characteristics of the Business Base in Harrow

Metric		Harrow	West London	Greater London	UK
Business Size (2015)	Micro (0 to 9) per 10,000 Working-Age Persons	784.8	671.0	700.6	537.3
	Small (10 to 49) per 10,000 Working-Age Persons	43.6	47.6	60.9	53.6
	Medium (50 to 249) per 10,000 Working-Age Persons	7.2	10.3	11.9	9.4
	Large (More than 250) per 10,000 Working-Age Persons	1.57	2.83	16.06	2.30
Business Births per 10,000 Working-Age Persons (2014)		150	133	150	85
Self-Employment (2015/16) ⁶		13%	14%	13%	10%

Source: Inter-Departmental Business Register (ONS) / Business Demography Statistics (ONS) / Annual Population Survey (ONS) / Lichfields analysis

2.51 Harrow has a higher than average business start-up level compared to the other West London boroughs and equal to the London average (Figure 2.5). Data also indicates that Harrow has the strongest survival rate of business enterprises of all the West London boroughs, at a similar level to Great Britain.

Figure 2.5 Business Start-Up Levels against Survival Rates for West London Boroughs, London and Great Britain



Source: IDBR / ONS / Lichfields analysis

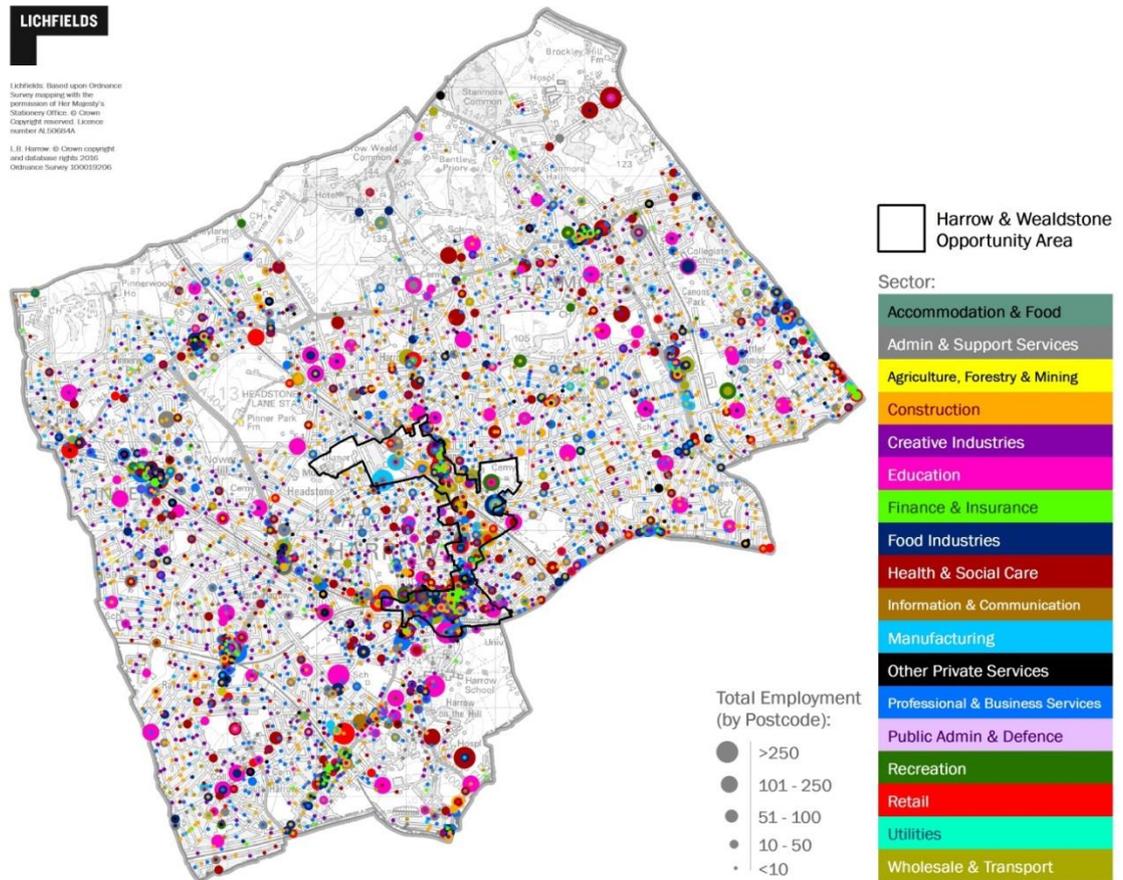
2.52 Drawing upon Inter-Department Business Register (IDBR) data, the spatial distribution of business clusters and sectors in Harrow can be highlighted (Figure 2.6⁷). This underlies the presence of a varied mix of business sectors within Harrow, with the largest business

⁶ ONS annual population survey July 2015 – June 2016

⁷ Larger maps are included in Appendix 10

concentrations located in the town centres including Harrow and Wealdstone, Pinner, Stanmore and Harrow-on-the-Hill and the principal employment areas including Honeypot Business Centre, Honeypot Lane and Northolt Road. The spatial concentration of businesses also aligns with the key strategic road and rail links located in the Borough including Rayners Lane, North Harrow, Uxbridge Road which runs from east to west in the northern part of the Borough and the A5 running along the eastern boundary.

Figure 2.6 Spatial Distribution of Employment by Sector in Harrow



Source: IDBR 2016/ Lichfields analysis

Note: IDBR data does not record smaller businesses that fall under the VAT threshold.

2.53 The IDBR business data also provides information relating to business size by sector. Overall, the Borough accommodates approximately 12,500 recorded businesses. This data source shows that just under half of businesses in the Borough are within the sectors of interest that include creative industries, food industries, education, finance and insurance, information and communication, and professional, scientific and technical services. Particular strengths in IT, software and computer services and telecommunications are apparent. While food industries and education form important parts of the local economy and support strong levels of employment, businesses are primarily focused on service delivery. Outside of these sectors, admin and support services, retail and the construction sector support significant amounts of employment across a large number of businesses. More detailed analysis, with a concentration on key sectors of interest is included at Appendix 2.

- 2.54 Recent research published by the GLA⁸ indicates that financial and insurance activities (16.3%), professional, real estate activities (14.2%), scientific and technical activities (11.6%) and information and communication activities (10.9%) made the greatest contribution to the London economy in terms of GVA in 2015. While this data is not specific to Harrow, it provides a good indication that these represent the higher value sectors. With the exception of finance and insurance, these activities also recorded the highest levels of GVA growth between 1998 and 2014. Analysis published by the Department for Culture, Media and Sport suggests that the GVA associated with the creative industries has increased year on year and the contribution to the economy overall has also increased.
- 2.55 Overall, the Harrow and Wealdstone Opportunity Area which is proposed to be the focus for future investment and growth currently supports around 53% of the total B class employment floorspace in the Borough and 28% of total employment based on the latest available VOA and IDBR data.
- Labour Market**
- 2.56 The Harrow labour market is characterised by a similar share of the working-age population being economically active and a lower rate that claim out-of-work benefits compared to the West London Boroughs, Greater London and Great Britain. In addition, the resident labour force has a similar level of NVQ4 and above qualification attainment compared to the sub-region and region; and a higher level compared to Great Britain (Table 2.4).
- 2.57 The working-age population of Harrow have similar levels of employment in higher skilled occupations that are represented by SOC Major Group 1-3 compared to Greater London and Great Britain, and higher than the West London Boroughs. For employment in more elementary roles (SOC Major Group 8-9) Harrow has similar employment levels compared to the sub-region and region, and lower rates compared to national figures.
- 2.58 The level of earnings for residents of Harrow is at a higher level compared to the West London Boroughs collectively, and it is higher than that for Greater London and Great Britain. The level of earnings for workers employed in Harrow is about 7% lower than the West London Boroughs' average and approximately 17% lower than the Greater London average.

Table 2.4 Key Characteristics of the Labour Market in Harrow

Metric		Harrow	West London Boroughs	Greater London	Great Britain
Economic Activity Rate (2016)		77%	77%	78%	78%
Out-of-Work Benefits Claimant Count (2016)		1.2%	1.7%	1.8%	1.8%
Resident Qualification Level (2015)	NVQ4 and above	48%	48%	50%	37%
	NVQ3 and above	66%	63%	65%	56%
	NVQ2 and above	77%	74%	76%	74%
	NVQ1 and above	84%	82%	84%	85%
	Other Qualifications	12%	10%	9%	7%
	No Qualifications	4%	7%	7%	9%
Resident Occupation	SOC Major Group 1-3	51%	37%	55%	45%

⁸ Regional, sub-regional and local gross value added estimates for London, 1997-2015

Group (2016) ¹	SOC Major Group 4-5	22%	15%	17%	21%
	SOC Major Group 6-7	15%	11%	14%	17%
	SOC Major Group 8-9	13% ²	13%	14%	17%
Earnings by Residence (2016)		£635	£611	£632	£541
Earnings by Workplace (2016)		£575	£615	£671	£540

Source: Annual Population Survey (ONS) / Annual Survey of Hours & Earnings (ONS) / Lichfields analysis

Note: ¹ SOC 2010 Major Group 1 - 3 includes managers, directors and senior officials; SOC 2010 Major Group 4 - 5 includes administrative and trade occupations; SOC 2010 Major Group 6 - 7 includes service and sales occupations; and SOC 2010 Major Group 8 - 9 includes machinery, plant & process operatives and elementary occupations.

² Figures for SOC Major Group 8-9 do not include data for the Borough of Richmond-upon-Thames as the sample size is too small for a reliable estimate.

Commuting

2.59 Using latest origin-destination data from the 2011 Census, the patterns of travel-to-work flows for Harrow can be considered.

2.60 In 2011, around 60% of the 114,755 working residents in Harrow travelled outside the Borough for their work. At the same time, 28,880 people commuted into the Borough. The self-containment rate for Harrow (ie. the share of residents who also work in the Borough) was therefore equivalent to about 40% in 2011 (45,980 people)⁹. In the region of 11,870 of Harrow's working residents mainly work at or from home. The most significant travel-to-work flows for Harrow based on 2011 Census data are shown in Table 2.5 and Figure 2.7; this data demonstrates that Harrow has a strong commuting relationship particularly in terms of inflows with adjoining boroughs.

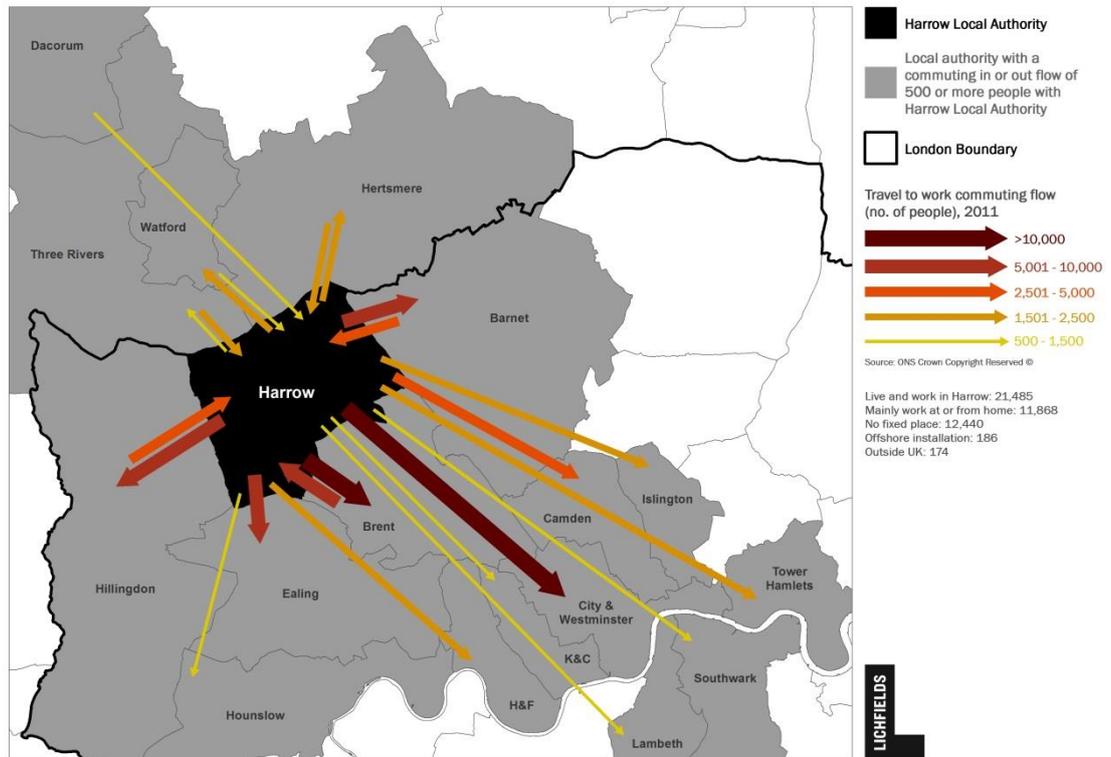
Table 2.5 Key Out-Commuting and In-Commuting Flows for Harrow, 2011

Worker Flow	Total	Key Commuting Destinations (% of Total Commuter Flow)
Out-Commuting Residents	68,775	Westminster, City of London (17%), Brent (15%), Hillingdon (9%), Barnet (7%), Ealing (7%)
In-Commuting Workers	28,880	Brent (18%), Hillingdon (15%), Barnet (9%), Ealing (9%), Three Rivers (6%)

Source: 2011 Census (ONS) / Harrow BC 2011 Census Briefing Note 15: August 2014 / Lichfields analysis

⁹ This includes residents that live and work in Harrow, have no fixed place of work and work mainly at or from home and those that work at an offshore installation which aligns with the ONS definition.

Figure 2.7 Travel-to-Work Flows for Harrow, 2011



Source: 2011 Census (ONS) / Lichfields analysis

- 2.61 On this basis, Harrow is characterised as being a net exporter of labour with a net outflow of approximately 39,895 workers, which was equivalent to about 35% of all resident workers in the Borough at the time of the 2011 Census.
- 2.62 Analysis of origin-destination data¹⁰ also indicates that the majority of out-commuters fall within the high tier occupation groups; half of out-commuters fall within the lower managerial, professional and intermediate occupations. This is the equivalent to 34,650 workers. A further 22% of out-commuters fall within the higher managerial and higher professional occupations; equivalent to 14,850 workers. At the same time the number of in-commuters in these higher occupations amounts to 5,130 people. This suggests that there are fewer top tier employment opportunities available in Harrow.
- 2.63 In addition, the ONS defines labour market areas as those areas where the majority of the resident population is also employed. Defining the labour market area requires an analysis of commuting flows data to identify Travel-to-Work Areas (TTWAs) for a local economy. The current criteria for defining TTWAs is for at least 75% of an area's resident workforce to be employed in the area and at least 75% of the people who work in the area to also reside in the area. This area must also have a working population of at least 3,500 persons.
- 2.64 In 2015, the ONS used 2011 Census data on home and work addresses to define 228 TTWAs that covers the whole of the UK. The assessment identified a London TTWA that includes roughly two thirds of Harrow Borough to the east, with the remaining part to the east including Harrow on the Hill and Pinner in the Slough and Heathrow TTWA (Figure 2.8).

¹⁰ Based on 2001 and 2011 Census origin-destination data

Figure 2.8 ONS Defined Slough and Heathrow Travel-to-Work and London Travel-to-Work Areas, 2011



Source: 2011 Census (ONS)

Summary

2.65

The following key findings and conclusions can be drawn:

- 1 Harrow is situated in the north-west of Greater London, and benefits from its close proximity to London, areas to the west such as Heathrow, and Slough and areas to the north such as Luton, Watford and Milton Keynes. The Borough also has strong railway connections, with access to four underground lines as well as Mainline and Overground services.
- 2 Recent employment growth in Harrow has been strong, particularly in information & communication between 2004 and 2016, compared to Greater London and the UK. However there have also been significant losses in manufacturing and finance & insurance, which will have impacted on both industrial and office based jobs.
- 3 The retail market has experienced difficult trading conditions since the last recession, and the high street has faced increasing competition from on-line shopping. The pace of new retail development has slowed, although the discount sector has gained ground.
- 4 Harrow supports a higher share of micro firms (0 to 9 workers) and a lower share of small-sized firms (10 to 49) compared to the regional and national benchmarks. The main focus of businesses in the Borough is supported in the Harrow & Wealdstone Opportunity Area, with other small business clusters found at Honeypot Lane and South Harrow.
- 5 Local workers in Harrow tend to have achieved a similar level of NVQ4 and above qualification attainment compared to the sub-regional and regional average, however a higher level than the national average. This aligns with a higher proportion of local

residents employed in higher skilled occupations compared to the sub-regional and national average, although slightly below the average for the whole of London. Harrow's residents have higher levels of earning compared to the sub-regional and regional average. However those who work in Harrow earn less than those in the sub-region and region, although slightly higher than the regional average.

- 6 Harrow was a net exporter of labour in 2011, with the net outflow of workers at about 39,895 persons. The most significant commuting relationships are with the City, Westminster, Brent and Hillingdon, while the self-containment rate for Harrow equates to 40% i.e. the proportion of the total resident workforce that works in the Borough including those who have no fixed place of work/work from home.

3.0 Development Trends and Review of Sites

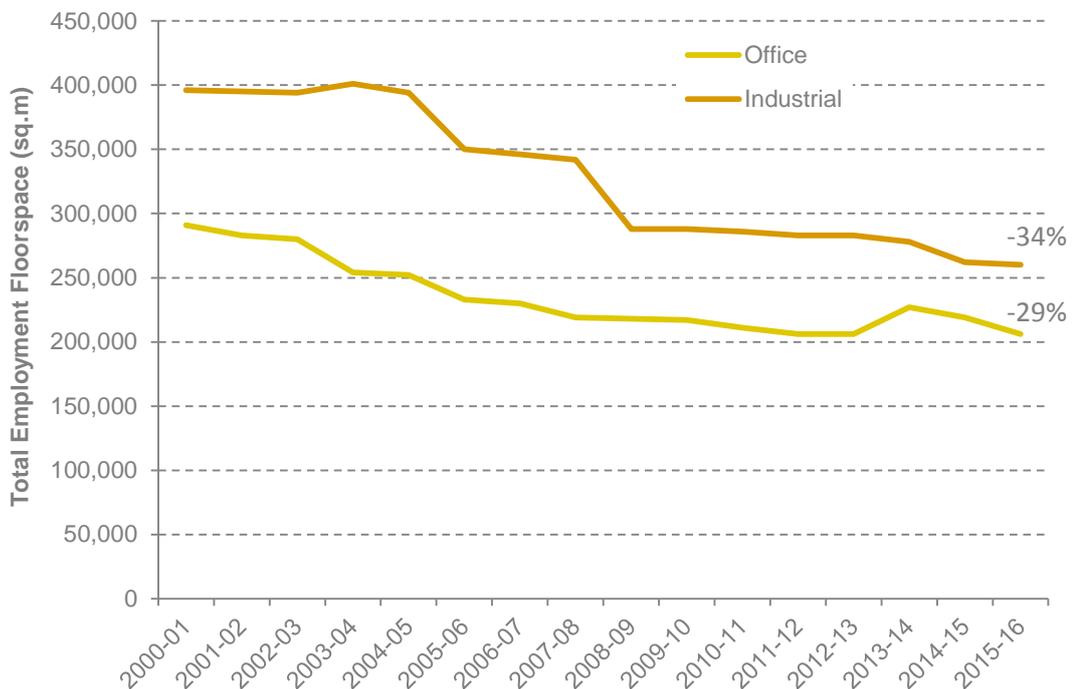
3.1 This section provides an overview of the current stock of B class employment space in Harrow, as well as the recent trends and changes to this stock of employment space with a particular focus on the period since 2010. This analysis considers the amount of employment space across the three main types of B class employment use: offices (B1a/B1b), manufacturing (B1c/B2), and warehousing and distribution (B8). The main data sources referred to are the Valuation Office Agency (VOA)¹¹ and LB Harrow monitoring data. Retail, food and beverage and other main town centre use classes are also considered.

Development Trends

Stock of Employment Space

3.2 Harrow contained approximately 466,000sq.m of B class employment space in 2015/16 which was split between 56% industrial use (ie. manufacturing and distribution uses) and 44% in office use. The total stock of employment space in Harrow decreased by 32% between 2000/01 and 2015/16, which is significant when compared with a decrease of 6% in London. Figure 3.1 shows that both industrial and office floorspace decreased over the time period, with industrial floorspace having a greater loss. In comparison, in London office space increased by 8.5% and industrial space decreased by 19.6% over the same period.

Figure 3.1 Changes in Employment Space in Harrow, 2000/01 – 2015/16



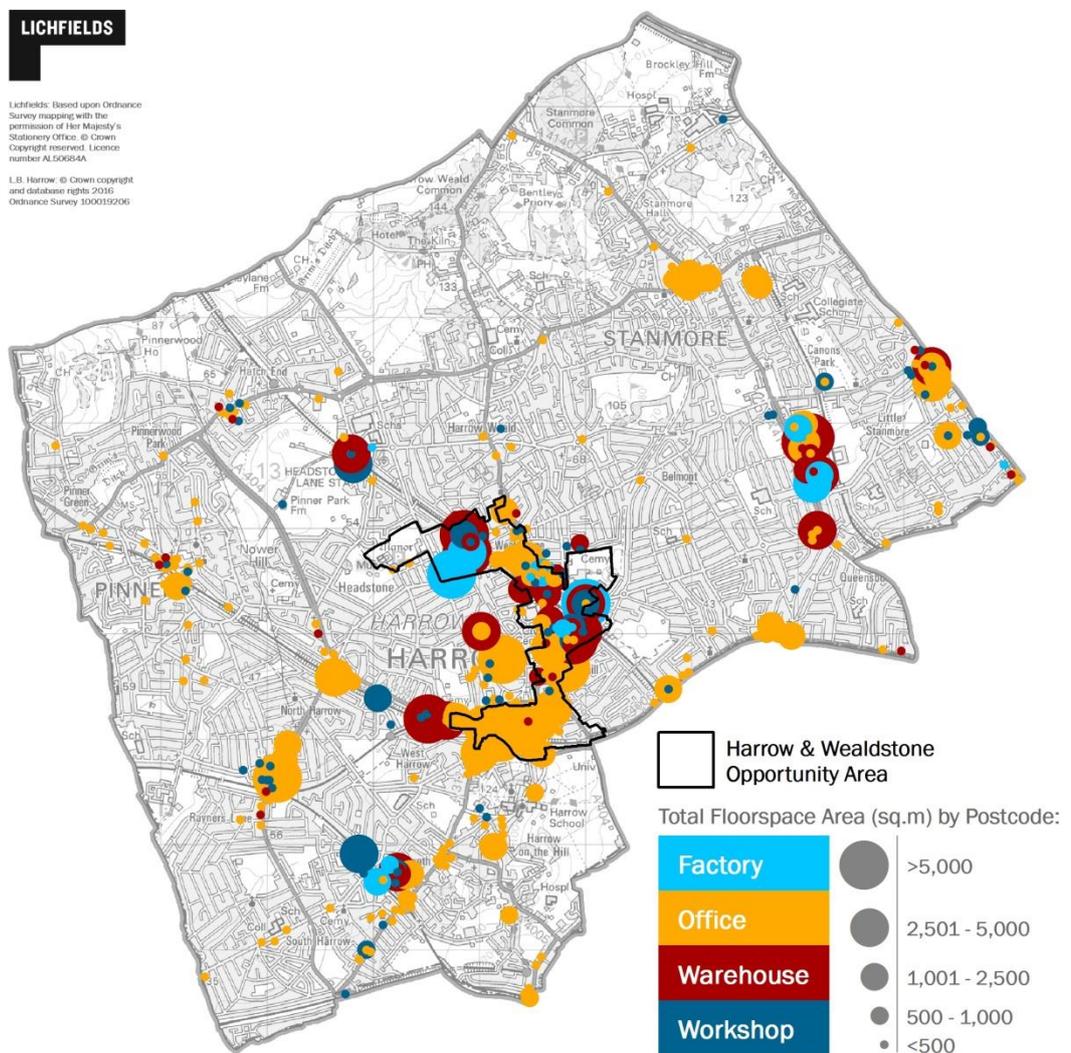
Source: VOA Business Floorspace Data 2016 / Lichfields analysis

¹¹ VOA business floorspace analysis presented in this section draws upon the VOA dataset published in December 2016.

Spatial Distribution

- 3.3 The spatial distribution of employment spaces in Harrow using latest available data from the Valuation Office Agency (VOA) is presented in Figure 3.2. This indicates that employment is overwhelmingly focused in the Harrow & Wealdstone Opportunity Area as shown in the inset. There are some small clusters to the south of the Borough in South Harrow, as well as to the west at Honeypot Lane Industrial Business Park and on the border with the London Borough of Barnet. The majority of employment space in the Borough of Harrow, and in particular within Harrow town centre, is in office use.
- 3.4 The more detailed map of the opportunity area (OA) in Figure 3.2 highlights concentrations of space within the OA. This includes office space in Harrow Town Centre to the south, industrial space at the Phoenix Business Centre and Crystal Centre in the east of the OA, and industrial space in the north of the OA at Waverley Industrial Park.

Figure 3.2 Spatial Distribution of Employment Space in Harrow, 2017 (draft valuation)



Source: VOA Business Floorspace Data / Lichfields analysis

- 3.5 Table 3.1 shows that just over half of all B class employment space in Harrow is supported in the Harrow & Wealdstone Opportunity Area. This includes around 46% of offices, 91% of factories and 37% of warehouses.

Table 3.1 Breakdown of Employment Space in Harrow, 2017 (draft valuation)

Use	Harrow & Wealdstone OA (sq.m)	Rest of Borough (sq.m)	Total
Offices (B1a/B1b)	82,200 (46%)	97,875 (54%)	180,075
Factories (B1c/B2)	97,184 (91%)	32,002 (9%)	129,186
Warehouses (B8)	39,906 (37%)	63,341 (63%)	103,247
Total B Class Space	219,290 (53%)	193,218 (47%)	412,508

Source: VOA Business Floorspace Data / Lichfields analysis

Retail and Town Centre Facilities

- 3.6 The hierarchy of centres is described in Section 2. This distribution of retail facilities and the role of centres are explored in this section.
- 3.7 Venuescore ranks over 2,500 of the UK's top retail destinations including town centres, malls, retail warehouse parks and factory outlet centres. The results for the Borough and other relevant centres are shown in Table 3.2.

Table 3.2 Venuescore UK Shopping Index 2015

Destination	UK Rank	Venuescore	Market Position	London Plan
West End	1	1,617	Upscale	International
Westfield London S C	23	343	Upscale	n/a
Watford	46	266	Middle	n/a
Uxbridge	96	192	Middle	Metropolitan
Harrow	99	189	Middle	Metropolitan
Brent Cross S C	100	188	Upper Middle	Metropolitan*
Wood Green	105	186	Middle	Metropolitan
Ealing	126	170	Middle	Metropolitan
Kensington	138	166	Upper Middle	Major
Enfield	191	131	Middle	Major
Kilburn	259	101	Lower Middle	Major
Borehamwood	267	99	Middle	n/a
Edgware	297	91	Middle	Major
West Ealing	360	78	Lower Middle	n/a
Barnet	423	68	Middle	District
Finchley	429	67	Middle	District
Wembley	480	61	Lower Middle	Major
Palmers Green	643	48	Middle	District
Ruislip	643	48	Middle	District
Golders Green	803	39	Middle	District
Pinner	858	37	Upper Middle	District
Brent Park R P (Neasden)	1003	32	Middle	District

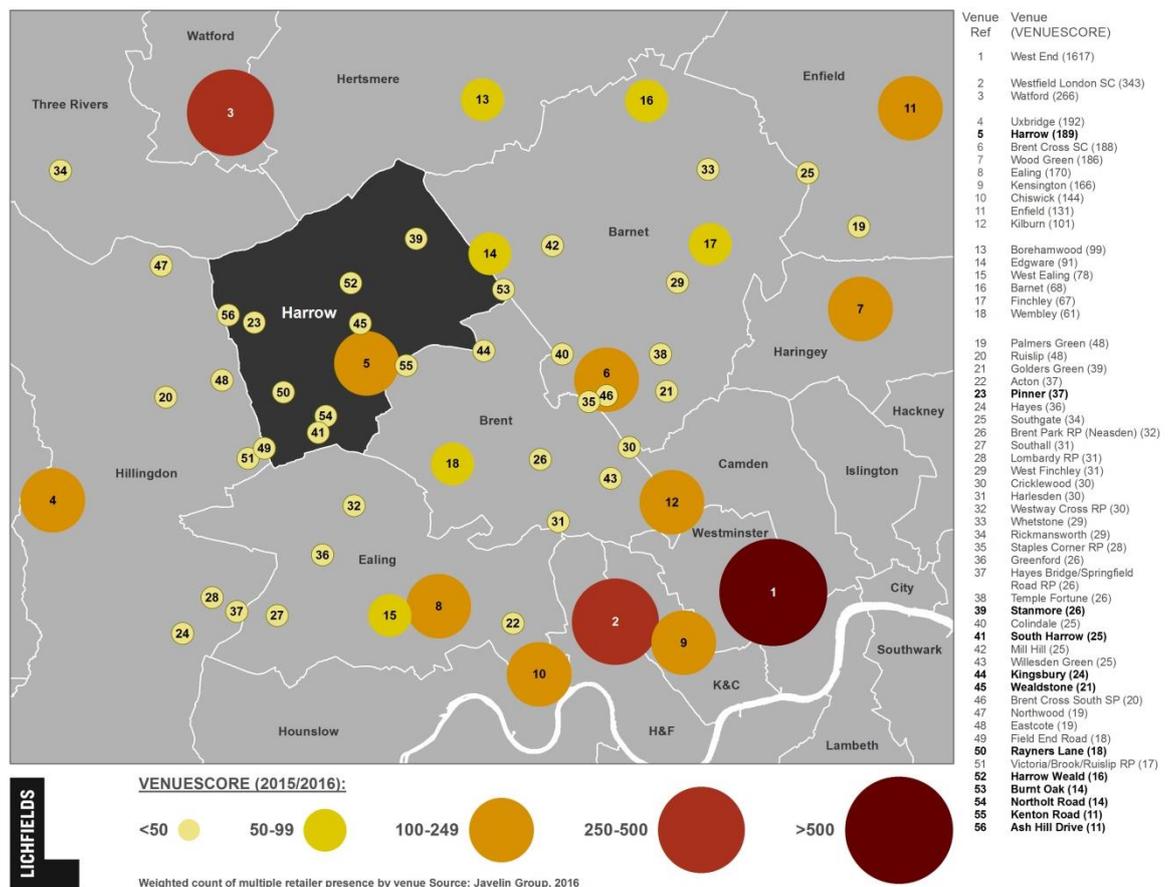
West Finchley	1047	31	Lower Middle	District
Cricklewood	1081	30	Middle	District
Stanmore	1232	26	Middle	District
South Harrow	1281	25	Lower Middle	District
Kingsbury	1322	24	Lower Middle	District
Wealdstone	1486	21	Middle	District
Rayners Lane	1709	18	Middle	District
Harrow Weald (N. Harrow)	1908	16	Middle	District
Northolt Road	2193	14	Middle	n/a
Burnt Oak	2193	14	Lower Middle	District
Kenton Road	2827	11	Middle	District
Ash Hill Drive	2827	11	Upper Middle	n/a

Source: Venuescore, Javelin Group 2015 Dark shade indicates destinations located within Harrow

- 3.8 This information provides a straight forward and consistent tool for comparing shopping destinations. It is widely used in the retail industry for informing investment decisions. However the methodology is biased towards larger centres that have a predominance of multiple chains i.e. clone towns. It does not provide a qualitative analysis of independent shops and services in smaller centres.
- 3.9 Each destination is given a weighted score for the number of multiple retailers present; the score attached to each retailer is weighted depending on their overall impact on shopping patterns. The Venuescore usually closely correlates to the actual market size of the shopping destination in terms of consumer expenditure. However, some larger shopping centres such as Westfield with fewer but larger stores and town centres with a high proportion of independent stores, can generate spending levels in excess of their relative Venuescores.
- 3.10 Venuescore also assess the market position of the larger town centres based on the retailers present and the centre's relative position along a spectrum running from discount to luxury (i.e. lower, middle to upscale).
- 3.11 These Venuescore centres are shown on a map overleaf (Figure 3.3). Consistent with the London Plan, the Venuescore index ranks Harrow Town Centre as the main shopping destination within the Borough. It is ranked 99th out of all centres in the UK, but below Uxbridge (96th) and Watford (46th). The Charter Place development in Watford will increase the competitive gap between Harrow and Watford.
- 3.12 The West End in Central London and Westfield London are ranked at the top of the hierarchy. Brent Cross is ranked just one place below Harrow, but is expected to double in size with over 200 new retail outlets, 40 restaurants and a cinema complex with completed expected in 2021/2022.
- 3.13 The Venuescore information confirms that the district centres in the Borough are four tier centres within the London Plan hierarchy. Pinner has the highest score (37 points) when compared with the other district centres in the Borough.
- 3.14 Harrow Town Centre is defined as "Middle" in terms of market position, below some of its main competitors i.e. Brent Cross (Upper Middle), Westfield London (Upscale) and the West End (Upscale). In terms of market position it is on a par with Watford, Uxbridge, Enfield and Wood Green, but above Kilburn (Lower Middle) and Wembley (Lower Middle). This classification suggests Harrow Town Centre caters for mass market demand rather than the luxury or discount ends of the spectrum.

- 3.15 Pinner has the highest market position (Upper Middle) amongst the District Centres in the Borough. South Harrow has the lowest market position (Lower Middle) and the other District Centres have a Middle market position (Figure 3.3).
- 3.16 A summary of existing retail provision is provided in Table 3.3 below. In total Harrow has 218,201sq.m gross of Class A1 retail floorspace, of which comparison shops/stores account for 56% (121,374sq.m).
- 3.17 Harrow Town Centre is the largest shopping destination with 76,742sq.m gross of Class A1 retail floorspace. Harrow Town Centre accounts for over half of the Borough’s comparison goods retail floorspace. It is the primary destination for comparison shopping within the Borough.

Figure 3.3 North West London Shopping Hierarchy - Venuescore



Source: Javelin Group 2015

- 3.18 The shopping centre hierarchy is clearly set out in the London Plan. Harrow is defined as a ‘Metropolitan Centres’, along with Wood Green. The London Plan suggests *Metropolitan Centres* serve wide catchments which can extend over several boroughs and into parts of the wider South East region. Typically they contain at least 100,000sq.m of retail, leisure and service floorspace with a significant proportion of high-order comparison goods relative to convenience goods. These centres generally have very good accessibility and significant employment, service and leisure functions. Taking into account non-Class A uses, Harrow Town Centre is above the floorspace threshold for Metropolitan Centres, and has a high proportion of comparison goods shopping. It is important for Harrow Town Centre to maintain its role as a Metropolitan Centre in the retail hierarchy.

3.19 Convenience goods and food/ beverage floorspace is more dispersed and meets local needs. The District Centres are much smaller in terms of retail provision. Pinner is the largest district centre with over 20,000sq.m gross of Class A floorspace.

3.20 The London Plan suggests District Centres are distributed more widely than the Metropolitan and Major centres, providing convenience goods and services for more local communities and accessible by public transport, walking and cycling. Typically they contain 10,000 - 50,000sq.m of retail, leisure and service floorspace. Some District centres have developed specialist shopping functions.

Table 3.3 Existing Retail Provision in Harrow

Centre	No. Class A Units	Convenience Floorspace (sq.m Gross)	Comparison Floorspace (sq.m gross)	Food/ Beverage (sq.m gross)	Total Class A
Harrow TC	313	14,022	62,720	9,062	98,392
Pinner DC	141	10,521	4,442	3,319	20,682
Wealdstone DC	150	6,949	4,680	3,087	15,794
Kenton DC	84	9,270	4,159	1,135	17,368
Stanmore DC	76	4,830	2,704	2,074	13,136
Rayners Lane DC	140	3,412	3,348	2,653	12,760
South Harrow DC	100	4,152	3,376	1,403	11,507
Harrow Weald LC	57	2,784	3,959	1,764	9,892
Burnt Oak DC (part)	60	2,996	3,516	716	9,628
Hatch End LC	77	986	3,463	3,059	9,214
North Harrow DC	89	2,460	1,932	2,088	9,193
Belmont LC	47	1,779	1,281	1,975	6,131
Queensbury LC	65	1,073	1,629	1,393	5,796
Edgware MC (part)	44	464	1,185	1,857	4,584
Sudbury Hill LC	33	974	693	531	2,849
Kingsbury DC (part)	13	1,381	130	353	2,461
Other *	710	28,774	18,157	14,518	78,769
Total	2,199	96,827	121,374	50,987	328,156

Source: LB Harrow Shop Frontage Survey, June 2016

* includes all local parades and freestanding stores/shops/services located outside designated centres.

3.21 Neighbourhood and more local centres typically serve a localised catchment often most accessible by walking and cycling and include local parades and small clusters of shops, mostly for convenience goods and other services. They may include a small supermarket (typically up to around 500sq.m), sub-post office, pharmacy, laundrette and other useful local services. Together with District centres they can play a key role in addressing areas deficient in local retail and other services.

3.22 Burnt Oak and North Harrow are the only designated district centres wholly located in the Borough with less than 10,000sq.m Class A floorspace, and are comparable in size to Harrow Weald and Hatch End local centres. The Burnt Oak figure excludes Class A uses within neighbouring boroughs, and therefore the table above under-states the role of the centre.

3.23 There is no evidence to suggest the designation of centres, as set out in the London Plan, should be amended to reflect recent changes in the size or composition of centres. North Harrow's

designation as a District Centre should continue to be monitored. The audit of centres in Appendix 8 does not indicate that any centres have declined significantly since 2009.

Historic Development Rates

Employment Space

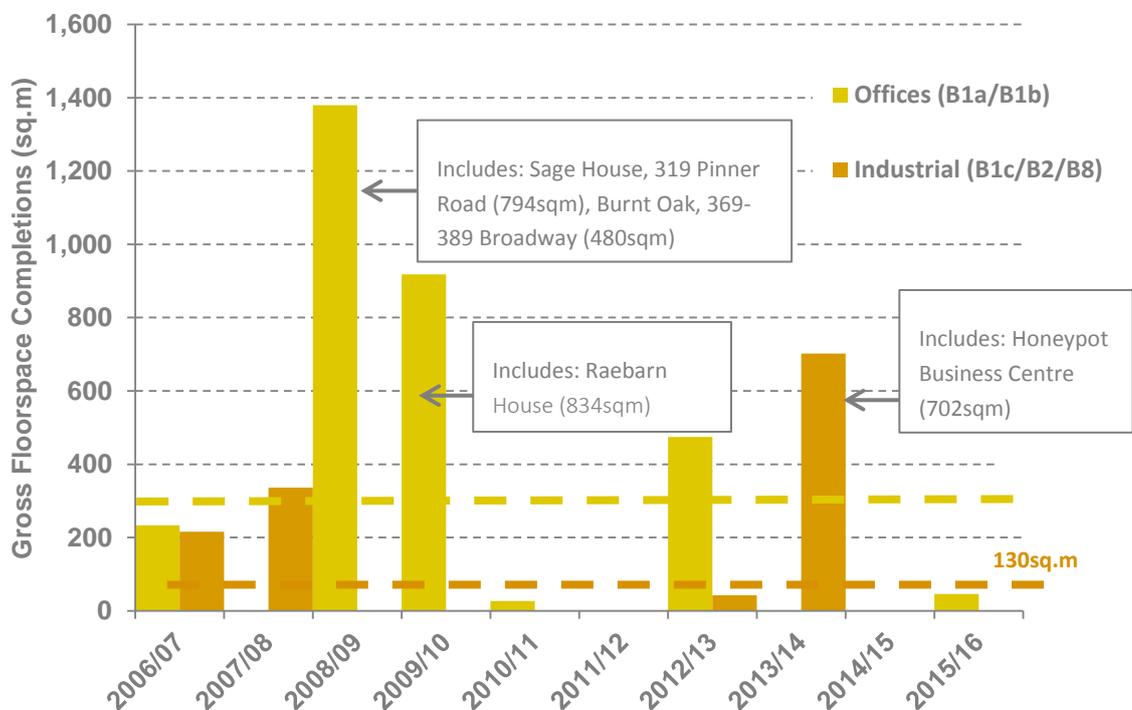
Gross Completions

3.24 The gross amount of B class employment space developed in Harrow as a result of planning permissions over the period 2006/07-2015/16 was limited equating to approximately 4,375sq.m, which is equivalent to an annual average gross completion rate of 440sq.m over this ten year monitoring period. The majority of the B class employment space developed in Harrow in this period was offices (70%).

3.25 It should be noted that where the monitoring data identifies gross completions of employment space that contains multiple B class uses, this assessment has assumed an even split across these B class uses. For example, a new office and warehouse development would assume a 50:50 split of gross employment space across these two B class uses.

3.26 As shown in Figure 3.4, the level of new development in Harrow was at its highest in 2008/09, with the level of new development significantly declining after this period. This dropping off in gross completions in Harrow appears to coincide due to the economic downturn, with development levels seemingly yet to recover to pre-recession levels in the Borough. In this way, the first four years of the monitoring period accounted for more than 70% of the total employment space developed in Harrow over this period.

Figure 3.4 Gross B Class Employment Space Completions in Harrow, 2006/07-2015/16



Source: London Borough of Harrow / Lichfields analysis

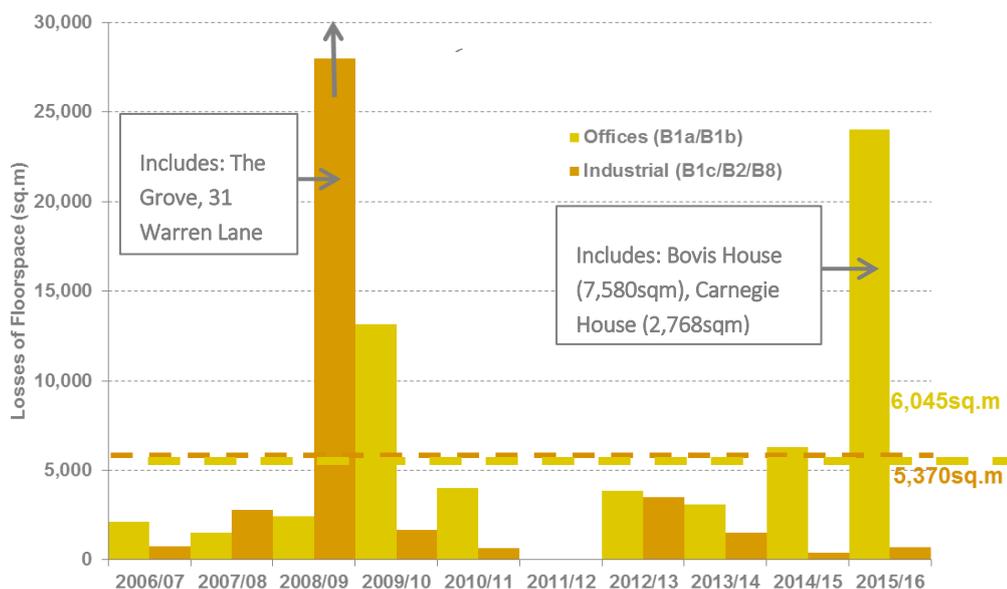
3.27 The annual average gross completion of industrial space in Harrow over this period equated to 130sq.m, which was lower than the annual average of gross completion of office space of 308sq.m. The gross completion of industrial space in Harrow over this period was varied, with more than 600sq.m of industrial space completed in 2013/14. In terms of gross office completions, the most notable year of development in the Borough was 2008/09, with nearly 1,400sq.m of office space developed while all other years in the period (except for 2009/10) completed less than 500sq.m.

Losses of Employment Space

3.28 Losses of B class employment space in the Borough over the period 2006/07-2015/16 equated to around 114,200sq.m, which is equivalent to an annual average loss of 11,420sq.m during this period. This loss of B class employment space in Harrow was split fairly evenly between office uses (53%), with around 47% of the losses over the monitoring period related to industrial uses.

3.29 As illustrated in Figure 3.5, the most notable years for losses were in 2008/09 and 2015/16. More than 68,800sq.m of employment space was lost in the Borough in each of these years, which together represents 60% of the total losses of employment space within the Borough between 2006/07 and 2015/16. In this context, the most substantial losses of industrial space during the monitoring period was in 2008/09, while the most significant losses of office space was in 2015/16.

Figure 3.5 Losses of B Class Employment Space in Harrow, 2006/07-2015/16



Source: London Borough of Harrow / Lichfields analysis

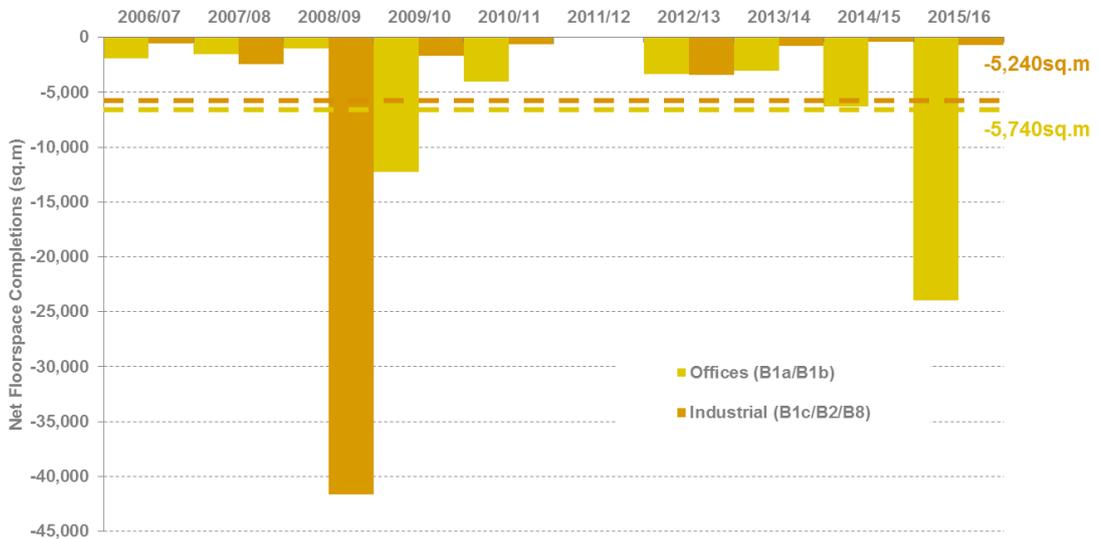
Net Completions

3.30 The net completion of B class employment space in Harrow during the period 2006-2015 is negative after taking into account the significant losses of B class employment space¹² (Figure 3.6). During this period, the Borough recorded a net completion of about -109,800sq.m, with an annual average net completion rate of -10,980sq.m. This net loss of employment space in Harrow through this period included an annual average loss of -5,740sq.m for office space and an annual average loss of -5,240sq.m of industrial space.

¹² This analysis includes office to residential prior approvals that have been implemented.

3.31 This means that the losses of both office and industrial space exceeded the gross completion of office and industrial space in Harrow through this monitoring period. Figure 3.6 also shows that office and industrial space has had a net loss every year in the monitoring period.

Figure 3.6 Net B Class Employment Space in Harrow, 2006/07-2015/16



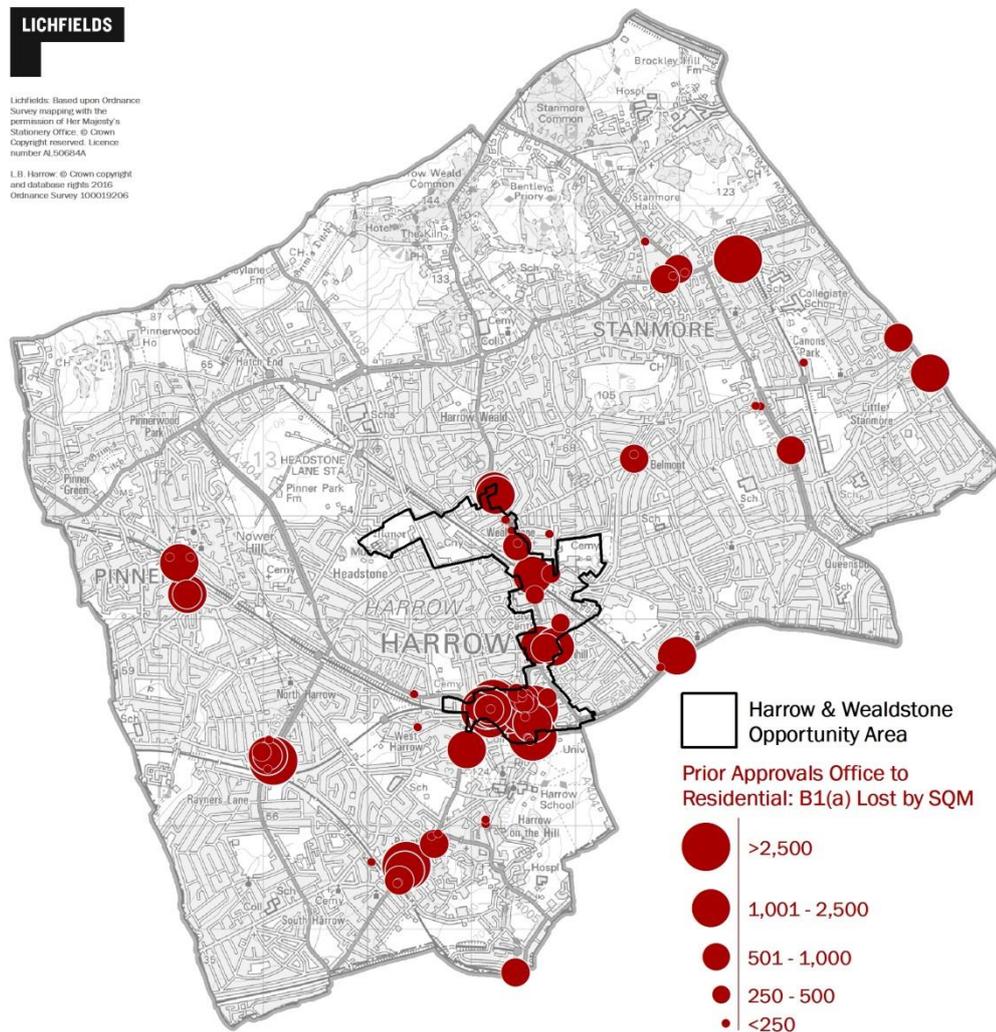
Source: London Borough of Harrow / Lichfields analysis

Permitted Development Rights

3.32 As previously mentioned, in 2013 the Government introduced Permitted Development Rights (PDR) to consent the change of use from office to residential without the need to obtain planning permission from the local planning authority. In October 2015, the Government confirmed that temporary PDR would be made permanent.

3.33 Figure 3.7 maps the spatial distribution of office to residential prior approvals between 2013, when the PDRs came into force and August 2016 including both those which have been implemented and are still outstanding. The data shows that up to August 2016, potential prior approvals relate to approximately 104,400sq.m of office floorspace, 55% of this floorspace falls within the Harrow & Wealdstone Opportunity Area, while 45% is located elsewhere in the Borough. Particular concentrations are seen in Harrow Town Centre and South Harrow.

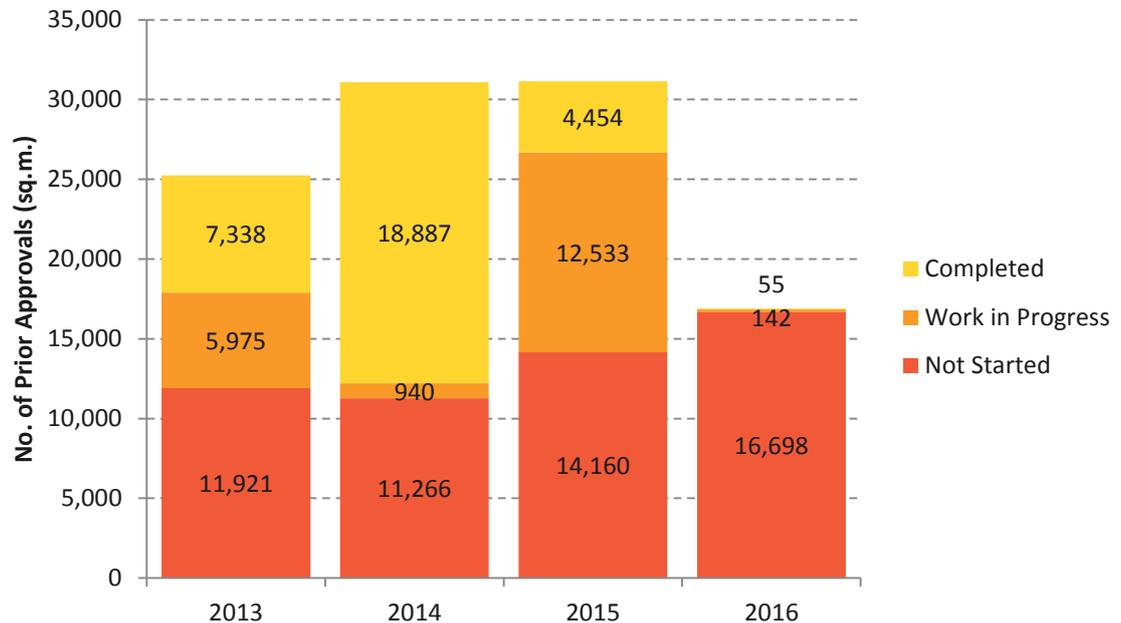
Figure 3.7 Spatial Distribution of Prior Approvals in Harrow, 2013-August 2016



Source: London Borough of Harrow / Lichfields analysis

3.34 Of all the permitted development for change of use from office to residential approved in Harrow since 2013, half of it is either complete or under construction (Figure 3.8).

Figure 3.8 Prior Approvals in Harrow, 2013-16



Source: London Borough of Harrow / Lichfields analysis

Harrow Commercial Property Market

3.35 This section describes the commercial property market conditions in Harrow including recent trends in the demand for and supply of office and industrial premises. The findings are based on discussions with a number of commercial property market agents active in the area (see Appendix 1).

Office Market

3.36 The majority of the Borough's office space is concentrated in locations in Harrow Town Centre (for example College Road) which include the largest floorplate and better quality office accommodation. However, the office market in Harrow is dominated by dated, secondary stock. Much of this space is not suitable for sub-division to meet smaller scale business needs and does not provide sufficient flexibility to meet the demands of the market. There is an identified lack of modern, high specification 'Grade A' space in the Borough with existing supply limited to a number of key buildings (for example Hygeia and Aspect Gate).

3.37 As discussed in Section 2, the Borough saw large scale rationalisation of office stock since the introduction of office to residential PDRs in 2013. This has been effective in reducing the quantum of poorer specification and vacant space and addressing market failures. The PDRs have also had the effect of reducing the quantum of between quality space also. This has been reflected in rental values particularly for Grade A space, which are reported to have risen by between 50-70% to c.£25-£30 psf in light of reduced levels of supply. In this context, market feedback indicated that a 'tipping point' may have been reached whereby the building of new office stock is becoming viable. The introduction of an Article 4 Direction to prevent further losses in certain locations may also provide stability in the market.

3.38 Harrow can be classified as a localised office market with the demand for office space primarily driven by indigenous companies, many of whom have been longstanding in the Borough. These

companies typically demand smaller scale space comprising 1,000 – 5,000sqft (100 – 500sq.m).

- 3.39 In terms of rental values, as mentioned, rents (excluding service charges) for Grade A space have reached up to £30 psf; meanwhile secondary office rents within the Borough are significantly lower at £7-9 psf.
- 3.40 There is a reasonable supply of managed office space in the Borough (The Business Centre, Stanmore Place Honeypot Lane), however, there is continued demand for fully inclusive serviced workspace (i.e. including rent and rates). With regard to creative workspace, market feedback suggested that there were limited inquiries for this type of space and that it may take time to generate the demand and attract occupiers. As noted in the 2010 ELR, there is on-going demand for small-medium freehold offices which are short in supply.
- 3.41 There are limited examples of firms that have relocated HQ or back office functions from locations in the West End, the City of London or Kings Cross in recent years, despite highly favourable rental values and strong connectivity to Central London (particularly to Harrow-on-the-Hill station). Market feedback indicated that this could be linked to the lack of suitable floorspace on offer means that it does not represent a realistic alternative and that the retail offer in the key town centres is insufficient to attract office occupiers. There was a perception that there has been insufficient investment made in some town centres such as North Harrow and Wealdstone in recent years although this may change following investment made by the Council through their Regeneration programme particularly in Wealdstone.
- 3.42 Current market vacancy rates are in the region of 7-10%.

Industrial Market

- 3.43 As with the office market, the industrial market in Harrow is also based on locally generated demand for smaller scale units. The Borough sits between Uxbridge and Watford which benefit from a greater supply of commercial floorspace, better strategic connectivity (M25, M1, M40), less traffic congestion and relatively similar rental values as a result this makes Harrow less attractive to larger scale occupiers or distributors seeking space in the locality.
- 3.44 Local agents indicated that the majority of demand in the Borough is for smaller industrial units in the 3,000-5,000sqft (300-500sq.m) size bracket. The demand is driven by the strong entrepreneurial culture, particularly amongst the local ethnic population. Local businesses favour freehold properties (though the supply is limited). There has been some demand generated from small businesses being displaced from secondary stock in inner London locations however there is limited evidence that they can be accommodated.
- 3.45 Most of Harrow's industrial stock is small in scale and situated on industrial estates. There has been little to no new development in this sector of the market in recent years and as a result the majority of stock is relatively dated. Nevertheless, local agents report strong levels of demand and in light of limited supply this results in low levels of vacancy across the Borough of c.3-5% with better quality sites such as Christchurch Industrial Estate and Barratt Way Industrial Estate operating at capacity. This is about half the rate of market vacancy required to allow for churn (for example to allow to businesses to move into larger units as they grow or to downsize). Rental values of c.£10-15 psf.
- 3.46 Occupiers have also faced competition for space from other land uses for education, medical, religious and sport and leisure activities. These uses are prepared to pay rents above industrial market rates.

3.47 Market feedback indicated that there is latent demand for the provision of additional trade counter space. These occupiers typically seek small industrial units.

3.48 The main opportunity for future growth of the commercial property stock in Harrow was perceived to be the Kodak site which is well located and could accommodate a wide range of commercial property types to meet the existing gaps in the property portfolio however, road access may limit its potential for delivering certain uses.

Retail Market

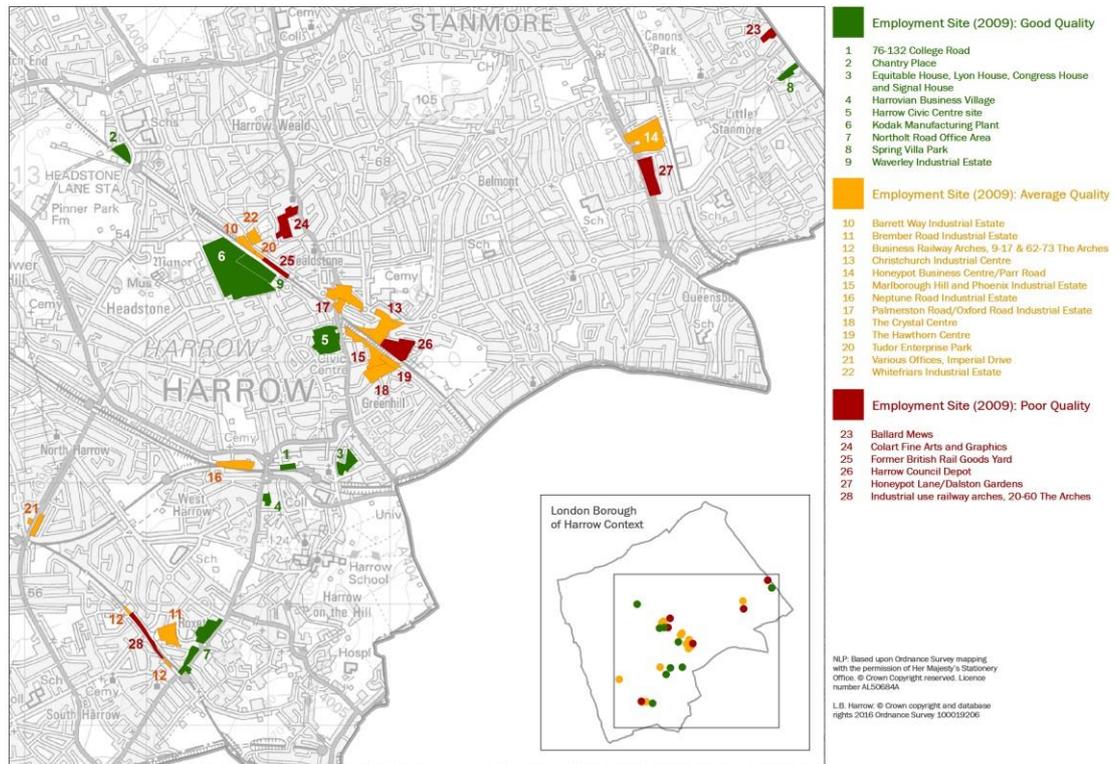
3.49 Recent evidence suggests Harrow has been successful in attracting small convenience goods stores, but the comparison good sector has remained static or declined slightly in some centres. The shop vacancy rate has improved slightly since 2009 due to the increase in non-retail services including food and beverage outlets. The role of centres has shifted slightly away from comparison goods shopping towards day to day shopping and service uses.

3.50 There has been a lack of investment in some town centres, which has reduced their attractiveness for office occupiers e.g. North Harrow and Wealdstone. The retail offer is directly linked to the attractiveness of locations for office occupiers.

Review of Employment Sites Portfolio

3.51 This section presents a high level review of the changes that have taken place within the employment sites portfolio in the Borough in recent years. There is a focus on the 28 sites (included in Figure 3.9) that were inspected and assessed in terms of quality and suitability to meet future employment development needs in 2009 as part of the ELR (2010). This review draws solely on information provided by the Council and is informed by development monitoring data.

Figure 3.9 Employment Sites in Harrow (2009)



Source: Lichfields analysis

3.52

The key changes in employment floorspace are presented in Table 3.4. It should be noted that the quality ranking has not been reviewed since site visits were undertaken in 2009 and therefore the position may have changed in some instances.

Table 3.4 Review of Employment Sites Status

Site Ref.	Site Name	Quality (2009)	Update
28	Equitable House, Lyon House, Congress House, and Signal House	Good	Demolition of Equitable House and Lyon House and construction of a mixed-use development resulting in 10,770sq.m net loss of B1(a) floorspace
23	Northolt Road office area	Good	Conversion of office to residential, hotel and conference facilities, commercial space and education facilities resulting in 31,105sq.m net loss B1(a) floorspace
10	Waverley Industrial Estate	Good	No change
22	76-132 College Road	Good	Conversion of office to residential resulting in 2,035sq.m net loss B1(a) floorspace
21	Harrow Civic Centre	Good	Identified as key regeneration site
21	Chantry Place	Good	No change
18	Spring Villa Park	Good	No change
7	Kodak Manufacturing Plant	Good	Comprehensive mixed-use

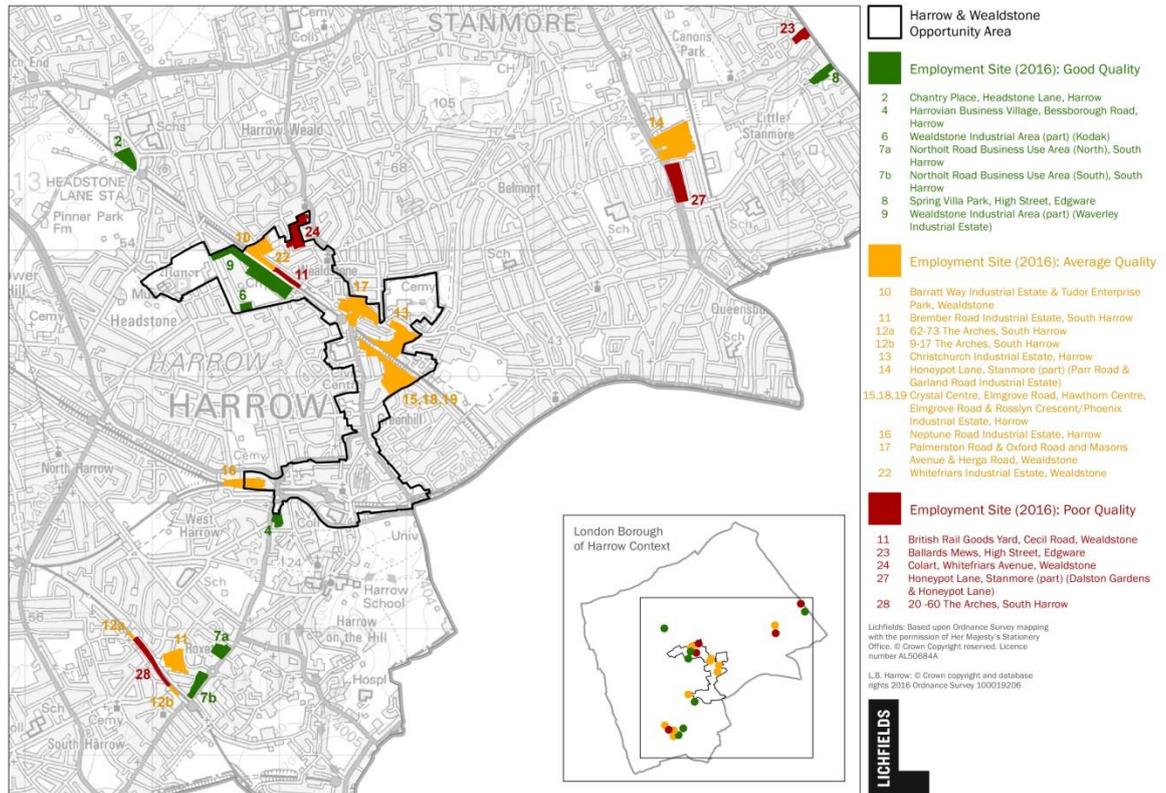
			redevelopment resulting in 208,487sq.m loss of B2 floorspace including reprovion of 37,775sq.m of flexible B1,B2,B8 floorspace
23	Harrovian Business Village	Good	No change
2	Christchurch Industrial Centre	Average	No change
6	The Hawthorn Centre	Average	No change
26	Various offices, Imperial Drive	Average	Conversion of office to residential use resulting in 13,670sq.m net loss of B1(a) floorspace
22	Neptune Road Industrial Estate	Average	Redevelopment for mixed-use development resulting in 1,830sq.m net loss of B8 floorspace
14	Honeypot Business Centre/Parr Road	Average	Reconfiguration of existing buildings, resulting in 105sq.m loss of B8 floorspace
8	Palmerston Road/Oxford Road Industrial Estate	Average	No change
11	Whitefriars Industrial Estate	Average	Partial change of use to skills centre resulting in 458sq.m net loss of B8 floorspace
16	Business Railway Arches, 9-17 & 62-73 The Arches	Average	No change
5	The Crystal Centre	Average	No change
20	Brember Road Industrial Estate	Average	Upgraded in 2014, no change in employment floorspace
3	Tudor Enterprise Park	Average	No change
9	Marlborough Hill and Phoenix Industrial Estate	Average	No change
1	Barratt Way Industrial Estate	Average	No change
12	Former British Rail Goods Yard	Average	No change
24	Harrow Council Depot	Poor	No change
4	Colart Fine Art and Graphics	Poor	Comprehensive mixed-use redevelopment resulting in the loss of 2,920sq.m of B1(a) office floorspace and 14,050sq.m of B2 floorspace
17	Ballard Mews	Poor	Conversion of office to residential uses resulting in the net loss of 595sq.m of B1(a) floorspace
15	Industrial use railway arches, 20-60 The Arches	Poor	Redevelopment but no loss of floorspace
13	Honeypot Lane / Dalston Gardens	Poor	Conversion of office to residential uses resulting in the loss of 857sq.m of B1a floorspace

Source: London Borough of Harrow

3-53

The revised employment site boundaries are shown in Figure 3.10. When compared with Figure 3.9 it shows that many of the losses have been on employment sites that were assessed as good quality particularly College Road, Equitable House, Lyon House and Kodak. In addition, the Harrow Civic Centre site has been identified as a key regeneration site which will lead to its redevelopment (albeit that plans include re-provision of workspace on the new Civic Centre site).

Figure 3.10 Employment Sites in Harrow (2016)



Source: Lichfields analysis

Summary

3-54

The following key findings and conclusions can be drawn:

- 1 Harrow's employment space comprises of marginally more industrial than office space. The overall quantum of employment stock has decreased by approximately one third over the past 15 years; this has taken place in the context of a 6% reduction across London.
- 2 Most of the industrial space is concentrated within the traditional industrial areas for example Honeypot Lane, Waverley Industrial and Chantry Place Estate. By contrast, office space tends to be clustered in and around the Borough's town centres – Harrow Town Centre, Pinner and Stanmore.
- 3 The Borough has seen limited amounts of new employment development over the past decade. At the same time, the Borough has been losing significant amounts of B class space to other uses, to the extent that overall net development rates for both office and industrial uses have been negative in recent years. Losses have been compounded by the introduction of Permitted Development Rights which have the potential to lead to the loss of over 100,000sqm of office space (almost half of prior approvals have been implemented). A high level review of the employment sites portfolio shows many of the losses in recent years relate to better quality sites.

- 4 There is a perceived under-supply of high specification, modern office space in the Borough. While there has been a limited level of new development in recent years, office to residential Permitted Development Rights has reduced the stock of poorer quality, dated office stock in the Borough meaning that building new office stock is becoming more viable.
- 5 Harrow Town Centre is the largest shopping destination in the Borough and has the best prospects for attracting major development particular in terms of higher order comparison goods shopping. Residents in the Borough also shop at competing centres and catchment areas overlap. Competition is expected to increase, including on-line shopping, and Harrow will need to improve its offer in order to maintain its market share and retention of expenditure.

4.0 Future Requirements for Employment Space

4.1 This section considers future economic growth needs in Harrow under a number of future growth scenarios for the Borough. These scenarios are used to inform the assessment of the potential economic growth drivers in Harrow and the employment land and planning policy implications that flow from these.

Approach

4.2 The NPPF requires local authorities to “*set out a clear economic vision and strategy for their area which positively and proactively encourages sustainable economic growth*” [paragraph 21]. In evidence base terms, this should be underpinned by “*a clear understanding of business needs within the economic markets operating in and across their area*” [paragraph 160].

4.3 In this context, a number of potential economic growth scenarios have been developed to provide a framework for considering the future economic growth needs and B class employment space requirements in Harrow over the period to 2036. These scenarios reflect the PPG:

- **Baseline Scenario** - drawing projections of employment growth in B class sectors (**labour demand**) derived from economic forecasts produced by the GLA (2016);
- **Past Take-up Scenario** - considering **past trends in completions of employment space** based on the latest available monitoring data supplied by LB Harrow; and
- **Labour Supply Scenario** - estimates of the future growth of the local labour supply drawing upon demographic projections produced by the GLA (2015).

4.4 All these approaches have some limitations and consideration needs to be given as to how appropriate each is to the circumstances in Harrow. Further, to be robust, the economic growth potential and likely demand for employment space in the Borough needs to be assessed under different future scenarios to reflect either lower or higher growth conditions arising in the future in response to a variety of factors, such as the implementation of the Council’s Regeneration Strategy.

4.5 In this context a number of alternative scenarios have also been generated including:

- Alternative **higher labour demand scenario** factoring in a more optimistic level of growth in certain sectors which aligns with growth levels across Greater London drawing on economic forecasts produced by the GLA;
- Alternative **labour supply scenario** which assumes reduced levels of out-commuting in the future; and
- **Site capacity/ project based scenario** – which takes account of planned redevelopment and regeneration of identified sites in the Borough.

4.6 It should also be noted that the ultimate judgement as to the level of need for which Harrow should plan for is not purely quantitative as there are qualitative factors that must be considered alongside the modelled scenarios. These qualitative aspects are considered in other sections of this study.

A. Forecast Job Growth

Scenario 1: Baseline Job Growth

- 4.7 Long term labour market projections for Harrow, published in June 2016 were obtained from the GLA. These projections are triangulated combining trend-based, accessibility-based and capacity-based projections and present employment projections for London by sector and by Borough. It is understood that they will also be used to underpin the forthcoming London Plan review and therefore form an appropriate starting point for planning for future job growth in the Borough.
- 4.8 This scenario assumes that the existing sectoral structure in Harrow remains broadly similar over the period to 2036, and effectively represents a ‘business as usual’ trajectory of growth. Because the GLA employment projections only provide figures for total employment growth in Harrow (i.e. not broken down by sector), BRES data has been used by Lichfields to apportion this growth to specific sectors based on the relative share of employment by industry in Harrow in 2015 (i.e. the most recent year for which data is available).
- 4.9 It is important to note that there are inherent limitations to the use of economic forecasts of this type, particularly in the context of recent changes to the economy. Such forecasts tend to be most reliable at the national and regional level, and consequently less so at the local economy level, but they are widely recognised as a valuable input to show the broad scale and direction of future economic growth in different sectors, which helps to assess the future land requirements of a local area. It should also be noted that the GLA June 2016 forecasts do not include any specific consideration of future expansion of Heathrow Airport which will have economic growth implications for the wider London economy including Harrow. The Council will need to consider the use of updated economic forecasts in the event that a third runway is approved.
- 4.10 It should also be noted that population forecasts are frequently revised as are assumptions around future working-age populations, economic activity levels, and national changes to the pension age.
- 4.11 In this context, the GLA projections indicate overall growth of 2.3% or 2,000 jobs (from 86,000 to 88,000 jobs) for the Borough over the 20 year period to 2036, which is equivalent to 100 additional jobs per annum.
- 4.12 The overall employment change in Harrow resulting from these GLA forecasts is shown in Table 4.1, along with the expected job growth in the main B class sectors (i.e. based on BRES assumptions applied by Lichfields to apportion this growth to individual sectors based on the relative share of employment by industry in Harrow in 2015). This includes an allowance for jobs in other non B class sectors that typically use some industrial or office space, such as some construction uses, vehicle repair, courier services, road transport and cargo handling, and some public administration activities.

Table 4.1 Projected Employment Change in Harrow, 2016 - 2036

Use	Number of Jobs		Change in Jobs (2016 -2036)
	2016	2036	
Manufacturing (B1c/ B2)	4,290	4,390	100
Distribution (B8)	4,015	4,110	95
Offices (B1a/B1b)	24,020	24,580	560
Total B Class Jobs	32,330	33,080	755
Total Jobs in All Sectors	86,000	88,000	2,000

Source: GLA/ ONS/ Lichfields analysis Note: Figures may not sum due to rounding

- 4.13 This analysis suggests marginal overall net job gains of just 755 jobs in B class uses in Harrow through the period to 2036, with small scale gains in office and industrial sectors. This is in the context of very modest overall job growth of 2,000 jobs predicted for the Borough over the period, which represents a growth rate of just 2.3%.
- 4.14 This low level of forecast growth could be a reflection of recent losses of large scale employers such as Kodak and Colart and due to the limited capacity to provide additional employment land in the Borough.
- 4.15 Nevertheless, these job forecasts can then be converted into future employment floorspace requirements by assuming standard ratios of jobs to floorspace for different B class uses. To estimate future space needs the following average ratios have been applied:
- **Offices:** 1 job per 11.9sq.m for general office space¹³;
 - **Industrial:** 1 job per 36sq.m as an average for light industrial and general industrial space; and
 - **Warehousing:** 1 job per 65sq.m for general, smaller scale warehousing¹⁴.
- 4.16 These assumptions are largely based on the latest HCA Employment Density Guide published in 2015 and the London Office Policy Review 2014. These documents take into account the recent trends in terms of the changing utilisation of employment space with the main change being the more efficient use of office space due to increased flexible working and hot-desking and the impact of automation in industrial activities. This has resulted in a decrease in the amount of floorspace per worker required.
- 4.17 An allowance of 10% is also added to all positive floorspace requirements to reflect a normal level of market vacancy in employment space. From this analysis, the net employment floorspace requirements for Harrow up to 2036 based on the baseline job growth scenario are set out in Table 4.2.

Table 4.2 Net Floorspace Requirements based on Baseline Job Growth Scenario, 2016-2036

Use	Net Floorspace Requirement (sq.m) (% of total)
Manufacturing (B1c/ B2)	3,950 (22%)
Distribution (B8)	6,680 (37%)
Offices (B1a/B1b)	7,310 (41%)
Total	17,945 (100%)

Source: Lichfields analysis

Note: Totals may not sum due to rounding

Scenario 2: Growth Sector Based

- 4.18 In light of Harrow's regeneration objectives and aspiration to introduce a step change in the delivery of homes and jobs in the Borough particularly within the Harrow and Wealdstone Opportunity Area, an alternative scenario has been developed. This scenario assumes that employment growth and sector specific growth will be more reflective of projected trends across Greater London in the absence of sector growth data for Harrow specifically. The Council has identified a number of key sectors where they have particular strengths or ambition for growth. These sectors include creative industries, food industries, education, finance and insurance, information and communication and professional, scientific and technical services. The GLA's

¹³ This office employment density ratio is based on the London Office Policy Review (LOPR) 2014 adjusted to reflect GEA

¹⁴ It is assumed that there is no large scale warehousing stock in Harrow.

projections indicate growth in these sectors. A full breakdown of workforce job growth by sector for the period 2016-2036 is provided at Appendix 4.

- 4.19 The GLA's sector growth projections for each sector of the Greater London economy for the period 2016-2036 are applied to the baseline employment figure of 86,000 jobs for Harrow. Applying this methodology, indicates overall growth of 7,840 jobs (from 86,000 to 93,840 jobs) for the Borough over the 20 year period to 2036, which is equivalent to 390 additional jobs per annum. This is 5,840 jobs above the baseline scenario. As shown in Table 4.3, B class job growth is driven by office based jobs with losses offsetting industrial job losses. This is reflective of the restructuring expected in the wider economy in London.

Table 4.3 Forecast Employment Change in Harrow, 2016-2036

Use	Number of Jobs		Change in Jobs (2016 -2036) (% of Total Change)
	2016	2036	
Manufacturing (B1c/ B2)	4,290	3,020	-1,270 (-29.6%)
Distribution (B8)	4,015	2,520	-1,500 (-37.4%)
Offices (B1a/B1b)	24,020	31,370	7,345 (+30.6%)
Total B Class Jobs	32,330	36,910	4,575 (+14.2%)
Total Jobs in All Sectors	86,000	93,840	7,840 (+9.1%)

Source: GLA / ONS/ Lichfields analysis Note: Figures may not sum due to rounding

- 4.20 These job numbers can then be translated into estimated requirements for B class employment space by applying the same standard employment densities used in Scenario 1 above, and adding a 10% vacancy allowance. From this assessment, the net B class employment floorspace requirements for Harrow to 2036 based on the alternative job growth scenario are set out in Table 4.4.

Table 4.4 Net Floorspace Requirements based on Growth Sector Scenario, 2016-2036

Use	Net Floorspace Requirement (sq.m)
Manufacturing (B1c/ B2)	-22,855
Distribution (B8)	-48,730
Offices (B1a/B1b)	96,165
Total	24,580

Source: Lichfields analysis Note: Figures may not sum due to rounding

- 4.21 While the overall floorspace requirement is 37% higher (+6,635sq.m) than under the baseline job growth scenario (Scenario 1), the redistribution of floorspace requirements by use varies significantly. There is an overall negative requirement for manufacturing and distribution space whereas the requirement for office space is significantly higher than under the baseline job growth scenario.

B. Past Development Rates

- 4.22 Because they reflect market demand and actual development patterns on the ground, in some cases long term completion rates of employment floorspace can provide a reasonable basis for informing future land needs. Completions over such a period as ten years or more should even out demand fluctuations over a business cycle and normally provide a reasonable basis for estimating future need provided land supply has not been unduly constrained. Whereas job projections show growth in net terms, past trend-based assessments take into account development that offsets the redevelopment of employment sites, and from the recycling of sites.

Scenario 3: Past Completion Rates

- 4.23 Monitoring data on past completions by B class uses between 2006/07 and 2015/16 was provided by LB Harrow. During this period, the Borough recorded sustained losses of B class employment floorspace (Table 4.5); net completions for B class uses in Harrow amounted to around -109,800sq.m of employment floorspace, which equates to average losses of 10,980sq.m each year. Gross completions were 4,375sq.m which is an average of 440sq.m each year, although this masks losses of employment space (including through PDR) that have occurred over this period.

Table 4.5 Annual Completion Rates of Employment Space in Harrow, 2006/07 - 2015/16

	Net Annual Completions (sq.m)	Gross Annual Completions (sq.m)
Offices (B1a/B1b)	-5,740	130
Industrial (B1c/B2/B8)	-5,240	310
Total	-10,980	440

Source: LB Harrow/ Lichfields analysis

- 4.24 One view of future growth in Harrow could therefore simply assume that past development rates carry on in the future at the long term average. If it were assumed that past net completion rates were to continue over the next 20 year period, this would equate to a decrease of 114,800sq.m of office space and a decrease of 104,800sq.m of manufacturing and distribution space by 2036 (Table 4.6).

Table 4.6 Net Employment Space Requirements Based on Past Completions Trends, 2016-2036

	Assumed Net Floorspace Change (p.a) (sq.m)	Net Floorspace Requirement (2016-2036) (sq.m)
Offices (B1a/B1b)	-5,740	-114,800
Industrial (B1c/B2/B8)	-5,240	-104,800
Total	-10,980	-219,600

Source: LB Harrow / Lichfields analysis (totals rounded)

- 4.25 It is unlikely that the rate of B class floorspace losses would continue over the course of the period to 2036 taking account of the quantum of floorspace stock remaining in the Borough and given that a number of extraordinary losses have occurred in recent years. Nevertheless, losses could be accelerated through the implementation of pipeline prior approvals and any future prior approval applications and as a result the Council should consider implementing an Article 4 Direction to remove PDR so that applications can be determined on a case-by-case basis.

C. Future Labour Supply

- 4.26 It is also important to consider how many jobs, and hence how much employment space, would be needed to broadly match forecast growth of the Borough's resident workforce. In contrast to the preceding approaches, this forecasts the supply of labour rather than labour demand. It then indicates the amount of new jobs needed to take-up this future supply of workers and minimise local unemployment, and how much employment space would be needed to accommodate these jobs.

Scenario 4: Baseline Labour Supply

- 4.27 A labour supply based scenario has been considered which uses 2015 based GLA population projections¹⁵, specifically the short-term migration trend (5 year) based projection. This set of projections is considered by the Council to be the most appropriate and realistic available for Harrow pending the revision to the London Boroughs Strategic Housing Land Availability Assessment (SHLAA) and the publication of the GLA's next round of SHLAA based demographic projections. The current SHLAA-based projections are considered likely to be too modest and under-represent likely population growth. This reflects the fact that housing demand is significantly greater than the housing land supply identified in the SHLAA.
- 4.28 These projections estimate that the Borough's population will increase from 251,335 in 2016 to 295,795 in 2036, equivalent to population growth of 44,460 in total over the period 2016-2036 (18%) or 2,223 per annum. This is significantly higher than the rate of population growth recorded in the Borough in the five years between 2011 and 2016 which equated to around 4%¹⁶.
- 4.29 The labour supply implications of this scenario have also been modelled by Lichfields to take account of economic activity rates and future pension age changes outlined in current national policy. This provides an approximation of the number of people likely to be seeking work within Harrow as it allows for a proportion of the resident population commuting to jobs elsewhere and for some in-commuting. This scenario assumes that 2011 based commuting relationships are maintained over the period to 2036 and that Harrow continues to be a net exporter of labour. This approach reflects the most recent and up-to-date population projections and provides a purely demographic driven assessment of future labour supply. It does not go on to consider the housing implications arising from this population growth.
- 4.30 Table 4.7 summarises the resident and workplace labour supply resulting from this scenario, equivalent to an increase of 15,135 and 9,835 respectively over the period to 2036. The resident labour supply figure takes account of the working-age population and economic activity rates of residents while the workplace labour supply figure includes an allowance for out-commuting of a proportion of the resident labour supply and this is based on existing commuting patterns in the Borough. From these forecasts, the number of B class jobs required was estimated assuming that one additional job would be required for each additional worker forecast, while also taking account of the existing and forecast proportion of B class jobs to total jobs within the Borough.

Table 4.7 Forecast Baseline Labour Supply and Job Requirement for Harrow, 2016-2036

	Average Per Annum (2016-2036)	Total Change (2016-2036)
Resident Labour Supply	757	15,135
Workplace Labour Supply	492	9,835
Office Jobs (B1a/B1b)	137	2,750
Manufacturing Jobs (B1c/B2)	25	490
Distribution Jobs (B8)	23	460
All B Class Jobs	185	3,700

Source: GLA 2016/ Lichfields analysis

Note: Totals rounded

- 4.31 This results in a need for 3,700 B class jobs in Harrow over the period to 2036, which is equivalent to 185 B class jobs per annum. These job numbers can then be translated into estimated requirements for B class employment space by applying the same standard

¹⁵ 2015 round of GLA borough level population projections based on short-term migration trend (revision published October 2016)

¹⁶ GLA 2015 Round population projections provide data from a starting point of 2011

employment densities used in the job growth based approach, and adding a 10% vacancy allowance.

- 4.32 Overall future employment floorspace requirements based on meeting the job needs of local workers would require some 88,260sq.m of B class employment floorspace in the Borough by 2036 (Table 4.8).

Table 4.8 Net Employment Floorspace Required from Baseline Labour Supply Growth, 2016-2036

Use	Floorspace (sq.m)
Office Jobs (B1a/B1b)	35,965
Manufacturing Jobs (B1c/B2)	19,440
Distribution Jobs (B8)	32,855
Total	88,260

Source: Lichfields analysis

- 4.33 This labour supply based estimate provides a useful benchmark for comparing with the demand approaches. Based on the latest population projections, this forecast produces a positive space requirement that is notably higher than all of the previous scenarios that are based on job growth and past development rates continuing.

Scenario 5: Reduced Out-Commuting (Labour Supply)

- 4.34 The Council has aspirations to retain a greater proportion of their resident workers for employment in the Borough. As described in Section 2, Harrow is an exporter of labour, with a large proportion of the out-commuters comprising of skilled workers that hold top tier occupations. In this scenario, an adjustment to the assumed commuting patterns has been made to increase the levels of labour supply retention in the Borough with a focus on those people in the lower managerial and professional and intermediate occupations.
- 4.35 Table 4.9 below summarises the anticipated increase in the resident and workplace labour supply from this scenario. The increase in resident labour supply of 15,135 is linked to population growth (as per Scenario 4) meanwhile the significant increase in workplace labour supply of 30,760 in Harrow reflects the retention of additional resident workers (assumes that 80% of resident labour supply will stay in the Borough for employment compared to 65% under the other scenarios).

Table 4.9 Forecast Labour Supply and B Class Job Requirement for Harrow, 2016-2036

	Average Per Annum (2016-2036)	Total Change (2016-2036)
Resident Labour Supply	757	15,135
Workplace Labour Supply	1,538	30,760
Office Jobs (B1a/B1b)	430	8,590
Manufacturing Jobs (B1c/B2)	77	1,535
Distribution Jobs (B8)	72	1,435
All B Class Jobs	578	11,560

Source: Lichfields analysis

Note: Totals rounded

- 4.36 Reduced out-commuting paired with significant population increases means that the resulting number of B class jobs is over three times higher than the level of need identified under the baseline labour supply scenario (Scenario 4), and is equivalent to 11,560 jobs between 2016 and 2036 (578 jobs per annum).

- 4.37 Applying the same methodology used above, these job numbers can then be translated into estimated requirements for B class employment space. Overall, future employment floorspace requirements based on meeting the job needs of local workers would require 275,975sq.m of B class floorspace in the Borough by 2036 broken down as shown in Table 4.10.

Table 4.10 Net Employment Floorspace Requirements based on Reduced Out-Commuting (Labour Supply), 2016-2036

Use	Floorspace (sq.m)
Office Jobs (B1a/B1b)	112,460
Manufacturing Jobs (B1c/B2)	60,785
Distribution Jobs (B8)	102,725
Total	275,975

Source: Lichfields analysis

- 4.38 In line with the estimated employment growth associated with this scenario, the resulting floorspace requirement is also significantly higher than forecast for all growth scenarios.

D. Capacity Based

Scenario 6: Site Capacity/ Project Based

- 4.39 The Harrow Regeneration Strategy 2015-2026 seeks to provide 3,000 new jobs in the Opportunity Area (intensification area) by 2026. Drawing on this, an alternative ‘policy-on’ scenario has also been considered which explores the employment implications associated with LB Harrow’s identified regeneration and private sector major development sites coming forward for development. This scenario provides a theoretical assessment of the economic implications that could arise if these sites were to be brought forward and provide some B class employment floorspace. This does not take account of potential market demand, delivery or planning policy factors, and is provided for comparison purposes only with the demand based scenarios.
- 4.40 For modelling purposes, LB Harrow provided information and assumptions relating to the quantum of floorspace and uses likely to be delivered on these sites. As shown in Table 4.11, these sites could deliver 45,715sq.m of B class floorspace. It is assumed that almost 51% of this space (23,120sq.m) would comprise of B1a office floorspace with the remaining 49% (22,595sq.m) comprising of industrial space. While the B1a floorspace is distributed across a number of sites, the industrial space is predominantly at Kodak with some light industrial (B1c/B2) space to be reprovided at Colart Ltd.
- 4.41 In terms of employment, applying the same employment densities referenced above, this floorspace could support in the region of 2,495 jobs. Almost 60% of these jobs would be office based (B1a) with 22% linked to manufacturing space (B1c/B2) and 18% linked to warehousing space. Notably, 55% of the job capacity and 70% of the floorspace relates to the Kodak site.
- 4.42 The site capacity/project based scenario would provide the basis for an additional 495 jobs over and above the baseline labour demand position, accelerating the level of job growth implied by the baseline scenario by a further c.25 jobs per year.

Table 4.11 B Class Job Capacity within Regeneration and Private Sector Major Development Sites

Site/ Project	Use	Floorspace (GEA) ¹⁷	Job Capacity
Regeneration Project			
Poets' Corner	B1a	1,911	161
Vaughan Road	B1a	309	26
New Civic	B1a	1,995	168
Byron Quarter	B1a	0	0
Greenhill Way	B1a	3,399	286
Roxeth Library	B1a	105	9
Waxwell Lane	N/A	0	0
Sub-total	N/A	7,720	650
Private Sector Project			
Gayton Road	B1a	502	42
Palmerston Road	B1a	1,223	103
College Road	B1a	845	71
Colart Ltd	B1a,b,c	3,067	200
Kodak	B1a,b,c, B2, B8	32,360	1,372
Sub-total	N/A	37,995	1,845
TOTAL	N/A	45,715	2,495

Source: LB Harrow/ Lichfields analysis

Note: Totals rounded

Net Employment Space Requirements

4.43

Drawing together the results from each of the future economic scenarios considered above, Table 4.12 summarises the net floorspace requirements up to 2036. Manufacturing and distribution requirements, which use the same type of sites, can be combined into a requirement for industrial space.

Table 4.12 Net B Class Employment Floorspace Requirements in Harrow by Scenario, 2016-2036 (sq.m)

Use	Job Growth (Labour Demand)		Past Development Rates	Labour Supply		Supply
	1. Baseline	2. Growth Sector Based		4. Baseline	5. Reduced Out-Commuting	
Offices (B1a/B1b)	7,310	96,165	-114,800	35,965	112,460	23,120
Industrial (B1c/B2/B8)	10,630	-71,585	-104,800	52,295	163,510	22,595
All B uses	17,945	24,580	-219,600	88,260	275,975	45,715

Source: Lichfields analysis

Note: Totals rounded

4.44

These forecasts reflect a fairly wide range of potential net space requirements. For office space, this ranges between a negative requirement of -114,800sq.m (based on past completion rates)

¹⁷ Floorspace converted from NIA to GEA by adding 22.5% in line with HCA Employment Density Guide 2015

and positive requirement for 112,460sq.m (based on the reduced out-commuting scenario). The baseline job growth scenario indicated a positive requirement of 7,310sq.m.

- 4.45 For industrial space, this ranges from a negative requirement of 104,800sq.m under the past completion rates scenario to 163,510sq.m under the reduced out-commuting scenario. The baseline job growth scenario indicated a requirement for 10,630sq.m.

Safety Margin

- 4.46 To estimate the overall requirement of employment floorspace that should be planned for in allocating sites, and to give some flexibility of provision, it is normal to add an allowance as a safety margin (i.e. for such factors as delays in some sites coming forward for development).
- 4.47 In a location like Harrow with a relatively constrained land supply and development pressure from other higher value uses, there is a need to ensure a reasonable but not over-generous additional allowance that provides for some flexibility but avoids over-provision of land. However, it also needs to reflect that there may be potential delays in some of the Borough's development sites coming forward for development.
- 4.48 The former SEEPB guidance on employment land assessments recommended an allowance that is equivalent to the average time for a site to gain planning permission and be developed, typically about two years. For Harrow, the margins set out in Table 4.13 were added for B class use. These are based on two years of average gross take-up, as using two years of net take up data would produce a negative safety margin. Overall, this safety margin appears an appropriate level relative to the estimated scale of the original requirement and taking account of recent development trends.

Table 4.13 Safety Margin Allowances

Use	Average Annual Gross Take-up (sq.m)	Safety Margin Added (sq.m)
Office (B1a/B1b)	310	620
Industrial (B1c/B2/B8)	130	260

Source: Lichfields analysis

- 4.49 Under the past completions rate scenario (Scenario 3), and for industrial space under the growth sector based scenario (Scenario 2) a negative requirement is indicated, so no safety margin has been applied in these instances. On the basis that Scenario 6 is supply based, no additional safety margin has been applied in this case either.

Gross Employment Space Requirements

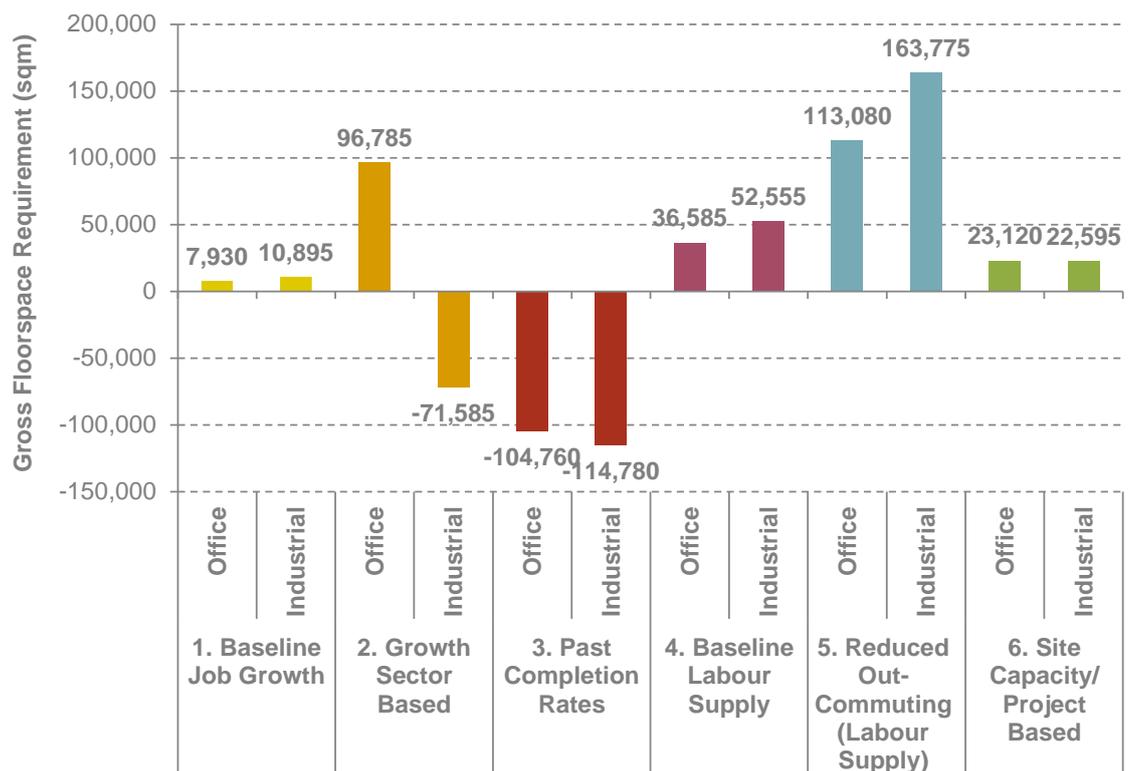
- 4.50 The resulting gross employment space requirements to 2036 including this safety margin are summarised in Table 4.14 and Figure 4.1.

Table 4.14 Gross B Class Employment Floorspace Requirements in Harrow by Scenario, 2016-2036

Use	Job Growth		Past Development Rates	Labour Supply		Supply
	1. Baseline	2. Growth Sector Based	3. Past Completion Rates	4. Baseline	5. Reduced Out-Commuting	6. Site Capacity/Project Based
Offices (B1a/B1b)	7,930	96,785	-104,760	36,585	113,080	23,120
Industrial (B1c/B2/B8)	10,895	-71,585	-114,780	52,555	163,775	22,595
All B uses	18,825	25,200	-219,540	89,140	276,855	45,715

Source: Lichfields analysis Note: Totals rounded

Figure 4.1 Gross Floorspace Requirement in Harrow by Scenario, 2016-2036



Source: Lichfields analysis

4.51 The range of gross floorspace requirements for industrial development land is very wide, between -114,780sq.m (Scenario 3) and 163,775sq.m (Scenario 5) depending on the approach used. Compared with the stock of industrial space in Harrow in 2016 (260,000sq.m), this range would be the equivalent to a 44% reduction in stock or an increase of 63% to 2036. The baseline job growth scenario (Scenario 1) would lead to a more modest 4% increase in stock to 2036.

4.52 For office floorspace, the range is marginally narrower, between -104,760sq.m (Scenario 3) and 113,080sq.m. (Scenario 5) Compared with the office stock in Harrow of 206,000 in 2016, this

range would be equivalent to a 51% reduction or a 55% increase in stock. The baseline job growth scenario (Scenario 1) would lead to 5% increase in stock to 2036.

Estimated Land Requirement

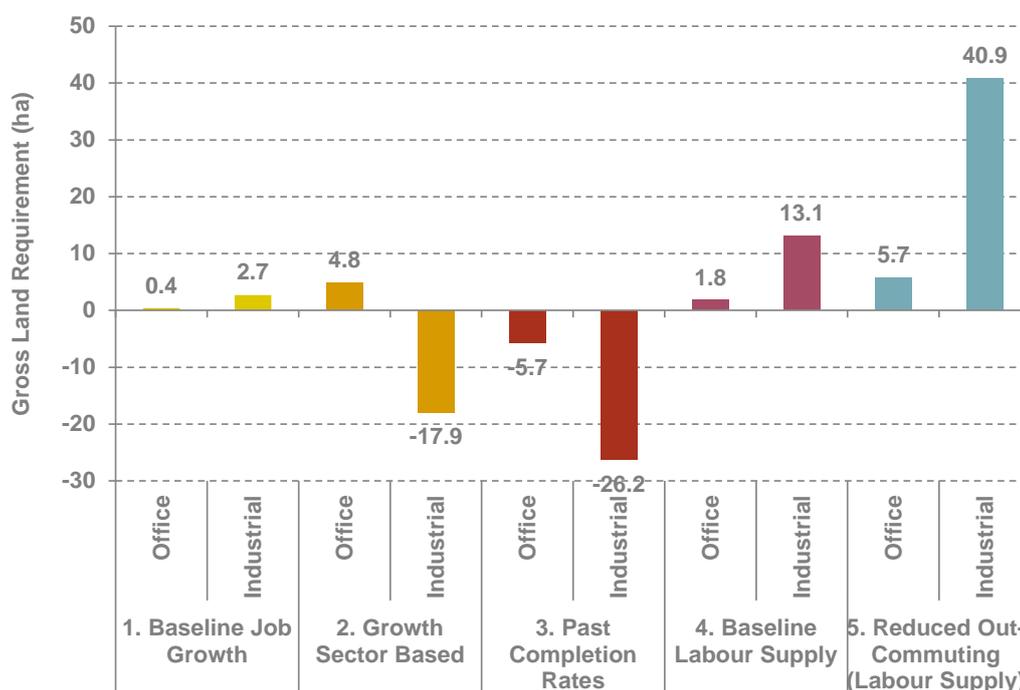
- 4.53 The final step, for all scenarios, was to translate floorspace into land requirements for both office and industrial uses. This has been calculated by applying appropriate plot ratio assumptions to the floorspace estimates using a number of assumptions and local adjustment factors to reflect the pattern of development that is anticipated to occur in the Borough under each different scenario.
- 4.54 These estimates make an assumption that all office space would be built on town centre or edge of centre sites at a fairly dense, average plot ratio of 2:1. This reflects the urban characteristics of much of the Borough, the policy imperative to locate new office development within town centres, and fewer lower density business park locations available in the Borough.
- 4.55 A plot ratio of 0.4 has been applied to industrial (B1c, B2, B8) floorspace so that a 1ha site would be required to accommodate a footprint of 4,000sq.m of employment floorspace.
- 4.56 The resulting land requirements are set out in Table 4.15 and Figure 4.2. It should be noted that Scenario 6 has not been translated into a gross land requirement as it is a supply based scenario.

Table 4.15 Gross B Class Land Requirements in Harrow by Scenario, 2016-2036 (ha)

Use	Job Growth		Past Development Rates	Labour Supply		Supply
	1. Baseline	2. Growth Sector Based	3. Past Completion Rates	4. Baseline	5. Reduced Out-Commuting	6. Site Capacity/Project Based
Offices (B1a/B1b)	0.4	4.8	-5.7	1.8	5.7	N/A
Industrial (B1c/B2/B8)	2.7	-17.9	-26.2	13.1	40.9	N/A
All B uses	3.1	-13.1	-31.9	14.9	46.6	N/A

Source: Lichfields analysis

Figure 4.2 Gross B Class Land Requirements in Harrow by Scenario, 2016-2036



Source: Lichfields analysis

4.57 Taking account of the land supply constraints in the Borough and the lack of vacant land to accommodate future employment space requirements, it is considered to be more appropriate to consider Harrow’s future requirements in floorspace terms.

Synthesis

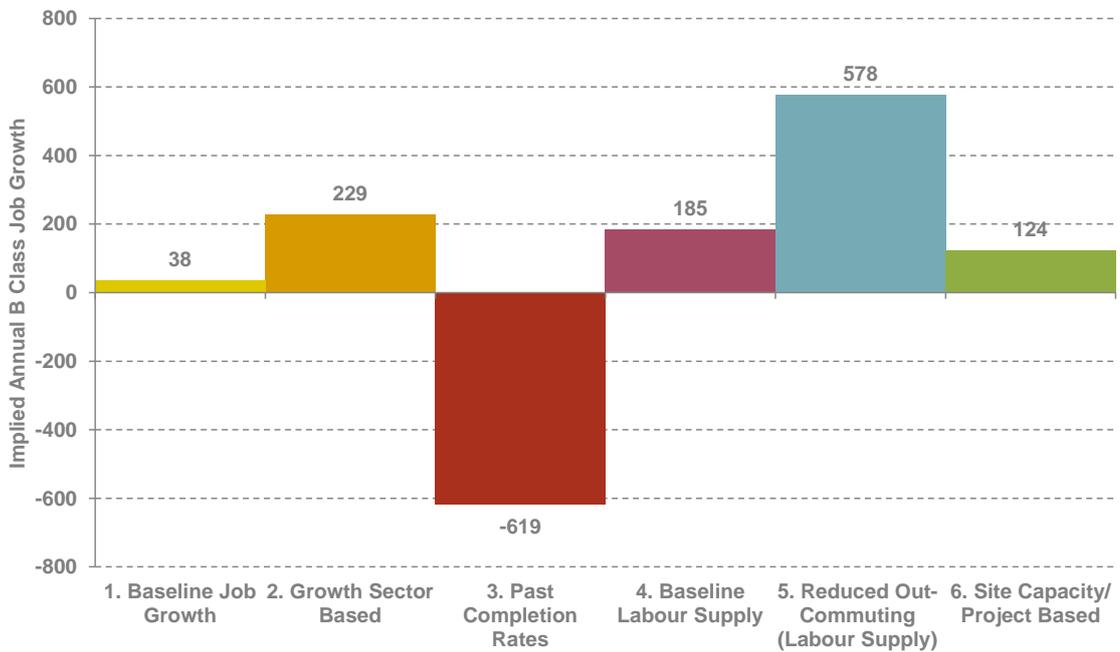
4.58 In interpreting the outputs of this section, regard should be had to PPG guidance which states that Local Authorities should develop an idea of future economic needs based on a range of data and forecasts of quantitative and qualitative need. In this respect, planning for employment growth should avoid relying upon using single sources of data or projections which tend to rely upon a number of different variables which are inevitably subject to change.

4.59 It is also important to recognise that there are inevitable uncertainties and limitations associated with modelling assumptions under any of the future growth scenarios considered. For example, there are some inherent limitations to the use of regional level economic forecasts and applying them in a local context, particularly in the context of significant variations in the Capital’s economy. Economic forecasts are also regularly updated and the resulting employment outputs will change over the study period.

4.60 Six alternative scenarios of future employment space requirements have been considered based on a number of approaches which reflect economic growth, past development trends and labour supply factors. The overall gross space requirements related to these different scenarios range from losses of 219,540sq.m to increases 276,855sq.m of all types of employment space to 2036, implying in broad terms a need for between -31.9ha and 46.6ha of employment land (this includes a 10% buffer or safety margin applied to the net floorspace figures where the requirements are positive). This would be the equivalent to reducing the existing B class stock by almost 50% or increases of almost 60%. At the same time, the baseline job growth scenario indicates a more rational requirement for 18,825sq.m of all types of employment space with implied land requirement of 3.1ha.

4.61 The scale of average annual B class employment growth implied by the various scenarios is presented in Figure 4.3.

Figure 4.3 Annual B Class Job Growth in Harrow Implied by Scenario, 2016-2036¹⁸



Source: Lichfields analysis

4.62 In light of the Council’s vision for growth and aspiration to introduce a step change in the delivery of economic growth within Harrow expressed through the Harrow Regeneration Strategy, it would appear that the baseline job growth scenario (Scenario 1) is conservative and should provide a minimum starting point for planning for employment growth in the Borough.

4.63 A higher growth sector based job scenario has also been considered which examines the additional employment benefits that could arise from growth in certain sectors of the economy (for example, professional, scientific and technical, information and communication among others). This represents a more aspirational scenario that is more closely aligned with the Council’s vision for growth in the Borough however; this is based on a London-wide average pattern of growth which may not be wholly realistic in Harrow’s outer London context. Furthermore, this scenario forecasts that there will be a significantly higher number of office based jobs over and above the baseline and consequently an increase in the requirement for office space. Conversely, reflecting economic restructuring taking place and expected across London, this scenario forecasts a reduction in the number of industrial jobs and requirement for industrial space.

4.64 As discussed previously, Harrow has recorded significant abnormal losses of both office and industrial space in recent years including large scale sites such as Kodak and Colart. It is unrealistic to assume that this pattern of development losses will continue over the 2016-2036 period. On the basis that this past completions rate (Scenario 3) results in a negative employment floorspace and land requirement that would result in the loss of almost half of the existing space and taking account of the NPPF’s requirement to plan positively for growth,

¹⁸ Implied job losses are estimated for Scenario 3 by applying average employment densities to space losses and therefore should only be considered as theoretical.

suggests that it is a less robust basis for assessing the employment space requirements within the context of planning for employment growth.

- 4.65 The labour supply based approach (Scenario 4) generates a positive requirement for both office and industrial floorspace which is more closely aligned but more aspirational than Scenario 1. This scenario uses GLA's population projections as a key input however, it is considered that these projections do not fully factor in the level of housing growth likely to be realised in Harrow over the period to 2036 as a result of the Opportunity Area and Housing Zone.
- 4.66 The reduced out-commuting (labour supply) scenario (Scenario 5) leads to highest overall requirement and the highest requirement in terms of industrial floorspace. It provides a more optimistic basis for planning for future growth; however, as it is based on the assumption that a high proportion of existing residents in the lower managerial, professional and intermediate occupations whom commute out of the Borough will be retained, it is less clear whether this is realistic in a London labour market context or within the influence of planning policy. This is not to say, however, that retention of some current and future out-commuters from the Borough could not be achieved through greater initiatives to support business growth, home working and job creation.
- 4.67 A growth scenario that considers a site capacity/project based approach (Scenario 6) has also been considered which examines the additional employment benefits that could arise from the development of a number of regeneration sites and private sector projects in Harrow which are located predominantly within the Harrow and Wealdstone Opportunity Area. It is important to emphasise that this growth scenario is supply-based (i.e. rather than a measure of demand) and therefore there is no certainty that market demand would deliver the full quantum of employment floorspace assumed on these sites by 2036. Planning for this scenario would more than provide for the baseline job growth scenario (Scenario 1) needs and would also go some way to meeting the needs of the more aspirational sector growth scenario with an indicative capacity for 2,495 jobs (495 jobs over and above the baseline).

Comparison with London-wide Projections and Benchmarks

- 4.68 In July 2014, the GLA published the London Office Floorspace Projections, a paper which reviews the office employment forecasts that were used to inform the 2012 London Office Policy Review (LOPR 2012) in the light of more recent data. It provides an updated view on the forecast demand for office employment space by London Borough (drawing on triangulated employment projections from GLA Economics, April 2013) in order to inform the Further Alterations to the London Plan (FALP). It is understood that the projections are currently being reviewed to take account of the latest projections and to provide an evidence base for the forthcoming London Plan review however this is not yet published.
- 4.69 The 2014 London Office Floorspace Projection identifies an increase of 8,000 office jobs in Harrow between 2011 and 2036. This would generate a requirement for net additional office space in the order of 92,000sq.m¹⁹.
- 4.70 This net floorspace requirement is significantly higher than that derived under the baseline job growth scenario (Scenario 1) as part of this study, which represents the most comparable method of calculating future office needs. This difference is accounted for by the different GLA employment forecast datasets utilised by this study (which is based on the latest, 2016-based data) and the 2014 London Office Floorspace Projections paper (which is based on GLA data from April 2013) and the different macro-economic outlook that prevailed at the time of

¹⁹ The requirement for Harrow ranges from between 76,000sq.m and 102,000sq.m depending on the employment density assumptions used, the middle scenario has been used in this case.

preparation. The requirement is more closely aligned with the growth sector based scenario (Scenario 2) which identifies a requirement for 96,785sq.m albeit over a different timeframe.

- 4.71 The Borough's policy approach to industrial land is framed by the London Plan tiered designations (i.e. SILs and LSISs), and the Core Strategy reflects these by safeguarding existing employment land. Related to this, the Mayor's Land for Industry and Transport Supplementary Planning Guidance categorises Harrow as a 'limited' transfer borough. Boroughs in this category are encouraged to manage and where possible, reconfigure their portfolios of industrial land, safeguarding the best quality sites and phasing release to reduce vacancy rates for land and premises (albeit that vacancy rates in Harrow are c.3-5%).
- 4.72 The SPG notes that Planning Frameworks will play a key role in managing change in SILs in Opportunity Areas. It also identifies an industrial land release benchmark of 14 hectares for Harrow for the period between 2011 and 2031 (0.7ha per annum). In this context, the London Industrial Land Supply & Economy Study 2015 reviewed the supply of industrial land in London. It considered the change in the quantity of industrial land over the period 2010-2015 and measured this change against the industrial land release benchmark. It indicated that 5.9ha of land releases were recorded in Harrow compared to a 3.5ha benchmark. The GLA is currently in the process of reviewing these benchmarks as part of the new London Plan. On the basis that land releases have exceeded identified benchmarks and vacancy rates are below normal market rates, there is potential that the status of Harrow may change to a 'restricted' borough.

Conclusion

- 4.73 Six alternative scenarios of future employment space requirements have been considered based on a number of approaches which reflect economic growth, past development trends and labour supply factors. The overall gross space requirements related to these different scenarios range from losses of 219,540sq.m to increases 276,855sq.m of all types of employment space to 2036, implying in broad terms a need for between -31.9ha and 46.6ha of employment land.
- 4.74 The Council's vision for growth and aspiration to introduce a step change in the delivery of economic growth within Harrow expressed through the Harrow Regeneration Strategy, it would appear that the baseline job growth scenario could provide a minimum starting point for planning for employment growth in the Borough and opportunities should be sought to accommodate additional job growth taking account of existing supply constraints.
- 4.75 Analysis of past development rates has indicated that the Borough has recorded significant losses of employment space in recent years including a number of large scale sites. When compared to the GLA benchmarks, Harrow has been losing industrial space at an accelerated rate. The GLA is currently in the process of reviewing industrial release benchmarks as part of the new London Plan and the status of the Borough may change. In terms of office space, Harrow has not delivered new space at the projected rate in recent years.

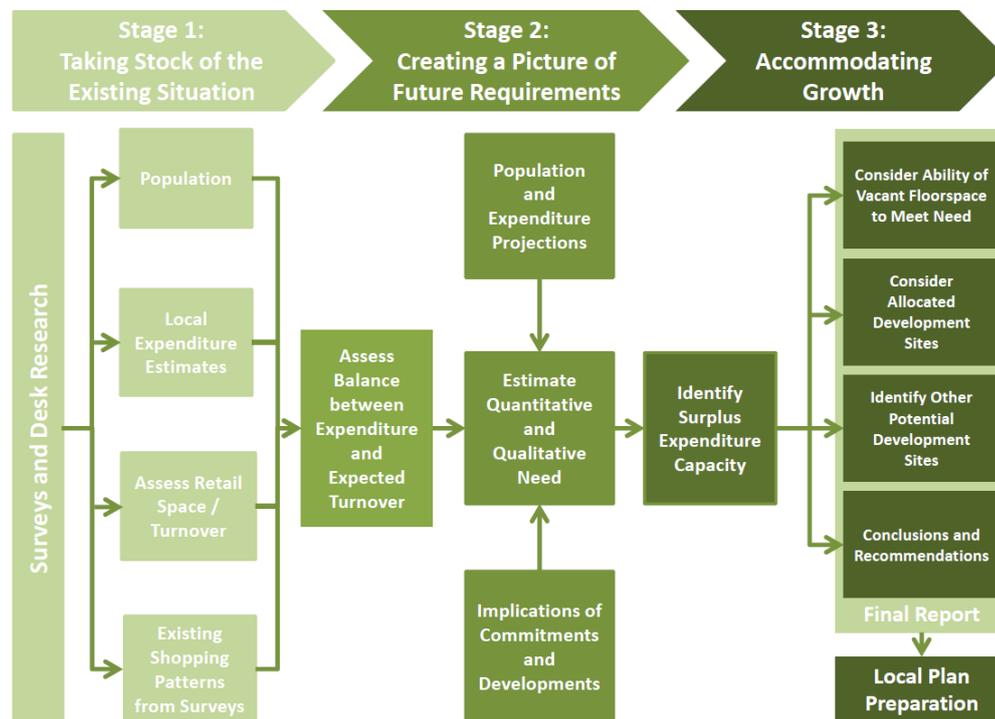
5.0 Future Requirements for Town Centre Uses

- 5.1 This section considers the need for retail, food and beverage as well as leisure uses in Harrow. The approach follows the key steps identified within the Planning Practice Guidance (PPG) and adopts economic growth forecasts widely used and for development plan and accepted as robust at planning inquiries.
- 5.2 The National Planning Policy Framework (NPPF) indicates (paragraph 14) that local planning authorities should positively seek opportunities to meet the development needs of their area, and Local Plans should meet objectively assessed needs.
- 5.3 The Planning Policy Guidance (PPG) indicates that development plans should develop (and keep under review) town centre strategies that plan for a 3-5 year period, whilst also giving a Local Plan lifetime view. Plans should identify the scale of need for main town centre uses.
- 5.4 The PPG also introduces the requirement to consider a range of plausible scenarios, including a 'no development' scenario, which should not assume that all centres are likely to benefit from expenditure growth. The PPG indicates that strategies should identify centres in decline. Where centres are in decline, local planning authorities should plan positively for their future to encourage economic activity.
- 5.5 This section objectively assesses the quantitative and qualitative scope for new retail floorspace and facilities. It sets out the methodology adopted for this analysis and provides a quantitative capacity analysis in terms of levels of spending for convenience and comparison shopping. A qualitative assessment of the range and scale of existing facilities has been undertaken as part of the town centre audits in Appendix 8.

Study Area

- 5.6 The quantitative analysis adopts a defined study area, as adopted in the 2009 study. The study area zones adopted in 2009 remain appropriate because the distribution of retail provision and the hierarchy of centres has not changed significantly since 2009. The study area continues to cover the primary catchment areas of the town centres in Harrow. The study area has been subdivided into 10 zones as shown in Appendix 9, based on postcode sector boundaries. The methodology is summarised in Figure 5.1 overleaf.

Figure 5.1 Methodology for Estimating Future Requirements for Retail Floorspace



Source: Lichfields analysis

Population and Expenditure

- 5.7 The projected population within the study area between 2011 and 2036 is set out in Table 1 in Appendix 5. Population data has been obtained from Experian for each zone based on the 2011 Census. The 2011 base year population for each zone has been projected to 2036 based on the GLA's Short Term Projections 2015. The base year 2016 population within the study area is 460,916. This population is projected to increase to 544,293 by 2036, and increase of over 18%.
- 5.8 Table 2 in Appendix 5 sets out the forecast growth in spending per head for convenience goods within each zone in the study area up to 2036. Forecasts of comparison goods spending per capita are shown in Table 2 in Appendix 6. Forecasts of food and beverage (i.e. eating and drinking away from the home) spending per capita are shown in Table 2 in Appendix 7.
- 5.9 As a consequence of growth in population and per capita spending, convenience goods spending within the study area is forecast to increase by 16% from £842 million in 2016 to £974 million in 2036, as shown in Table 3 (Appendix 5). Comparison goods spending is forecast to more than double during this period, increasing from £1,379 million in 2016 to £2,809 million in 2036, as shown in Table 3 (Appendix 6). Food and beverage spending is forecast to increase by 54%, increasing from £576 million in 2016 to £889 million in 2036, as shown in Table 3 (Appendix 7). These figures relate to real growth and exclude inflation.

The Existing Situation

- 5.10 Existing convenience goods retail sales floorspace within Harrow is 55,678sq.m net, as set out in Table 11 in Appendix 5. This floorspace figure excludes comparison sales floorspace within food stores. Comparison goods retail floorspace within the Borough is 90,394sq.m net, as shown in Tables 11 in Appendix 6. Food and beverage (Class A3 to A5) floorspace within Harrow is 50,634sq.m gross, as shown in Table 10 in Appendix 7.

Convenience Shopping

- 5.11 The results of the household shopper survey relating to main and top-up food and grocery shopping were adopted to estimate convenience goods shopping patterns in 2009. The 2009 estimates of market share or penetration within each study area zone are the starting point for the updated analysis, with small adjustments to reflect new stores opened since 2009, e.g. Morrisons at Pinner Road and Tesco Express at College Road. The adjusted market shares are shown in Table 4, Appendix 5.
- 5.12 The level of convenience goods expenditure attracted to shops/stores in Harrow in 2016 is estimated to be £423 million as shown in Table 5, Appendix 5, applying the market shares set out in Table 4. The total benchmark turnover of identified existing convenience sales floorspace within the Borough is £445 million (Table 10, Appendix 2).
- 5.13 These figures suggest that convenience goods retail sales floorspace in Harrow is collectively trading 4.9% below the national average. The estimated expenditure deficit is just under £22 million i.e. the difference between the actual spending at retail facilities in the Borough and the benchmark turnover of the facilities. This estimate expenditure deficit indicates that facilities are under-trading but this is within the normal range one would expect around the national average. It does not indicate unsatisfactory trading levels to an extent where existing facilities are unviable. This trading figure is due to the high supply of floorspace in the Borough rather than a weakness in Harrow's customer base or available expenditure.

Comparison Shopping

- 5.14 The retention of comparison good shopping trips within Harrow is lower than for convenience good shopping, which reflects the propensity of customers to do food and grocery shopping locally, whilst for comparison shopping, customers are more likely to shop around and travel longer distances to visit larger centres e.g. Central London or Brent Cross.
- 5.15 Table 4 (Appendix 6) sets out the proportion of comparison goods expenditure within each zone that is spent within Harrow. The estimated comparison goods expenditure currently attracted by shopping facilities within Harrow is £516 million in 2016, as shown in Table 5, Appendix 6. The overall average sales density for existing comparison goods sales floorspace in the Borough (90,394sq.m net) is £5,713 per sq.m net. Based on Lichfields' recent experience across the country average sales densities for comparison floorspace can vary significantly. Average sales densities around or above £7,000 per sq.m net are usually only achieved by very successful shopping centres. Smaller centres, usually where the property costs are much lower, do not normally achieve these high sales densities. Average sales densities of between £3,000 to £6,000 per sq.m net are generally achieved in smaller centres.
- 5.16 Overall trading levels are reasonable in the Borough, with existing floorspace appears to be trading satisfactorily in difficult market conditions. There is no evidence to suggest existing comparison sales floorspace is over-trading, or that there is surplus comparison expenditure available to support new development at present.

Food and Beverage

- 5.17 Existing food and beverage expenditure patterns have been modelled based Lichfields' estimates, informed by the retail market shares calculated from the 2009 household survey results. Estimated base year (2016) penetration rates are shown in Table 4 in Appendix 7, and expenditure patterns are shown in Table 5. The estimated expenditure currently attracted to facilities within Harrow is £245 million in 2016, as shown in Table 5 in Appendix 7.

- 5.18 The overall average sales density for existing food and beverage floorspace in the Borough (50,634sq.m gross) is £4,843 per sq.m gross. Based on Lichfields' recent experience across the country average sales densities for food and beverage floorspace is generally around £4,000 to £5,000 per sq.m gross. Overall trading levels appears to be reasonable in the Borough

Future Potential for New Floorspace

Convenience Goods Floorspace

- 5.19 The future level of available convenience goods expenditure at 2021, 2026, 2031 and 2036 is shown at Tables 6 to 9 in Appendix 5, and the estimates are summarised in Table 11. Convenience expenditure available to shopping facilities in the Borough is expected to increase from £423 million in 2016 to £489 million in 2036. This projection assumes that Harrow will maintain its market share of convenience goods expenditure, with new food store provision in the Borough off-setting the impact of new development in surrounding authorities. This approach will help to maintain sustainable shopping patterns.
- 5.20 Table 11 subtracts the benchmark turnover of existing floorspace (£445 million) from projected available expenditure to calculate the amount of surplus expenditure that may be available for further development. Within the Borough, the existing expenditure deficit of -£21.84 million will reduce to -£8.21 million in 2021. Continued population and expenditure growth will generate a small surplus of £9.81 million in 2026, increasing to £27.64 in 2031 and £44.02 million in 2036.
- 5.21 The surplus expenditure projections have been converted into potential new floorspace estimates in Table 12. Surplus expenditure is converted into floorspace estimates based on an assumed average sales density figure of £12,000 per sq.m, the approximate average turnover density of the main food supermarket operators (Aldi, Asda, Lidl, Morrison's, Sainsbury's, Tesco and Waitrose).
- 5.22 The projections suggest there is scope for 818sq.m net (1,168sq.m gross) by 2026, increasing to 2,303sq.m net (3,290sq.m gross) by 2031 and 3,668sq.m net (5,540sq.m gross) by 2036, as shown in Table 12 in Appendix 5.

Comparison Goods Floorspace

- 5.23 The household survey suggests that the Borough's retention of comparison goods expenditure is much lower than for convenience goods. The lower level of comparison expenditure retention is due to the strength of competing comparison goods facilities in nearby authorities, in particular Brent Cross and Central London.
- 5.24 Future improvements to comparison retail provision within the Borough could help to increase the retention of expenditure. However developments in neighbouring authorities, particularly at Brent Cross, Watford and Westfield London will limit the ability of shopping facilities to increase Harrow's market share of expenditure. Floorspace capacity projections normally assume constant market shares, with improvements in the authority area counter-balanced by improvements in surrounding authorities. This approach has been adopted for projections up to 2021. However given the scale of development proposed at Brent Cross, the longer term projections assume Harrow's market share of comparison goods expenditure within the study area will reduce from 39.3% in 2021 to 33.6% in 2026. The estimated reduction in market share has been based on previous retail impact assessments prepared in relation to proposed development at Brent Cross. In this respect the proposed floorspace projections should be viewed as a cautious conservative estimate for Harrow.

- 5.25 Some retail development will be necessary in Harrow will be required in order to prevent market shares falling further. An appropriate strategy for Harrow should seek to prevent market shares falling significantly, in the face of increasing future competition in nearby centres, whilst maintaining the vitality and viability of centres. The Council should plan to protect the existing role of centres, recognising these centres fall within the catchment areas of larger centres. Town centres in Harrow will maintain an important role in providing a range and choice of shopping facilities that are locally accessible.
- 5.26 For the purposes of this assessment, the existing comparison goods floorspace is estimated to be trading at equilibrium in 2016 (i.e. satisfactory levels). The projections assume that the turnover of comparison floorspace will increase in real terms in the future. A growth rate of 2% per annum is adopted, and this growth is required to maintain the health and viability of town centres, as recommended by Experian (Retail Planner Briefing Note 14 – November 2016).
- 5.27 At 2021 there is a comparison expenditure surplus of £21.54 million, based on constant market shares, as shown in Table 12 in Appendix 6. By 2026, future growth will offset the expected impact of Brent Cross, and the expenditure surplus will increase to £49.04 million, which will grow to £127.49 million by 2031 and £224.37 million by 2036.
- 5.28 The comparison goods expenditure surplus is converted into net comparison sales floorspace projections at Table 13 in Appendix 6, adopting an average sales density of £7,000 per sq.m net in 2016 for Harrow Town Centre and £5,000 per sq.m net for other locations. The average sales density is projected to grow by 2% in the future due to improved turnover efficiency.
- 5.29 The projections suggest there is scope for 3,183sq.m net (4,244sq.m gross) by 2021, increasing to 6,561sq.m net (8,748sq.m gross) by 2026 and 24,552sq.m net (32,735sq.m gross) by 2036, as shown in Table 13 in Appendix 6.

Food and Beverage Floorspace

- 5.30 Available food and beverage expenditure has been projected forward to 2021, 2026, 2031 and 2036 in Tables 6 to 9 in Appendix 7, and summarised in Table 11. Available food and beverage expenditure to facilities within the Borough is expected to increase from £245 million in 2016 to £376 million in 2036.
- 5.31 For the purposes of this assessment, the existing food and beverage floorspace is estimated to be trading at equilibrium in 2016 (i.e. satisfactory levels). Table 11 assumes that the turnover of food and beverage facilities will increase in real terms in the future. A growth rate of 1% per annum is adopted, and this growth is required to maintain the health and viability of town centres.
- 5.32 By 2021 within Harrow will be a food and beverage expenditure surplus of £12.44 million. By 2026, future expenditure growth generates an expenditure surplus of £32.06 million, which will grow to £53.98 million by 2031 and £77.44 million by 2036, as shown in Table 11 in Appendix 7.
- 5.33 These expenditure projections have been converted into floorspace projections in Table 12 in Appendix 7, adopting an average sales density of £5,000 per sq.m gross in 2016, which is projected to grow by 1% in the future due to improved turnover efficiency. The surplus expenditure at 2021 could support 2,368sq.m gross, increasing to 5,805sq.m gross. In the longer term, surplus expenditure at 2031 could support 9,299sq.m gross, increasing to 12,693sq.m gross by 2036.

Commercial Leisure Uses

- 5.34 Residents in Harrow have good access to a range of commercial leisure and entertainment facilities within the Borough, the surrounding area and central London. Major leisure facilities

such as multiplex cinemas, ten-pin bowling centres and family entertainment centres require a large catchment population, and often benefit from clustering together for example on out of centre leisure parks.

Cinemas

- 5.35 Cinemas are important because they often anchor leisure developments, providing footfall for other uses to prosper. Growth in this sector slowed a few years ago. Despite the domination of the three main operators (Odeon, Vue and Cineworld) some operators such as City Screen, Mainline Pictures, Everyman and Reeltime Cinemas have opened new or taken over small cinemas in recent years.
- 5.36 Cinema admissions in the UK declined steadily during the 1950s, 1960s and 1970s, a period when the ownership of televisions increased significantly. Cinema admissions continued to decline in the early 1980s, but increased steadily after 1984 up to 2002. There was a peak in cinema admissions in 2002 at 175.9 million. Total admissions in 2015 were 171.9 million. Cinema trips have plateaued since 2002, despite population growth of 9.6% during this period (59.4 million to 65.1 million). The 2015 national average was 2.64 trips per person.
- 5.37 The Cinema Advertising Association identifies 771 cinema facilities with 4,115 screens. Lichfields' national CINESCOPE model identifies approximately 800,000 cinema seats in the UK. The CINESCOPE model assesses the provision of cinema screens/seat against projected customer cinema trips across the country, in order to identify areas of under and over-provision. The latest (2015) national average is about 42,000 cinema trips per screen per annum, or 215 trips per seat per annum.
- 5.38 Harrow has two main cinemas, the Safari at Station Road (2 screens and 745 seats) and the Vue Cinema at St George's Leisure Centre (12 screens and 1,704 seats).
- 5.39 The study area population in 2016 (460,916 people) will generate 1.217 million cinema trips per annum, based on the national average visitation rate (2.64 trips per annum).
- 5.40 Based on the national average of 215 trips per seat per annum, 1.217 million could support 5,660 cinema seats in 2016. Harrow has 2,449 cinema seats, which implies the Borough's market share of cinema trips within the study area as whole is 43%. Harrow attracts about 36% of the comparison goods expenditure within the study area and 49% of convenience goods expenditure, based on the household survey results. The implied cinema market share (43%) appears to be realistic and suggest existing cinema facilities in LB Harrow are trading satisfactorily.
- 5.41 By 2036 the study area population (544,293) could generate 1.437 million cinema trips, which could support 6,683 cinema seats, 1,023 additional seats. If Harrow retains its market share of growth, then 440 additional seats could be provided in the Borough over the plan period. This suggests there could be scope for a small boutique cinema over the plan period, but not a large multiplex cinema. Harrow Town Centre is likely to be the most viable location for this facility.

Private Health and Fitness Clubs

- 5.42 The Sport England/Active Places data indicates that there are 23 registered health and fitness suites in the Borough, of which 7 are for private use only. These private use facilities are relatively small, with 131 fitness stations in total. The remaining 16 registered facilities, open to the general public (including registered members) have 1,175 fitness stations in total.
- 5.43 Harrow's population in 2016 (251,337 people) is projected to grow to by 276,120 by 2026, and 295,794 by 2036. This population suggests Harrow has about 5.2 fitness stations per 1,000 people (1,306 stations in total).

- 5.44 Greater London region has 1,097 Sport England registered health and fitness suites with 62,616 fitness stations (average of 57 stations per suite). This existing provision equates to around 7.1 fitness stations per 1,000 people.
- 5.45 Harrow has a lower provision of fitness stations (5.2 per 1,000 people) than the London average (7.1 stations). This lower provision in relation to the London average is probably due to the net out-commuting from Harrow and the high level of in-commuting to central London. Harrow's population is projected to increase by 24,783 by 2026 and 44,457 by 2036. This population growth will generate demand for 129 fitness stations by 2026 and 231 fitness stations by 2036, based on 5.2 stations per 1,000 people.
- 5.46 These figures suggest there is scope for two large health and fitness facilities (over 100 stations each) in the Borough over the plan period, or four medium sized facilities (50-60 stations).

Tenpin Bowling

- 5.47 There is only one main ten-pin bowling facility within Harrow, Lava Lanes in Stanmore with 4 bowling lanes. Residents in the Borough also have access to a 28 lane bowling alley at Royale Leisure Park in Acton.
- 5.48 Harrow's population in 2016 (251,337 people) can in theory support about 21 tenpin bowling lanes, based on the national average of one lane per 12,000 people. By 2036 the population (295,794) could support 25 lanes.
- 5.49 There is theoretical scope for a tenpin bowling facility in the Borough during the plan period, however the lack of large sites for this from of low density development may constrain opportunities for this use.

Bingo, Games of Change and Gambling

- 5.50 There were bingo facilities within the Borough, but Gala Bingo in Harrow Town Centre and Mecca Bingo at Burnt Oak have recently closed.
- 5.51 Gala and Mecca are the main bingo operators, controlling over half of the UK market. Marketing of the bingo sector has been more proactive in recent years and Gala and Mecca have invested in premises, moving out of dated premises (i.e. converted cinemas) into purpose built units. Bingo clubs have become increasingly sophisticated, and have actively sought to attract all age groups. The bingo sector usually prefers central locations that are accessible by public transport and by foot. Major bingo operators require a catchment population of 50,000 - 70,000 (source: Business in Sport and Leisure BISL).
- 5.52 The adult (over 18) population in the Harrow (around 200,000 people) would generate about 350,000 admissions, based on the national participation rate (1.75 trips per adult). This population indicate a theoretical capacity for bingo facilities, based on national average figures (113,000 admissions per club), which suggest there could be scope for bingo facilities in the Borough during the plan period, however the lack of operator demand and of large sites for this from of low density development may constrain opportunities for this use.

Operator Demand

- 5.53 The "Requirements List" provides an online database of commercial property requirements specifically for LB Harrow. The database includes over 16,750 regularly updated target towns and cities where regional, national and international occupiers want to be. The results for the main centre in LB Harrow (January 2017) are shown overleaf.

Table 5.1 Town Centre Operator Space Requirements

Convenience Goods	Comparison Goods
<p>Harrow Aldi – 17,000 sq.ft Farm Foods - 6,000 to 8,000 sq.ft.</p> <p>Pinner Majestic Wine – 2,000 to 5,000 sq.ft Holland & Barrett – 1,000 to 7,000 sq.ft</p> <p>South Harrow Holland & Barrett - 1,000 to 7,000 sq.ft. Farm Foods - 6,000 to 8,000 sq.ft.</p> <p>Stanmore Farm Foods - 6,000 to 8,000 sq.ft.</p> <p>Wealdstone Aldi – 17,000 sq.ft. Farm Foods - 6,000 to 8,000 sq.ft.</p>	<p>Harrow Al Murad Tiles - 3,000 to 8,000 sq.ft. Carpentryright – 1,500 sq.ft Home Tiles – 2,000 to 10,000 sq.ft Cards Direct – 1,200 to 2,000 sq.ft Warren Evans Beds – 4,500 to 6,500 sq.ft Pets at Home – 3,500 to 6,000 sq.ft Poundworld – 5,000 to 12,000 sq.ft Virgin Media – 500 to 1,000 sq.ft</p> <p>Pinner Superdrug – 2,500 to 5,500 sq.ft South Harrow Poundworld – 5,000 to 12,000 sq.ft</p> <p>Stanmore Topps Tiles - 750 to 8,000 sq.ft. Superdrug – 2,500 to 5,500 sq.ft</p> <p>Wealdstone Superdrug – 2,500 to 5,500 sq.ft</p>
Food and Beverage	Other
<p>Harrow Coffee Pound – 150 sq.ft Coffee Republic – 1,100 to 1,600 sq.ft. GBK – 900 to 1,500 sq.ft. Churchill’s Fish & Chips - 900 sq.ft. Roosters Peri Peri – 700 to 2,00 sq.ft Wafflemeister – 350 to 1,800 sq.ft Wadworth Pubs – 2,000 to 6,000 sq.ft Zing Zing Chinese – 500 to 1,000 sq.ft</p> <p>South Harrow KFC - 1,800 to 3,500 sq.ft. Farm Foods - 6,000 to 8,000 sq.ft.</p> <p>Stanmore Coffee Republic – 1,100 to 1,600 sq.ft.</p>	<p>Harrow Evapo – E-cig – 250 to 400 sq.ft Unnamed Church Group – 3,000 to 8,000 sq.ft David Lloyd – 30,000 to 80,000 sq.ft Premier Inn – 25,000 to 50,000 sq.ft. Unnamed bingo chain – 2,500 to 3,500 sq.ft. HSS Hire – 1,200 to 2,500 sq.ft Nobacco – E-cig Retailer – 250 to 1,500 sq.ft. Monkey Puzzle Nursery – 1,500 to 6,000 sq.ft Jump Arena Trampoline – 15,000 sq.ft Travelodge – 10,000 to 40,000 sq.ft</p> <p>Pinner Unnamed Nursery – 3,000 to 5,000 sq.ft Banana Moon Nursery – 1,200 to 6,000 sq.ft Travelodge – 10,000 to 40,000 sq.ft</p> <p>South Harrow Travelodge – 10,000 to 40,000 sq.ft</p> <p>Stanmore Sorbet Salon – 650 - 1,300 sq.ft. Monkey Puzzle Nursery – 1,500 to 6,000 sq.ft Travelodge – 10,000 to 40,000 sq.ft.</p>

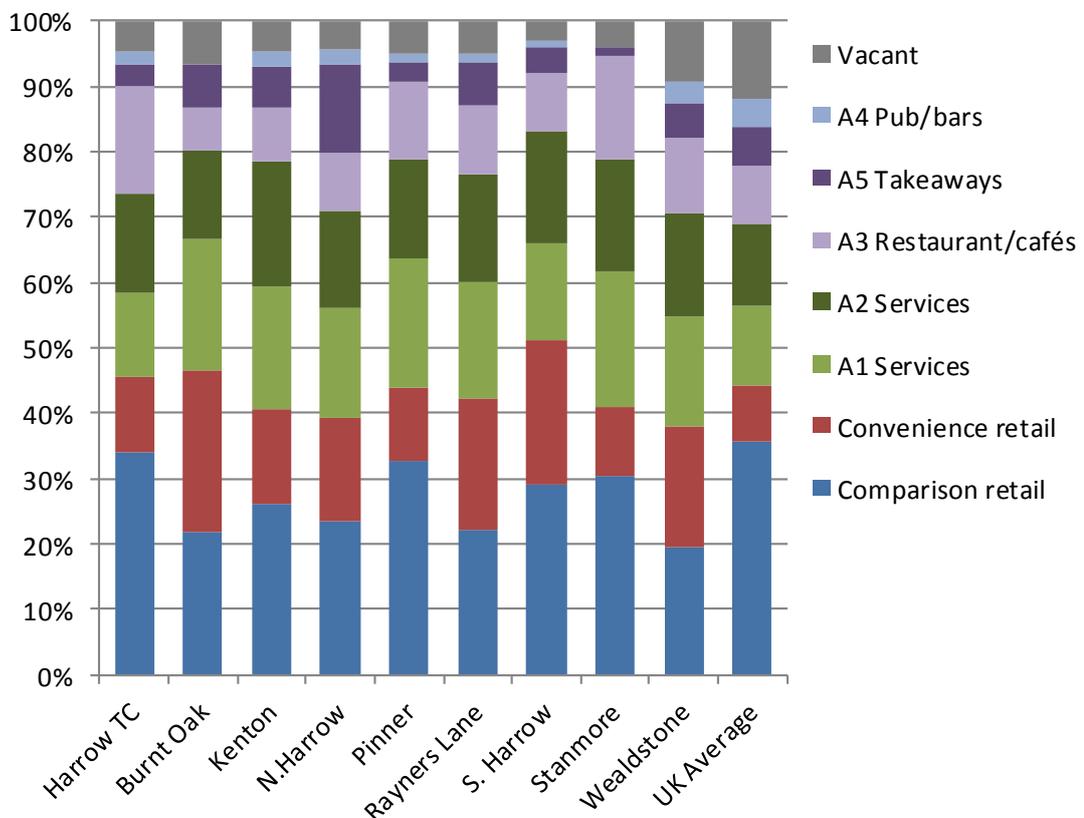
Source: The Requirements List, January 2017

5.55 This list suggests that Harrow Town Centre has the best prospects for attracting multiple operators. The list of requirements is relatively short and there are duplicates where operators could consider one or other centre but not both. Overall the current demand from multiple retailers appears to be limited. This limited demand may be due to proposed major development at Brent Cross. Operators are less likely to take investment decisions in nearby centres until the implications of development at Brent Cross are known.

Qualitative Need

5.56 The qualitative need for retail facilities also needs to be considered. The mix of uses with the main centre is summarised in Figure. The audit of centres is explored in more detail in Appendix 8.

Figure 5.2 Mix of Uses by Unit



Source: LB Harrow Shop Frontage Survey

5.57 Harrow Town Centre and Pinner have the highest proportions of comparison shops, just below the national average. All other district centres have a lower than average proportion of comparison shops, due to the higher provision of non-retail services. As indicated in the Venuescore analysis above, Harrow Town Centre is the main focus for comparison shopping facilities, but the shops are predominantly midmarket. All centres have a good provision of convenience goods shops, above the national average. Vacancy rates are relatively low across LB Harrow’s centres when compared with the national Goad town centre average. Wealdstone has the highest vacancy rate, but is still below the national average.

5.58 Service uses perform an important role in the overall offer of a centre, and encourage customers to shop locally. These uses are categorised as follows:

- **Class A1 services** cover a range of uses, including hairdressers, dry cleaners, travel agents, some sandwich shops (those categorised as Class A3), funeral parlours and post offices
- **Class A2 services** include banks, building societies, financial services, betting offices, pawnbrokers, estate agents and employment agencies.
- **Class A3/A5** including restaurants, cafes (A3) and takeaways (A5)
- **Class A4** pubs/bars (Class A4)

5.59 Food and beverages is a fast moving and creative sector, with a steady flow of new concepts emerging. Within this sector there has been a significant increase in the number of national multiple chains. These national chains have sought to increase their geographical coverage. These types of food and drink operators (Class A3 and A4) i.e. restaurants, bars and pubs have supported other major leisure uses, in particular cinema developments. Within town centres, the demand has increased, including a significant expansion in the number of coffee shops, such as Starbucks, Costa Coffee and Caffé Nero. National branded pub/restaurant chains have invested heavily and not exclusively in larger centres. Themed restaurants have also expanded rapidly. The key categories for food and beverage offers are:

- **Impulse:** characterised by their produce range that is typically highly visual and hand-held so that it can be eaten “on the go”;
- **Speed eating fast food:** food that can be purchased and consumed quickly, therefore price is low and ambience is less important. This sector is dominated by traditional high volume fast food offers such as burgers and fried chicken;
- **Refuel and relax:** a drink and snacks and short break in a pleasant environment rather than focusing on eating a main meal; and,
- **Casual dining/leisure dining:** incorporating a number of food styles, types and ethnic origins. The ambience and environment of casual dining is as important as the food, drink and service provided. The style is informal but is normally table service.

5.60 Harrow Town Centre, Stanmore, Pinner and Rayners Lane have strong restaurants/café (Class A3) offers. The provision of takeaways is generally around or below the national average, although North Harrow has a particularly high provision. A summary of the audit set out in Appendix 8 and role of main centres is shown in Table 5.2.

5.61 Harrow town centre is the only destination that has a good range and choice of both higher order and lower order comparison goods shopping. Edgware and Pinner have a reasonable provision of higher order comparison goods for district centres. Higher order comparison items are generally higher value products that are bought on an occasional bases where customers will shop around/window shop e.g. clothing/fashion products, electrical and furniture. Lower order comparison items are generally lower value products purchased more regularly, where customers are less likely to around e.g. day to day household goods, hardware and pharmaceuticals.

5.62 All centres have a good provision of top-up/basket food and grocery facilities including small convenience stores, independent grocers, bakers, butchers, newsagents and ethnic food shops. Not all centres have large food stores suitable for main and bulk food shopping trips.

5.63 All centres have a good or reasonable provision of non-retail services (Class A1 and A2) and food/beverage outlets (Class A3-A5), although some centres have a stronger provision of restaurants/café whilst other centres are predominantly fast food takeaways.

Table 5.2 Summary of the Role of Existing Centres in Harrow

Centre	Higher Order Comparison Goods	Lower Order Comparison Goods	Main/ Bulk Grocery	Top Up Grocery	Non-Retail Services	Food/ Beverage
Harrow TC	Good	Good	Good	Good	Good	Good
Burnt Oak DC	Poor	Average	Average	Good	Average	Average
Edgware MC	Average	Good	Good	Good	Average	Good
Kenton DC	Poor	Average	Good	Good	Average	Average
Kingsbury DC	Poor	Average	Average	Good	Average	Average
North Harrow DC	Poor	Average	Average	Good	Average	Good
Pinner DC	Average	Good	Good	Good	Good	Good
Rayners Lane DC	Poor	Average	Average	Good	Good	Good
South Harrow DC	Poor	Good	Good	Good	Average	Average
Stanmore DC	Poor	Average	Good	Good	Average	Average
Wealdstone DC	Poor	Average	Good	Good	Good	Good
Belmont LC	Poor	Poor	Good	Good	Average	Average
Harrow Weald LC	Poor	Average	Good	Good	Average	Average
Hatch End LC	Poor	Average	Average	Good	Average	Average
Queensbury LC	Poor	Average	Poor	Good	Average	Average
Sudbury Hill LC	Poor	Poor	Poor	Good	Average	Average

Source: LB Harrow Shop Frontage Survey June 2016 and Lichfields Audit

- 5.64 The network of centres and parades should be maintained to ensure that residents have easy access to local shops and services. There may be scope for improving some local centres, but there is no obvious need for new centres. Improvements would help to secure their viability but would only meet a small element of the scope for new retail development.
- 5.65 The Borough is well served by five superstores (over 2,500sq.m net), serving all zones in the study area including Morrison's and Tesco in Harrow; Sainsbury's superstores in Pinner and Stanmore and Morrison's at Uxbridge Road. These food superstores are supported by a good range of large and small supermarkets and convenience stores. There are six large food supermarkets (over 1,000sq.m net) in the Borough and a number of smaller supermarkets (between 500 to 1,000sq.m net). In addition, there are three Marks & Spencer food halls, nine Tesco Express stores, five Iceland stores and two Sainsbury's Local stores. The discount food sector is represented by three Lidl food stores.
- 5.66 The audit of main centres in Appendix 8 indicates that all the main district and local centres have a good choice of convenience goods facilities shops, including small specialist, independent grocers and ethnic food shops.
- 5.67 All residents in the Borough have good access to food stores both within and outside the Borough. There are no obvious locational areas of deficiency in food store provision.
- 5.68 Harrow Town Centre is the main comparison goods shopping destination in terms of number of outlets, sales floorspace and representation of multiple retailers. It has a good range of comparison shops including many national multiples and independent specialists. However, Harrow Town Centre is positioned below other competing centres in the shopping hierarchy, and is ranked below Uxbridge, Watford and Westfield London in terms of multiple retailer representation.

- 5.69 Harrow Town Centre is supported by the District Centres. These smaller centres have a much more limited range of multiple retailers, but have a selection of specialist independent retailers. Harrow Town Centre is likely to remain the main high street comparison shopping destination within the Borough. Collectively the Borough has a large number of comparison outlets spread throughout the Borough. Residents within the Borough have a good choice of high street comparison shopping destinations. Residents in the Borough have good access to Brent Cross, whilst residents across the Borough have good public transport access to the West End. However this is common in all London Boroughs and catchment areas overlap. There are significant cross flows of expenditure to and from Boroughs across London.
- 5.70 There are no major retail warehouse parks within the Borough, but there are a number of retail parks close to the Borough boundary, including Century Park and Colne Valley Retail Park, Watford, Victoria Retail Park in South Ruislip, Wembley Retail Park and Broadway Retail Park in Cricklewood. The existing provision of retail warehouse stores within North West London is relatively good and residents in LB of Harrow have good access to retail warehouses in neighbouring boroughs.
- 5.71 The bulky goods retail warehouse sector suffered during the recession and growth has been limited in recent years. Many London Boroughs continue to have a limited number of retail warehouses, due to high land values and the poor availability of large sites.

Conclusions

- 5.72 The quantitative assessment of the potential capacity for new floorspace suggests that there is scope for new Class A1 to A5 development within Harrow. The projections up to 2036 suggest there is scope for over 50,000sq.m gross. In qualitative terms, all residents in the Borough have good access to food stores both within and outside the Borough. There are no obvious deficiency areas in food store provision.
- 5.73 Residents within the Borough have a good choice of high street comparison shopping destinations. Harrow Town Centre is the main comparison goods shopping destination in terms of number of outlets, sales floorspace and representation of multiple retailers. It has a reasonable range of comparison shops including many national multiples and independent specialists. Harrow Town Centre is likely to remain the main high street comparison shopping destination in the Borough. Residents in the Borough have good access to retail warehouses in neighbouring boroughs.
- 5.74 Harrow has a relatively good provision of cafés, restaurants, pubs and bars and the evening economy is strong in most centres. The commercial leisure assessment suggests there could be scope for a small boutique cinema over the plan period, and Harrow Town Centre is likely to be the most viable location for this facility. There is scope for two large health and fitness facilities (over 100 stations each) in the Borough over the plan period, or four medium sized facilities (50-60 stations).
- 5.75 There is theoretical scope for tenpin bowling and bingo facilities in the Borough, but the lack of large sites for this from of low density development may constrain opportunities for these uses.
- 5.76 There is operator demand from Travelodge for hotel development within the Borough i.e. at least one hotel of between 1,000 to 4,000 sq.m.

6.0 Accommodating Growth

- 6.1 This section draws together the forecasts of future employment land needs in Sections 4.0 and 5.0, and the estimates of employment land available on the Borough's current and allocated employment sites, to identify any need for additional employment space in Harrow, or surpluses of it, in both quantitative and qualitative terms. It also takes account of the potential capacity of town centre opportunities to accommodate future requirements for employment and town centre uses, including those which are part of the Council's regeneration site portfolio.

Quantitative Balance

- 6.2 Section 4.0 identified a range of potential employment space requirements ranging from a reduction of 219,540sq.m to need for an additional 276,855sq.m of all types of employment floorspace in Harrow up to 2036. This reflects the different methodological approaches to estimating future needs as set out in the PPG, but also varying degrees of potential policy ambition for supporting additional growth or business activity in the Borough. In this context, it worth noting that the baseline requirements for the Borough imply relatively low levels of job growth, and these therefore may not fully reflect the programme of future growth that is proposed through both the Opportunity Area and also the Council's own Regeneration Strategy.
- 6.3 The quantitative and qualitative assessment of the potential for new retail and leisure floorspace within the previous section suggests there is scope for new development within Harrow, particularly in the medium to long term (up to 2026 and beyond). The retail expenditure projections take into account home shopping made through non-retail businesses, because special forms of trading have been excluded from the expenditure estimates, in line with Experian's recommendations. The projections assume that special forms of trading will increase in the future at a faster rate than traditional retail expenditure, including the growth of internet shopping. Allowance has been made for this growth and this is reflected within the retail floorspace projections.
- 6.4 The medium term projections up to 2026 suggest there is scope for about 15,700sq.m gross of Class A retail floorspace (see breakdown in Table 6.1). The long term projections up to 2036 suggest there is scope for about 50,700sq.m gross of Class A retail floorspace (see breakdown in Table 6.2). There is also operator demand for hotel development within the Borough i.e. at least one hotel of between 1,000 to 4,000 sq.m.

Table 6.1 Summary of Class A Retail Floorspace Projections 2016-2026 (sq.m gross)

Location	Convenience Goods	Comparison Goods	Food & Beverage	Total
Harrow Town Centre	n/a	4,951	1,592	6,543
Other Harrow	1,168	3,797	4,213	9,178
Total	1,168	8,748	5,805	15,721
Employment FTEs	53	292	341	686

Source: Lichfields analysis – Appendix 5 to 7. HCA Employment Densities averages.

Table 6.2 Summary of Class A Retail Floorspace Projections 2016-2036 (sq.m gross)

Location	Convenience Goods	Comparison Goods	Food & Beverage	Total
Harrow Town Centre	n/a	18,825	3,480	22,305
Other Harrow	5,240	13,911	9,213	28,364
Total	5,240	32,735	12,693	50,669
Employment FTEs	238	1,091	747	2,076

Source: Lichfields analysis – Appendix 5 to 7. HCA Employment Densities averages.

- 6.5 If the floorspace projections are achieved then 686 full time equivalent jobs are likely to be generated by 2026 and 2,076 FTE jobs by 2036, based on 1 FTE per 22sq.m gross for convenience retail, an average of 1 FTE per 30sq.m gross for comparison retail and 1 FTE per 17sq.m gross for food and beverage.
- 6.6 The sequential approach suggests that designated town centres should be the first choice for main town centre uses. In accommodating future growth, the following issues should be taken into consideration:
- What is the locational area of need the development seeks to serve and what existing centre could potentially fulfil the identified area of need?
 - Is the nature and scale of development likely to serve a wide catchment area?
 - Is a site available in one of the designated centres, including vacant premises and will this site meet the identified need?
 - If the development has a more localised catchment area, is a site available in a local centre and will this site meet the identified need?
- 6.7 Development should be appropriate in terms of scale and nature to the centre in which it is located.

Pipeline Supply

- 6.8 Typically, the supply of floorspace in the development pipeline comes from outstanding planning permissions (i.e. those yet to be implemented) and vacant parcels of land that represent potential opportunities for employment and retail development (either in part or in whole) during the 2016-2036 period. In Harrow, both of these potential sources of supply are limited.

Outstanding Planning Permissions

B Class Floorspace

- 6.9 Based upon monitoring data from the Council's database, outstanding permissions in Harrow as of August 2016 could lead to further losses amounting to 295,445sq.m of B class space. This comprises of overall net losses of office and industrial space albeit that there could be a small net gain in B8 warehousing space. This figure includes some significant pending losses on a number of larger employment sites in the Borough including Colart, Kodak and Gayton Road which together account for losses of 191,320sq.m. Over 73,000sq.m of the pending losses relate to prior approvals for conversion of office to residential uses under PDR.

Retail Floorspace

- 6.10 There are two main pipeline developments that include a reasonable element of Class A retail floorspace. Redevelopment proposals at the Kodak site in Wealdstone are expected to include a food store of up to 2,000sq.m gross and a further 2,000sq.m gross of other Class A1 to A5 retail.
- 6.11 There is planning permission for a medium sized food store of 1,692sqm gross at Anmer Lodge in Stanmore.
- 6.12 These commitments along with vacant shop units (see below) should meet the need for convenience good retail floorspace within the Borough for the foreseeable future (beyond 2031).

Vacant Retail Floorspace

- 6.13 The existing stock of shop premises will have a role to play in accommodating projected growth. The retail capacity analysis in this report assumes that existing retail floorspace can, on average, increase its turnover to sales floorspace densities. A growth rate of 2% per annum is assumed for comparison goods retail, as recommended by Experian. A growth rate of 1% per annum is adopted for food and beverage floorspace. In addition to the growth in sales densities, vacant shops could help to accommodate future growth.
- 6.14 The Council's Shop Frontage Survey (June 2016) indicates there were 128 vacant shop units (totalling about 14,000sq.m gross) within the Borough, which equates to an overall vacancy rate of 5.9%, which is lower than the Goad national average (11.8%). Vacant units are dispersed throughout the Borough. About half (61 shops and 8,000sq.m gross) of the vacant units are located within the main town and district centres, which have an average unit vacancy rate of 5.3%. Most of the other vacant units (58 units and 5,600sq.m gross) are located outside the designed main and local centres, a vacancy rate of 8.2%.
- 6.15 As a realistic long term target, it may be reasonable to assume the current level of vacant retail floorspace in the Borough could fall by a third, i.e. 5.9% to around 4%. If this reduction in vacancy rate is achieved then the number of reoccupied units would be 43 units in the Borough as a whole. The reoccupation of 43 vacant units could accommodate about 4,600sq.m gross of Class A1 to A5 floorspace, which represents about 29% of the retail floorspace projection to 2026 (15,721sq.m gross), or 9% of the projection up to 2036 (50,669sq.m gross). Given the dispersed distribution of vacant shop units, the reoccupation of vacant units is likely to address local shopping needs, rather than higher order comparison shopping.

Town Centre Development Opportunities

- 6.16 The 2009 retail study identified development opportunities within the main centres in the Borough, and these sites were evaluated. The overall development prospects of each opportunity were rated as "Good", "Reasonable" or "Poor". Sites rated as "Poor" considered unattractive or

unsuitable for retail or leisure development. In total 25 sites were identified, of which of 17 sites were considered to have reasonable or above potential to deliver additional retail floorspace. The 2009 study estimated that these 17 sites, as a maximum, could accommodate 50,800sq.m gross of Class A retail floorspace as follows:

- 1 Harrow Town Centre – 37,000sq.m (gross)
- 2 Wealdstone District Centre – 2,800sq.m (gross)
- 3 Pinner District Centre – 1,500sq.m (gross)
- 4 Rayners Lane District Centre – 3,500sq.m (gross)
- 5 North Harrow District Centre – 2,000sq.m (gross)
- 6 Stanmore District Centre – 2,000sq.m (gross)
- 7 South Harrow District Centre – 1,000sq.m (gross)
- 8 Kingsbury District Centre – 1,000sq.m (gross).

- 6.17 Development sites within the district centres were generally small scale infill opportunities, but collectively were estimated to have capacity for up to 13,800sq.m gross. The Stanmore site now has planning permission for a food store (1,692sq.m gross).
- 6.18 The Harrow Town Centre estimate included the potential redevelopment of the Tesco store on Station Road (up to 7,000sq.m gross increase). A 2012 planning permission to extend the store has not been implemented, and the delivery of this site is uncertain. The Station/College Road site was identified as having a maximum capacity of 10,000sq.m gross. Due to recent developments/changes of use in this area, a much lower figure now seems likely, and perhaps only ancillary space for station related shops and services is likely.
- 6.19 The Greenhill Way has been identified as a Strategic Regeneration Site on the car park to the rear of Debenhams. The 2009 maximum capacity estimate (up to 10,000sq.m gross) assumed a comprehensive redevelopment of the area including the Debenhams store to provide a mixed use scheme with a covered retail mall at ground floor and office/leisure uses above, including replacement parking (either decked or underground). A more realistic development on the car park is likely to provide up to 4,000sq.m gross. The other development opportunities in Harrow Town Centre included redevelopment of Numbers 132-176 College Road (up to 3,000sq.m gross) and intensification within the service areas at St. Ann's Shopping centre (7,000sq.m gross).
- 6.20 A review of the opportunities identified within Harrow Town Centre in 2009, suggest a much lower revised capacity estimate of around 15,000sq.m gross, revised down from 37,000 sq.m gross in the 2009 study. If implemented these opportunities could accommodate around two thirds of the 2036 Class A floorspace projection for Harrow Town Centre (22,305sq.m gross). The priorities should be the redevelopment of the Greenhill Way site to meet medium term demand up to 2026. In the longer term development at College Road and St Ann's could meet emerging growth.

Other Potential Development Sites

- 6.21 There is very limited undeveloped land available for potential redevelopment and no evidence of a residual vacant space to contribute to meeting employment floorspace needs. As a result new capacity therefore almost solely comes from the redevelopment and intensification of existing sites including the regeneration sites being promoted by the Council and other major private sector development sites.

6.22 The Council has undertaken some initial site capacity analysis and the current working assumptions in relation to the development potential of these sites are provided in Table 4.11 above. Drawing on this capacity analysis indicates that overall, these sites are estimated to provide 45,715sq.m of B class employment space including 23,120sq.m of B1a office space and 22,595sq.m of industrial space (B1c/B2/B8).

6.23 As part of this EDNA, Lichfields in discussion with council officers has undertaken a review of the regeneration and private sector development sites capacity assumptions in terms of the type and quantum of commercial floorspace (retail and B class uses) that could be accommodated taking account of commercial property market signals and informed by discussion with local commercial property market agents. This review is summarised in Table 6.3.

Table 6.3 Review of Regeneration and Private Sector Development Site Commercial Floorspace Capacity

Site/ Project	Location	Retail Floorspace Capacity Assumption (sq.m)	Employment Floorspace Capacity Assumption (sq.m)	Comment on Site Development Capacity
Regeneration Projects*				
Poets' Corner	Edge TC (Harrow and Wealdstone)	1,000	1,000	New frontage (Class A1-5) at ground floor with B1a office floorspace above
Vaughan Road	Edge TC (Harrow)	Up to 500	Up to 500	Residential with ancillary retail/ B1a offices or small scale office business park
New Civic	TC (Harrow and Wealdstone)	Up to 500	6,150	Replacement civic centre with ancillary local retail
Byron Quarter	OOO	Up to 500	1,345	Ancillary/ local retail and studio/ workshop (B1a/B1c)
Greenhill Way	TC (Harrow)	4,000	3,085	Ground floor retail (predominantly comparison and A3) with linkages through Debenhams including B1a offices above
Roxeth Library	TC (South Harrow)	Up to 500	1,000	Ground floor retail (suitable for Class A1 to A5) with B1a offices above
Waxwell Lane	Edge TC (Pinner)	N/A	500	Potential for small scale B1a offices/ workspace
Sub-total		7,000	13,080	
Private Sector Projects				
Gayton Road	OOO (Harrow)	Up to 500	N/A	Flexible retail suitable for Class A1 to A5), unlikely to be suitable for B1a offices
Palmerston Road	Edge TC (Harrow and Wealdstone)	2,000	1,000	Large format retail warehouse/ trade counter/ B1c light industrial
College Road	TC (Harrow)	845	845	Small scale ancillary retail and services with B1a office above
Colart Ltd	OOO	N/A	3,065	As permitted – suitable for B1a/ B1c uses
Kodak Site	Edge TC/ OOO (Harrow and Wealdstone)	4,000	32,360	As permitted - suitable for B1c/B2/B8 uses
Sub-total	N/A	7,345	37,270	
TOTAL	N/A	14,345	50,850	65,195

Source: Lichfields analysis

* regeneration projects do not included the Royal National Orthopedic Hospital (RNOH) development (first phase new hospital = £40 million) ,which will a range of employment opportunities for people in the area.

- 6.24 In terms of B class employment space, these sites could accommodate in the region of 50,850sq.m comprising of c.14,525sq.m of B1a office space and 36,325sq.m of industrial space. This represents a notable reduction in the quantum of office floorspace that initial site capacity work (as set out in Section 4.0) undertaken by the Council has identified and an increase in the supply of industrial space. The overall floorspace capacity is broadly consistent. From this point forward, it is the revised capacity estimates that have been considered in terms of testing the demand/supply balance.
- 6.25 In addition to employment space, these sites could also provide in the region of 14,345sq.m of retail floorspace to meet future needs, which represents over 90% of the retail floorspace projection to 2026 (15,721sq.m gross), or 28% of the projection up to 2036 (50,669sq.m gross). This will predominantly include traditional high street shop premises and local shopping provision, rather than large format stores. Shop premises will be flexible and suitable for Class A1 (mainly comparison use) and Class A2, A3-A5.

Overall Demand/Supply Balance

Employment Uses

- 6.26 Ensuring an adequate choice of types of space is also important to meet the needs of different employment sectors and the aims for diversity of employment opportunities at different skill levels. Potential supply of employment space for both industrial and office uses is therefore compared with estimated requirements for these uses.
- 6.27 Table 6.4 compares the quantitative demand and supply situations for office and industrial uses separately. This indicates that the supply of office space is adequate to meet the baseline job growth scenario (Scenario 1) and goes part of the way to meeting the needs associated with higher growth scenarios (Scenarios 2, 4 and 5). Delivery of 14,525sq.m of office floorspace represents 15% of the requirement under Scenario 2 and 40% of the requirement under Scenario 4.
- 6.28 In terms of industrial space, the supply would also be adequate to meet baseline job growth (Scenario 1) however, under the scenarios where there is a positive requirement there is insufficient supply of space identified.

Table 6.4 Demand/ Supply Balance for Office and Industrial Space (2016-2036)

Use (sq.m)	Job Growth (Labour Demand)		Past Development Rates	Labour Supply		Supply
	1. Baseline	2. Growth Sector Based	3. Past Completion Rates	4. Baseline	5. Reduced Out-Commuting	6. Site Capacity/Project Based
Offices						
Office space requirement	7,930	96,785	-104,760	36,585	113,080	14,525
Potential supply of office space	14,525	14,525	14,525	14,525	14,525	14,525
Surplus (+)/ Shortfall (-)	+6,595	-82,260	+119,285	-22,060	-98,555	-
Industrial						
Industrial space requirement	10,895	-71,585	-114,780	52,555	163,775	36,325
Potential supply of industrial space	36,325	36,325	36,325	36,325	36,325	36,325
Surplus (+)/ Shortfall (-)	25,430	107,910	151,105	-16,230	-127,450	-

Source: Lichfields analysis

- 6.29 This analysis assumes that all regeneration and private sector sites will come forward in full for employment development over the 2016-2036 period. Any deviation from this assumption could potentially have an effect on the balance of space in Harrow up to 2036, particularly tightening the existing surplus of employment space, or potentially resulting in a shortfall under some scenarios, and compounding the shortfall of employment space under other scenarios.
- 6.30 This comparison makes an allowance for a 10% buffer or margin within the demand based requirements although as noted in section 4.0, the Council may take a view that additional space should be planned for over and above these requirement figures to make additional allowance for factors such as delays in development coming forward, for replacing employment space that is lost in future and to take account of other qualitative market factors.
- 6.31 This demand/supply balance highlights the quantitative position however, it is important to consider qualitative considerations and to take account of market signals; for example to provide a better choice of sites for occupiers, to meet gaps in the supply of particular types of premises or to improve or modernise the quality of current provision.
- 6.32 As discussed previously, Harrow has significant pending losses for office and industrial space in the development pipeline and if all of these permissions are implemented there will be a shortfall of all types of space and the existing shortfalls will become more acute (with the exception of Scenario 3). If the Council were to seek to replace these losses in their entirety, this

will increase the space requirements significantly as summarised in Table 6.5. It should be noted that this analysis does not include space to be lost on the key regeneration or major private sector sites recorded within the monitoring data to avoid double counting, but also reflecting that on some former single occupier sites (e.g. Kodak, Colart) it would not be appropriate to re-provide the same type or scale of space.

Table 6.5 Demand/ Supply Balance including Potential Pipeline Net Losses

Use (sq.m)	Job Growth (Labour Demand)		Past Development Rates	Labour Supply		Supply
	1. Baseline	2. Growth Sector Based	3. Past Completion Rates	4. Baseline	5. Reduced Out-Commuting	6. Site Capacity/Project Based
Offices						
Office space requirement including potential losses	110,485	199,340	-2,205	139,140	215,635	132,900
Potential supply of office space	14,525					
Surplus (+)/ Shortfall (-)	-95,960	-184,815	12,320	-124,615	-201,110	-118,375
Industrial						
Industrial space requirement including potential losses	212,540	130,060	86,864	254,199	365,419	227,849
Potential supply of industrial space	36,325					
Surplus (+)/ Shortfall (-)	-176,215	-93,735	-50,540	-217,875	-329,095	-191,525

Source: Lichfields analysis Note: losses on regeneration and key private sector sites excluded

Town Centre Uses

- 6.33 Commitments (Kodak and Anmer Lodge in Stanmore) along with vacant shop units should meet the need for convenience good retail floorspace within the Borough for the foreseeable future (beyond 2031). There is no need to identify further development sites for food store developments within the Borough.
- 6.34 The short to medium projection (up to 2026) for comparison and food and beverage floorspace is around 14,500sq.m gross, of which 6,500sqm gross would be located in Harrow Town Centre

based on current market shares. The priority for Harrow Town Centre should be the redevelopment of the Greenhill Way site to provide comparison and food and beverage uses at ground floor level, to meet medium term demand up to 2026. In the longer term development at College Road and St Ann's could meet emerging growth. The expansion/redevelopment of the Tesco store could also help to meet longer term growth.

- 6.35 Elsewhere in the Borough, vacant shop units within district and local centres and small parades could accommodate around 4,600sqm growth, leaving around 3,400sq.m to be delivered in these locations. The regeneration sites and private sector development sites are more than sufficient to accommodate this residual floorspace requirement, and could also meet some of the longer term projection beyond 2026.

Summary

- 6.36 Based on the preceding analysis, the following overall conclusions can be drawn:
- 1 The supply of floorspace in the development pipeline from outstanding planning permissions and vacant parcels of land or floorspace that represent potential opportunities for employment development in Harrow is limited. New capacity almost solely comes from the redevelopment and intensification of existing sites, including the identified regeneration and the major private sector development sites;
 - 2 Retail vacancy rates are low however, a number of town centre development sites in the Borough's main town centres are considered to have potential to deliver additional retail floorspace;
 - 3 Lichfields has reviewed the capacity potential of the regeneration and private sector development sites taking account property market signals. This review suggests that the overall development potential amounts to approximately 50,350sq.m of employment space (comprising of 14,525 of office space and 36,325sq.m of industrial space) as well as 14,345sq.m of retail and leisure space.
 - 4 Taking account of this potential supply, there is adequate office space to meet the baseline job growth scenario and go part of the way to meeting the needs associated with higher growth scenarios. In terms of industrial space, the supply would also be adequate to meet baseline job growth however, under the scenarios where there is a positive requirement there is insufficient supply of space identified. Retail floorspace would meet 90% of floorspace projections to 2026 and 28% to 2036.
 - 5 Amending the demand/ supply balance to take account of pending losses removes the surplus of space in each scenario (expect past development rates) and compounds the shortfall of employment space.

7.0 Strategy and Policy Implications

- 7.1 This section draws together the overall conclusions of the study and considers potential policy approaches to delivering appropriate levels of employment and retail space to meet the economic development needs of Harrow over the period to 2036, as well as other measures that may be required to support the economic growth objectives of the Borough.

Overview of Harrow's Economy

- 7.2 Harrow has recorded reasonably good levels of employment growth in recent years although this has historically lagged behind the London average. The share of B class jobs has remained relatively consistent over time however, the economy is characterised by relatively low level of productivity, which may be attributable in part to the loss of large scale manufacturing companies and the reliance on public sector employment. Nevertheless, the Borough has a relatively high share of micro-businesses, business start-ups and business start-up survival.
- 7.3 The Borough is characterised as a significant net exporter of labour, operating within a Greater London travel-to-work area. Many of the out-commuters are residents that fall within the lower managerial, professional and intermediate occupations which also reflect the profile of occupations in Harrow's employment base which is dominated by lower tier occupation groups. Almost 12,000 of Harrow's residents work mainly at or from home.
- 7.4 Harrow's employment space comprises of marginally more industrial than office space. Most of the industrial space is concentrated within the traditional industrial areas including Honey Pot Lane, Waverley Industrial and Chantry Place Estate. Office space tends to be clustered in and around the Borough's town centres – Harrow Town Centre, Pinner and Stanmore. Over half of Harrow's B class space falls within the Harrow and Wealdstone Opportunity Area.
- 7.5 The Borough has seen limited amounts of new employment development over the past decade. At the same time, the Borough has been losing significant amounts of B class space to other uses, to the extent that overall net development rates for both office and industrial uses have been negative in recent years. Losses have been compounded by the introduction of Permitted Development Rights which is (as at August 2016) expected to lead to the loss of over 100,000sqm of office space (almost half of these prior approvals have been implemented to date). A high level review of the employment sites portfolio shows many of the losses in recent years relate to their better quality sites such as Equitable House, Lyon House, Northolt Road office area, College Road and Kodak.
- 7.6 From a commercial property market perspective, Harrow is considered to be a relatively localised market with demand primarily driven by indigenous firms. It sits between Uxbridge and Watford which comparatively have a greater supply of space, similar rental values and are well located in terms of the strategic road network. There is perceived under-supply of high specification, modern office space in the Borough and small scale industrial units in the Borough. Harrow faces capacity issues with regards to planning for business growth due to the lack of suitable and available sites and the on-going pressures on employment land from higher value uses namely housing.
- 7.7 Based on the London Plan hierarchy, Harrow contains one metropolitan centre – Harrow, and nine district centres. These main centres are identified as having potential for medium growth where there is likely to be moderate levels of demand for retail, leisure or office floorspace. Nevertheless, there are a number of competing centres outside the Borough including Central London, Brent Cross, Watford, Westfield London, Wood Green and Uxbridge.

- 7.8 The economic downturn had a significant impact on the retail and leisure sectors and the health and vitality of town centres. Many town centre development schemes were delayed and the demand for traditional bulky goods retail warehouse operators has been affected. At the same time, the discount sector has gained ground. However continued growth in population and expenditure in Harrow will provide potential for retail and leisure investment, over and above the take up of existing vacant floorspace.

Sectors of Interest

- 7.9 There are in the region of 12,500 recorded businesses in Harrow which span a varied mix of sectors and are distributed across the Borough. Over half of these business fall within the key sectors of interest including creative industries, food industries, education, finance and insurance, information and communication, and professional, scientific and technical services. Particular strengths in IT, software and computer services and telecommunications are apparent. While food industries and education form important parts of the local economy and support strong levels of employment, businesses are primarily focused on service delivery. Outside of these sectors, the data indicates that admin and support services, retail and the construction sector support significant amounts of employment across a large number of businesses.
- 7.10 Detailed sector growth data for Harrow is not available from the GLA employment projections however, analysis of sector growth trends across London indicate that all of the key sectors of interest are expected to grow over the period to 2036 with the exception of the sectors associated with food industries. On this basis, focusing economic development objectives on these sectors appears to be a broadly appropriate approach.

Accommodating Growth

- 7.11 Six alternative scenarios of future employment space requirements have been considered based on a number of approaches which reflect economic growth, past development trends and labour supply factors. These scenarios indicate the broad scale and type of growth as a basis for estimating floorspace requirements in quantitative terms. The overall gross floorspace requirements related to these different scenarios range from -219,540sq.m to 276,855sq.m of all types of employment space to 2036. The Council's policy approach should aim to fully meet Harrow's baseline employment space needs as a minimum (Scenario 1) (which indicates a requirement for 18,825sq.m), in order to meet the requirements of the NPPF and the London Plan and to ensure economic growth in the Borough is not unduly constrained, recognising the scale of residential development coming forward and planned for Harrow over the period to 2036. Growth ambitions beyond the baseline scenario will need to be realistic and deliverable.
- 7.12 In a relatively constrained location such as Harrow, planning for employment needs will need to be balanced against pressures from other land uses, as well as other Council objectives such as delivery of housing. Aside from housing, B class employment development also competes with non-B uses such as retail, leisure and community uses, some of which will also generate local economic benefits that will support employment and generate economic growth. As a result, this requires choices about which sites to protect for employment uses and when to apply more stringent development management when faced with proposals that will lead to losses in employment floorspace, particularly on the Borough's better quality employment sites. Approaches for accommodating growth for the different B class and town centre uses are considered below.

Office Uses

- 7.13 The gross floorspace requirement for offices related to the future scenarios range from - 104,760sq.m to 113,080sq.m over the period 2016-2036, with a baseline requirement for 7,930sqm. As mentioned above, Harrow is characterised as a localised office market with demand primarily driven by local firms. The greatest demand is for small scale space of 1,000-5,000sq.ft (100-500sq.m) however, market feedback suggests that there is also latent demand for some 'Grade A' space in the Borough as supply is currently limited to a small number of key buildings (such as Hygeia, Aspect Gate).
- 7.14 In recent years, the Borough has recorded significant losses of office floorspace, accelerated by permitted development rights. This has effectively removed some older space from the market that was no longer fit for purpose; as a result vacancy levels have dropped from 18% in 2010 (as reported in the 2010 ELR) to 7-10% which is more in line with normal market vacancy levels. That said, a number of losses have related to better quality sites such as Equitable House, Lyon House, parts of College Road and Northolt Road office area. Removal of the surplus of stock has led to increases in rental values and market signals indicate that a 'tipping point' may have been reached whereby building of new high specification office stock is becoming more viable (albeit relatively less viable than most residential development).
- 7.15 In addition to recorded losses, outstanding permissions and prior approvals could result in further losses of space going forward. In order to protect the remaining supply and to add stability to the market the Council should consider implementing an Article 4 Direction to remove permitted development rights allowing the conversion of office space to residential uses. This would not prevent changes of use but would give the Council greater control to determine applications on a case by case basis through the development management process and could reduce the further depletion of good quality employment sites.
- 7.16 This is particularly important in the context that the alternative scenarios of future growth considered in this study indicate that much of the future B class job growth will be in office-based sectors. Scenario 2 in particular (which most closely aligns with growth of key sectors of interest) indicates strong growth in those sectors which occupy office space. This demand is likely to be driven by indigenous growth as Harrow is unlikely to compete with more established office centres with larger commercial property portfolios in the commercial property market area to attract footloose occupiers seeking space.
- 7.17 As a result, the focus may be more about providing suitable space for office based start-up companies and move-on space for homebased workers in the Borough as well as providing suitable space for existing office employers to facilitate their expansion. This leads to a requirement for a mix of typologies of office space including small format workspace in addition to more traditional offices with a range of floorplate sizes. Market feedback identified strong demand for small scale space comprising of 100-500sq.m. This will be particularly important if the Council intends to invest in initiatives to support business growth in particular sectors of the economy. The relatively high survival rate of new businesses, means that in addition to the requirement for start-up space, there will be a requirement for space for businesses to grow, i.e. entering second phase of growth from 5 years on.
- 7.18 Furthermore, it may be necessary to improve the types of location to match demand. Office occupiers, particularly small start-ups, tend to seek town centre locations that are accessible and proximate to public transport but also close to amenities and facilities.²⁰ The attractiveness of locations for office occupiers is also intrinsically linked to the quality of the retail offer and there

²⁰ *Workspace Futures - The changing dynamics of office locations*, Nathaniel Lichfield & Partners, 2015
<http://nlplanning.com/nlp-insight/workspace-futures-april-2015>

has been a reported lack of investment in some town centres in Harrow in recent years for example Wealdstone thereby impacting on demand. Where there has been investment e.g. North Harrow including introduction of LDO, this has helped to reduce vacancy rates. The implementation of the Regeneration Strategy and the delivery of regeneration schemes should direct investment towards the Borough's town centres and improve attractiveness however, the Council should consider the suitability of certain sites for different B class uses (this is considered in further detail below).

Industrial Uses

- 7.19 The gross floorspace requirement for industrial space related to the future scenarios range from -114,780sq.m to 163,775sq.m over the period 2016-2036 with a baseline requirement for 10,895sqm. A number of the future growth scenarios considered indicate a contraction in industrial activities over the period 2016-2036. While this is reflective of forecasts across Greater London and economic restructuring generally, market signals point towards an on-going requirement for industrial space in Harrow.
- 7.20 The market analysis indicates a strong industrial market, with vacancy levels that are less the half the normal market rate at c.3-5%, strong levels of demand and shortages of some types of units such as small scale, 300-500sq.m, freehold properties. The better quality sites are operating at capacity. Limited vacancy can limit churn of properties which can in turn suppress business growth. This means that while industrial employment may be in longer term decline, and older industrial space is gradually becoming redundant, this does not necessarily mean that there is no requirement for new industrial space in the future.
- 7.21 While rental values have remained consistent, the viability of refurbishing or redeveloping sites for industrial units is questionable. This is compounded by pressure from competing uses, not just high value residential uses but also D1/D2 uses (gyms, leisure and recreation, education, healthcare and religious uses).
- 7.22 The London Industrial Land Supply and Economy Study 2015 indicated that since 2010, Harrow has been losing industrial space at a rate that significantly exceeds the Borough's release benchmark of 0.7ha per annum assigned by the Major's Land for Industry and Transport SPG. While these benchmarks are currently under review by the GLA as part of the evidence base for the new London Plan, the Council should seek to carefully manage losses of industrial space going forward, encouraging renewal and recycling so that outdated buildings are upgraded or replaced rather than lost to other uses. In addition, the Council should be aware of the forthcoming permitted development rights allowing the conversion of B1c light industrial space to residential uses which comes into effect in October 2017. At this stage it is understood that this will be temporary for a three year period but the potential implications and the appropriateness of an Article 4 Direction should be considered in a timely manner.
- 7.23 There are two SILs in Harrow, in line with the requirements of the London Plan, the Council's policies should continue to support their industrial use and recognise their importance meeting industrial business needs of the capital in the future.

Providing a Range of Employment Sites and Premises

- 7.24 It is apparent from the analysis that the potential supply of employment space in the Borough is limited to the key regeneration and major development sites with capacity for in the region of 50,000sq.m of space. It appears these sites are capable of meeting the identified requirement under the baseline job growth scenario (Scenario 1) and go some way towards meeting the more aspirational growth sector based scenario (Scenario 2) in quantitative terms.

- 7.25 Nevertheless, it is also important to consider qualitative factors and market signals when considering the suitability of the supply of employment sites. The majority of identified sites are located within the Harrow and Wealdstone Opportunity Area and while this area performs a pivotal role in the local economy, the employment space needs of the rest of the Borough need to be taken into account. Sites located in areas such as Pinner, Stanmore and the eastern parts of the Borough meet local and specific economic needs and should be retained and protected.
- 7.26 More detailed consideration of the future supply shows that there is a significant reliance on the Kodak site particularly in terms of meeting industrial floorspace requirements. The site accounts for almost two thirds of the employment floorspace supply and is one of the only sites identified by the Council as capable of accommodating industrial uses with the exception of some mixed B1a/B1c space at Colart. Lichfields has undertaken a desktop review to consider the potential suitability of the regeneration and private sector development sites for B class (and town centre) uses and the potential floorspace capacity. The overall B class floorspace capacity is broadly similar however; this exercise identified additional sites that could be suitable for providing industrial floorspace (for example Palmerston Road). This would help to ensure that the Council is not overly reliant on one particular site and to give greater choice and flexibility within the market.
- 7.27 This EDNA has not included a comprehensive review or re-assessment of the wider employment sites portfolio in terms of quality or suitability for meeting future requirements. However, the high level review of changes that have taken place indicates that the Council has lost space on a number of the better quality sites. The Council should consider undertaking a detailed review of the employment site portfolio in order to have an up-to-date picture of the employment land position in the Borough. This will provide a baseline against which the Council can monitor future changes in the supply of space and to identify gaps in provision. This is particularly important in Harrow given the capacity constraints that exist and the limited availability of space. The Council should identify clear criteria to allow the release of employment sites and reflect these in policy.

Town Centre Uses

- 7.28 The strategy for Harrow should seek to prevent market shares falling significantly, in the face of increasing future competition in nearby centres, whilst maintaining the vitality and viability of centres. The Council should plan to protect the existing role of centres, recognising these centres fall within the catchment areas of larger centres. Harrow will need to improve its offer in order to maintain its market share and retention of expenditure.
- 7.29 There is no need to identify further development sites for food store developments within the Borough if current commitments are implemented. There is operator demand for hotel development in the Borough.
- 7.30 The Study has identified a need for new comparison goods and food/beverage retail development, over and above the existing commitments and the reoccupation of vacant shop units. It is appropriate to retain existing retail and other town centre uses within centres. In order to meet future shopping and leisure needs, the Council should maintain the designated town centre boundaries and the contraction of centre boundaries is not recommended in any centre. If edge of centre re-developments emerge, which contain retail and leisure uses, then there may be opportunities to expand town centre boundaries to include these new uses.
- 7.31 There is a continuing need to monitor the designated shopping frontages within the town centres, and continue to protect Class A uses. Changes of use or redevelopment which involve the net loss of Class A use should be carefully considered and only permitted where the new use continues to contribute to the vitality and viability of centres. Based on the current mix of uses

and relatively the low levels of shop vacancy, no changes to shop frontage designations or the policy approach within these frontages is considered necessary.

- 7.32 The NPPF states that, when assessing applications for retail, leisure and office development outside of town centres, which are not in accordance with an up to date local plan, local planning authorities should require an impact assessment if the development is over a proportionate, locally set threshold. If there is no locally set threshold, then the default threshold is 2,500 sq.m gross. Local Plan policies need to cross refer to the impact test and also consider the need for a locally set impact threshold.
- 7.33 The CLG Practice Guidance states that where authorities decide not to set out specific floorspace thresholds in local development plans, national policy requires impact assessments to be submitted for retail and leisure developments over 2,500 sq.m gross. The Guidance acknowledges that it may occasionally be relevant to consider the impact of proposals below this floorspace threshold, for example if they are large developments when compared with the size of a nearby centre, or likely to have a disproportionate effect or 'tip the balance' of a vulnerable centre. The NPPF threshold of 2,500 sq.m gross is inappropriate as a blanket threshold within Harrow, as this scale of development would represent a significant proportion of the overall retail projections in localised areas within the Borough. Development smaller than 2,500 sq.m gross could have a significant adverse impact on the smaller centres. A reduced threshold of 1,000 sq.m gross should be considered in the Borough. Development under this threshold is unlikely to have a significant adverse impact even if the remaining retail capacity is less than 1,000 sq.m gross.

Harrow Town Centre

- 7.34 The town centre provides an important role in comparison and convenience shopping, which serves the Borough as a whole. The centre has excellent public transport accessibility levels enabling access for residents in a relatively wide catchment area. The environmental quality of the centre is variable and deteriorates at the periphery. The quality of the environment and public open spaces could be improved.
- 7.35 Harrow Town Centre is the largest shopping destination in the Borough and this role should be maintained. Harrow has the best prospects for attracting major development particular in terms of higher order comparison goods shopping.
- 7.36 The provision of convenience retail floorspace is good and caters for both main and top up grocery shopping. The centre has a reasonable provision of clothing and footwear units when compared with other centres in the Borough, but not comparable with other Metropolitan Centres. Harrow caters predominantly for the mid-market sectors rather than the upper and quality end of the market. The quality of comparison goods shopping and the evening economy could be improved.
- 7.37 The mixed use redevelopment of the Greenhill Way site should include comparison and food and beverage uses. In the longer term development at College Road and St Ann's could meet emerging growth. The expansion/ redevelopment of the Tesco store could also help to meet longer term growth. The strategy should seek to retain Class A uses within the town centre, via the continuation of shop frontage policies. The audit of centres in this report suggest Harrow has been reasonably successful in retaining Class A retail uses and the vacancy rate has generally improved since 2009. In order to meet the retail floorspace projections the shop frontage policy approach should be maintained. Recent changes to the GPDO provide the necessary level of flexibility for changes of use.

District and Local Centres

- 7.38 No changes policy and town centre designations are considered necessary, as outlined in the London Plan. The sequential approach indicates that town, district and local centres are the preferred location for new retail development. Development should be appropriate in terms of scale and the catchment area the centre serves. Large-scale development (over 2,500 sq.m) should be concentrated within Harrow Town Centre, or failing that, District Centres. Some forms of development may be more appropriate in smaller centres, if there are localised areas of deficiency. The key issues are the nature and scale of retail/leisure development proposed and the catchment area the development seeks to serve. Development should normally be consistent in terms of scale and nature with the character and role of the nearest centre.
- 7.39 Elsewhere in the Borough, the reoccupation of vacant shop units in District and Local Centres should be the priority. The regeneration sites and private sector development sites are more than sufficient to accommodate this residual floorspace requirement, as part of mixed use developments. These developments are likely to serve local needs.
- 7.40 The NPPF indicates that local planning authorities should adopt a positive and proactive approach to planning for the future of the centres within their areas. The development plan should set out a vision and strategy for the pattern and hierarchy of centres. As indicated above, Harrow Town Centre should be maintained and enhanced at the top of the hierarchy, as the main comparison shopping destination in the Borough.
- 7.41 District centres, as identified within the London Plan, are likely to have potential for medium growth, where there is likely to be moderate levels of demand for retail, leisure or office floorspace and with physical and public transport capacity to accommodate it. None of the centres in the Borough are identified as being in need of regeneration, although North Harrow is identified as being subject to monitoring.
- 7.42 District Centres provide an important complementary role and will form an important element of the overall vision. The local centres are also expected to cater for top-up and basket convenience shopping and services, but are likely to provide a more limited range of comparison shopping.
- 7.43 District Centres should primarily be the focus for food and grocery shopping provisions, non-retail services and lower order comparison goods. A summary of the role of the district centres is set out below. These roles are not expected to change significantly over the plan period. In addition to the reoccupation of vacant units, the main focus should be environmental improvements to address the more rundown areas of these centres, e.g. Wealdstone.
- 7.44 Burnt Oak is a vital and viable town centre, providing a range of comparison, convenience and service uses. The retail sector predominately comprises independents but a number of national multiples are present. The centre extends beyond the Borough boundary but functions as one centre.
- 7.45 Kenton provides a modest level of convenience, comparison and service uses. Outlets are predominantly independent retailers that provides important goods and services. The centre is anchored by a Sainsbury's food store.
- 7.46 North Harrow serves an important top-up convenience function for the surrounding residential area. It also serves a more limited comparison retail role. The centre has a good range of services and community facilities serving local needs.
- 7.47 Pinner is one of the largest district centres in the Borough, but is significantly smaller than Harrow Town Centre and has a more localised catchment area. The choice and range of comparison shopping is limited, but there is an extensive provision of non-retail services. Pinner

provides a good choice of convenience retail and has some specialist comparison shopping. It has good quality restaurants/cafés.

- 7.48 Rayners Lane centre provides top-up convenience shopping, including a Sainsbury Local and specialist ethnic goods. The centre has a more limited comparison retail role, with few national multiple retailers. The centre provides services and community facilities serving immediate local needs.
- 7.49 South Harrow provides an important convenience shopping role. It also has a range of independent retailers, including specialist ethnic shops. The centre has a limited range of comparison goods. The centre provides a good range of services including a number of banks and restaurants/takeaways. It also serves local community needs including a library.
- 7.50 Stanmore has an important convenience shopping and services role serving its local catchment area. Comparison goods provision is more limited but the still offers an important range of goods. The centre contains a reasonable mix of independents and national multiples for its size.
- 7.51 Wealdstone is a relatively large district centre. It predominately provides a service and convenience goods role, although it does not contain a large food store. The London Plan indicates the centre provides a night time economy cluster. The centre has a relatively low provision of national multiple traders. The environmental quality in the centre is variable and the peripheral areas could be improved.
- 7.52 District Centres are supported by local centres and parades which vary in size, range and quality but all perform a local shopping function with a mix of retail and service uses. Local centres serve a localised catchment, mostly for convenience goods and non-retail services e.g. a small convenience store, post office, pharmacy and other useful local services. Together with District centres they can play a key role in addressing areas deficient in local retail and other services.
- 7.53 Evidence suggests the designation of centres, as set out in the London Plan, is appropriate. The size or composition of centres and limited recent changes support this approach. North Harrow's designation as a District Centre should continue to be monitored.

Fiscal implications

- 7.54 The Borough has recorded significant losses of employment floorspace in recent years including a number of larger floorplate office properties. At the same time, proposals relating to the key regeneration sites primarily comprise of small scale commercial units (workspace and retail). This has implications for the Council's commercial tax base as small scale premises due to their rateable value size may be exempt from paying business rates, the threshold will be based on rateable value rather than the size of premises. New rules around small business relief come into effect from April 2017, meaning that small businesses who occupy a property with a rateable value of below £12,000 will pay no business rates with a tapered relief scheme applying between £12,000 and £15,000. Given that the Borough has a high proportion of smaller properties with low rateable values; these changes could have a significant impact. Initial analysis by the Council indicates that in the region of 3,200 businesses will be exempt from paying rates.
- 7.55 In addition, the upper threshold for the standard business rates multiplier has increased significantly meaning that many smaller properties will be taken out of the higher rate. Alongside other changes relating to Revenue Support Grant and rates retention, the revenue streams required to support the provision of essential services could be significantly reduced. Taking this into account, if the Council hopes to maintain or increase its business rate base, they should seek to provide a mix of new commercial property including some larger floorplates. This suggests the Council should safeguard large sites and prime sites with the best access to the strategic road network and public transport nodes.

Strategy and Delivery Recommendations

7.56 Drawing on the preceding analysis, a range of delivery recommendations are set out in Table 7.1.

Table 7.1 Strategy and Delivery Recommendations

Council Function	Recommendation	Evidence/ Rationale
Employment Uses		
Planning Policy	Seek to provide a minimum of 18,825sq.m gross B Class employment floorspace in Harrow between 2016 and 2036.	This quantum of floorspace would meet the requirements associated with the forecast baseline level of job growth drawing on the GLA long term labour market projections published in June 2016.
Planning Policy	Seek to identify additional supply of floorspace (up to 25,200sq.m i.e. the difference between the office space under-supply (96,785sq.m) and industrial space over-supply (-71,585sq.m) for scenario 2) to provide the broad scale and type of growth that could go beyond the baseline scenario and towards achieving the growth sector scenario of future growth.	The baseline level of job growth indicates 2,000 additional jobs in Harrow over the period 2016-2036. This level of growth does not reflect the Council's economic development aspirations. The alternative sector growth scenario indicates a more ambitious level of job growth over the baseline level however; meeting this level of job growth needs to be balanced against identifying sufficient capacity to accommodate growth, which will in part be dependent on Harrow's ability to attract additional growth compared with its competitors.
Planning Policy/ Regeneration/ Economic Development	Undertake a comprehensive review of the Council's portfolio of existing employment sites to consider their quality and suitability in order to have an up-to-date picture of the employment land position in the Borough that provides a baseline against which the Council can monitor future changes.	The last comprehensive review of employment sites was undertaken in 2008/09 to inform the Harrow Employment Land Review (2010). In the intervening period the circumstances of many of these sites has changed and there has been losses of employment uses/ floorspace.
Planning Policy/ Regeneration/ Economic Development	Identify which sites should be protected for employment uses and provide these sites with the necessary policy protection. Implementation of these policies will be via development management. In particular, the Council should aim to prevent further losses of employment space on the Council's good quality employment sites.	In a relatively constrained location, planning for employment needs will need to be balanced against pressures from other land uses such as housing, retail, leisure and community uses. The approach should be agreed among the relevant Council teams to ensure that the Strategy moving forward is agreed and based on consensus, and captured by the next Local Plan. A high level review of the employment sites suggests that many of the employment floorspace losses recorded in recent years have been on employment sites that were assessed as good quality in 2008/09.
Planning Policy	Continue to monitor and carefully manage losses of employment floorspace going forward. Trends could be measured against local	Harrow has been losing industrial space at a rate that significantly exceeds the GLA Borough release benchmark. In addition, the

Council Function	Recommendation	Evidence/ Rationale
	and regional indicators. The Council's policies should continue to support industrial uses on the Borough's two Strategic Industrial Locations (SILs).	introduction of permitted development rights has led to significant losses of office floorspace. Affording greater policy protection to these sites and applying this consistently would recognise the requirements of the London Plan and the role of these sites in the wider London context.
Planning Policy/ Economic Development	Take measures to support the economic role of the Borough's centres that fall outside the Harrow and Wealdstone Opportunity Area.	Locations including Pinner, Stanmore and the eastern part of the Borough help to meet local office and industrial needs and should be retained and protected. These locations have recorded significant losses of employment floorspace in recent years.
Planning Policy	Consider the implementation of an Article 4 Direction in key office locations to remove permitted development rights allowing the conversion of office space to residential uses.	Market signals indicate that a 'tipping-point' may have been reached whereby the building of new office stock is becoming viable. Office market vacancy rates have fallen to c.7-10% in recent years. The introduction of an Article 4 Direction to prevent further losses in certain locations may also provide stability in the market.
Planning Policy	Consider the implementation of an Article 4 Direction to remove forthcoming permitted development rights allowing the conversion of small scale industrial units (B1c) to residential uses where of local economic significance.	A large proportion of the Council's existing industrial stock comprises of units of 500sqm or less (the stock to which this permitted development right would apply). Taking account of market signals including notably low levels of vacancy, rising rental values, evidence of latent demand and contraction of stock in this sector of the market, the introduction of an Article 4 Direction would help to protect the Borough against further losses.
Planning Policy/ Regeneration	Maximise the quantum of employment floorspace and provide for a mix of typologies of workspace to meet different types of demand and redress supply shortfalls within the Council's key regeneration sites. This could include 'Grade A' offices, small scale office/ workspace, more traditional offices with a range of floorplate sizes and small scale industrial units. Work up detailed guidance regarding type and scale of workspace in different locations as a potential basis for Supplementary Planning Guidance.	Market feedback suggests that there is latent demand for some 'Grade A' space in the Borough particularly in Harrow Town Centre. The Council should consider opportunities for delivering this space within the regeneration sites where possible, for example Greenhill Way. Commuting data indicates that approximately 12,000 of Harrow's residents work mainly at or from home. Provision of small scale space could provide these residents with a more formalised workspace. In addition, provision of this typology of space could accommodate businesses in the identified growth sectors such as creative industries and information and communication.

Council Function	Recommendation	Evidence/ Rationale
		Nevertheless, market feedback indicates that there is a need for some more traditional format space also including strong levels of demand of small scale industrial space in Harrow. This is confirmed by low vacancy levels which are notably lower than market averages.
Planning Policy/ Regeneration/ Economic Development	Actively encourage/ require the inclusion of employment floorspace within major private sector development sites where possible and resist the reduction of provision when existing planning permission are in place.	Harrow is a relatively constrained location with a limited number of sites available for development and as a result the opportunity to re-provide space on sites must not be lost particularly in the absence of any identified alternatives. The future land capacity position is sensitive to a small number of large sites delivering space.
Economic Development	Consider initiatives to support indigenous business growth in the Borough, for example business mentoring, access to finance, local training initiatives linked to key sectors.	The Borough has high number of micro businesses and rates of business start-ups and survival which should be supported into the future. This is confirmed by market feedback which suggests that the demand for both office and industrial space is driven by local demand.
Economic Development	Increase levels of productivity by encouraging the growth of higher value sectors/ clusters, and supporting existing sectors to move up the value chain.	Harrow's economy is characterised by low levels of productivity which may be reflective of the profile of economic activities and the skills levels of workers in the Borough. Growth of higher value sectors could increase the levels of economic output per worker being achieved. Provision of suitable space may be the starting point for achieving this.
Town Centre Uses		
Policy/ Regeneration/Economic Development	Maintain the hierarchy of town and district shopping centres in the Borough, through the application of the sequential and impact tests. Promote Harrow town centre as the main centre in the Borough and the main focus for major retail and leisure development. Development within other district centres will serve more localised needs. Direct investment towards the Borough's town centres through the Council's Regeneration Strategy and the delivery of regeneration sites. Continue to support the promotion activities of the Harrow town	The economic downturn had a significant impact on the health and vitality of town centres and many town centre development schemes were delayed in recent years. The lack of investment in some of the Borough's town centres has reduced the attractiveness of these locations for town centre and office occupiers. Careful management of developments outside of town centres, attracting inward investment and collaborative efforts between the Council, the local business community and other statutory providers to implement plans and improvement programmes could help to counteract this. Town centres in Harrow will maintain an important role in providing a range and choice of shopping facilities that are locally accessible.

Council Function	Recommendation	Evidence/ Rationale
	centre Business Improvement District.	Harrow town centre is designated as a Metropolitan Centre in the London Plan and as such performs an important role at both the Borough and London level. The NPPF includes a requirement to apply sequential and impact tests when testing planning permissions.
Policy/ Regeneration	Seek to identify opportunities to accommodate around 16,000 sq.m gross of Class A retail uses by 2026. Explore longer term opportunities to accommodate an additional 35,000 sq.m gross of Class A retail uses between 2026 and 2036. This longer term potential should be monitored and kept under review.	Considered alongside existing trading patterns and committed development, population and expenditure projections have been used to identify future requirements for retail floorspace in the Borough in the shorter and longer term. Overall trading levels appear to be reasonable at present. Future population growth associated with planned housing growth will help to support additional retail floorspace in the future.
Policy/ Regeneration	Seek to maintain the Borough's market share of retail and leisure expenditure in the face of increasing competition e.g. Brent Cross by attracting new investment and development within town centres and regeneration projects. Seek to implement physical regeneration of designated centres through the implementation area action plans for each centre.	The evidence indicates that Harrow operates in a very competitive retail market, which is expected to increase in future as a result of expansion of Brent Cross. Delivery of additional retail and leisure floorspace is therefore required to at least maintain the Borough's market share. Area Action Plans set out planning policies, masterplans and maps to show how places will regenerate and what planning applications in the area will need to do. This will provide a clear steer as to the Council's expectations for future development for each centre.
Policy	Continue to define town/district centre boundaries to focus retail and main town centre uses within designated centres consistent with the sequential approach.	Focusing retail and main town centre uses within the designated centres will ensure compliance with national policy and will act to strengthen the role of these centres which is important when taking account of the proximity to strong competing centres.
Policy/ Economic Development	Maintain shop frontage policies within designated centres to maintain the supply of Class A premises, but identify areas where more flexibility between Class A uses may be appropriate.	In light of limited opportunities to provide additional Class A space, better utilisation of existing space and maintenance of shop frontages will be important. Recent changes to the GPDO will provide the necessary level of flexibility for changes of use within the Class A uses.
Policy/ Regeneration	Allocate and bring forward the Greenhill Way site in Harrow town centre for mixed use development including Class A uses at ground	Greenhill Way is the largest identified potential development site which is located within the Borough's main town centre and is

Council Function	Recommendation	Evidence/ Rationale
	floor level. In the longer term explore the development potential at St. Ann's and College Road.	considered to be appropriate for accommodating future retail floorspace (and Grade A offices as noted above).
Regeneration	Maintain the low shop vacancy rate across the Borough and where appropriate seeks to reduce vacancy levels by promoting more flexibility in changes of use between Class A uses.	While retail vacancy rates are relatively low in the Borough at 5.9% overall, there are 128 vacant Class A units in the Borough, taking account of land supply constraints there is scope to meet some future needs within existing stock.

Source: Lichfields

Appendix 1: List of Consultees

George Moriarty - David Charles Property Consultants
James Shillabeer - Bray Fox Smith
Neil Altman - VDBM
Peter Amstell - David Charles Property Consultants
Richard Morgan - VDBM
Steve Keenan - Ferrari Dewe

Appendix 2: Growth Sector Analysis

Based on Inter Departmental Business Register data, Harrow accommodates approximately 12,500 recorded businesses. These businesses span a varied mix of sectors and are distributed across the Borough. A number of key sectors of interest with potential for growth in the future have been identified including creative industries, food industries, education, finance and insurance, information and communication and professional, scientific and technical services. This Appendix provides a detailed breakdown of number of companies and employment by sector in the Borough and then considers the business and employment profile of each of the key sectors of interest in turn and provides an overview of the spatial distribution of businesses.

Table 0.2 Business Count and Employment by Sector in Harrow

		No. of companies	No. of employees	Total employment
Accommodation & Food	Accommodation	31	417	419
	Food and beverage service activities	Included in 'Food Industries'	~	~
Admin & Support Services	Rental and leasing activities	43	249	256
	Employment activities	59	1612	1612
	Travel agency, tour operator and other reservation service and related activities	46	313	315
	Security and investigation activities	23	85	86
	Services to buildings and landscape activities	135	851	856
	Office administrative, office support and other business support activities	3193	7911	7920
Agriculture, forestry & fishing	Crop and animal production, hunting and related service activities	*	20	20
	Forestry and logging	0	0	0
	Fishing and aquaculture	0	0	0
Construction	Construction of buildings	536	2171	2192
	Civil engineering	119	399	416
	Specialised construction activities	489	1514	1569
Creative Industries	Advertising and marketing	41	182	184
	Architecture	31	76	78
	Crafts	0	0	0
	Design: product, graphic and fashion design	10	49	50
	Film, TV, video, radio and photography	63	252	254
	IT, software and computer services	784	1603	1604
	Publishing	27	180	181

		No. of companies	No. of employees	Total employment
	Museums, galleries and libraries	*	40	40
	Music, performing and visual arts	60	84	94
Education	Primary and Secondary level education	118	7814	7819
	Higher education	14	111	111
	Other education and support services	46	378	379
Extraction & Mining	Extraction of crude petroleum and natural gas	0	0	0
	Mining of coal and lignite	0	0	0
	Mining of metal ores	0	0	0
	Other mining and quarrying	*	90	90
	Mining support services activities	0	0	0
Finance & Insurance	Financial service activities, except insurance and pension funding	132	868	870
	Insurance, reinsurance and pension funding except compulsory social security	7	20	20
	Activities auxiliary to financial services and insurance activities	137	358	366
Food Industries	Food Processing and Manufacturing	21	988	991
	Food retail	106	485	503
	Restaurants and Catering	375	3317	3340
Health & Social Care	Human health activities	298	5425	5531
	Residential care activities	95	2141	2153
	Social work activities without accommodation	155	2406	2412
Information & Communication	Telecommunications	15	698	698
	Computer programming, consultancy and related activities	69	327	329
	Information service activities	73	122	122

		No. of companies	No. of employees	Total employment
Manufacturing	Manufacture of Beverages	*	10	10
	Manufacture of textiles	9	48	49
	Manufacture of wearing apparel	*	40	40
	Manufacture of leather and related products	*	10	10
	Manufacture of wood and of products of wood and cork, except furniture; manufacture of articles of straw and plaiting materials	16	22	22
	Manufacture of paper and paper products	*	20	20
	Printing and production of recorded media	24	68	70
	Manufacture of coke and refined petroleum products	0	0	0
	Manufacture of chemical and chemical products	10	323	323
	Manufacture of basic pharmaceutical products and pharmaceutical preparations	8	19	19
	Manufacture of rubber and plastic products	*	10	10
	Manufacture of other non-metallic mineral products	*	20	20
	Manufacture of basic metals	*	10	10
	Manufacture of fabricated metal products, except machinery and equipment	44	155	155
	Manufacture of computer, electronic and optical products	59	310	310
	Manufacture of electrical equipment	9	101	101
Manufacture of machinery and equipment n.e.c.	18	53	53	

		No. of companies	No. of employees	Total employment
	Manufacture of motor vehicles, trailers and semi-trailers	10	20	20
	Manufacture of other transport equipment	*	10	10
	Manufacture of furniture	*	20	20
	Other manufacturing	25	117	119
	Repair and installation of machinery and equipment	11	29	29
Other Private Services	Activities of membership organisations	52	326	327
	Repair of computers and personal household goods	23	70	73
	Other personal service activities	252	1621	1642
	Activities of households as employers of domestic personnel	*	30	30
	Undifferentiated goods- and services- producing activities of private households for own use	0	0	0
Professional & Business Services	Real estate activities	289	1151	1193
	Legal and accounting activities	623	2695	2844
	Activities of head offices; management consultancy activities	359	1822	1833
	Architectural and engineering activities; technical testing and analysis	186	516	528
	Scientific research and development	*	70	70
	Advertising and market research	19	380	380
	Other professional, scientific and technical activities	1657	4077	4079
	Veterinary activities	11	54	55
Public Admin & Defence	Public administration and defence; compulsory social security	16	2024	2024

		No. of companies	No. of employees	Total employment
Recreation	Gambling and betting activities	58	1607	1607
	Sports activities and amusement and recreation activities	49	1121	1125
Retail	Retail trade, except of motor vehicles and motor cycles	622	6364	6434
Utilities	Electricity, gas, steam and air conditioning supply	*	10	10
	Sewerage	*	20	20
	Waste collection, treatment and disposal activities: materials recovery	*	460	460
Wholesale & Transport	Wholesale and retail trade and repair of motor vehicles and motorcycles	129	547	568
	Wholesale trade, except of motor vehicles and motorcycles	312	1996	2028
	Land transport and transport via pipelines	134	1192	1200
	Water transport	*	10	10
	Air transport	*	10	10
	Warehousing and support activities for transportation	29	281	281
	Postal and courier activities	22	455	456

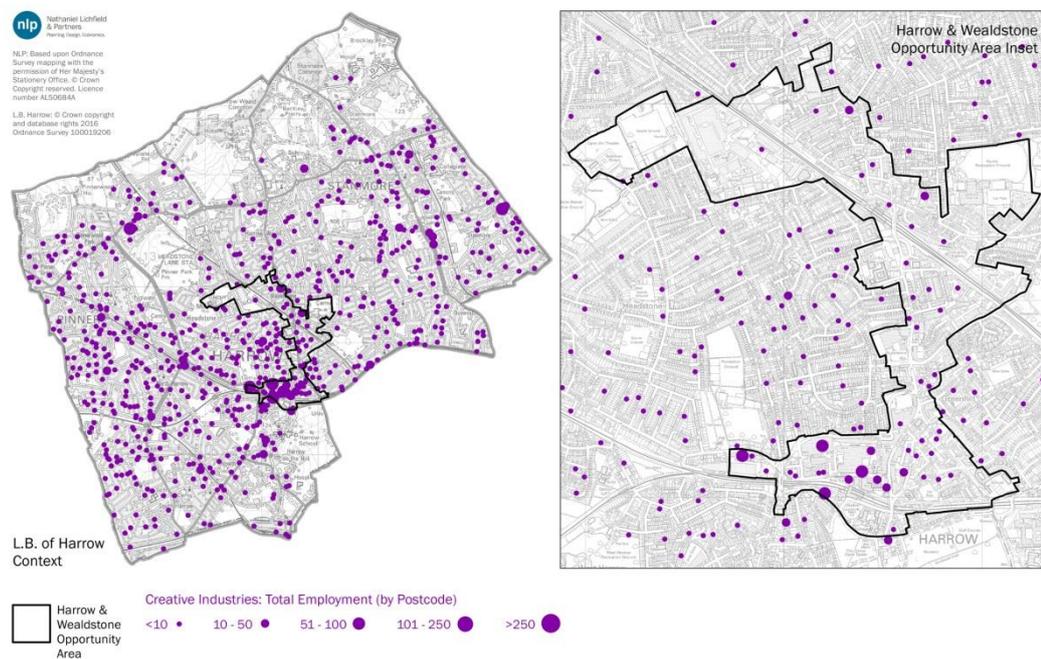
Source: IDBR/Lichfields analysis Note: data relating to sectors with 5 companies or less have been removed and the employee/ employment numbers have been rounded to the nearest 10, as a result figures will not sum.

Sector Profiles

Creative Industries

There are over 1,000 creative industry businesses in Harrow which support almost 2,490 jobs. These businesses are distributed across the Borough and mainly comprise of micro-business (i.e. support 0-9 employees). There are a small number of larger employers which are primarily concentrated around Harrow town centre. Over three quarters of business and two thirds of employment in this sector are involved in IT, software and computer services.

Figure 0.1 Spatial Distribution of Creative Sector Businesses in Harrow

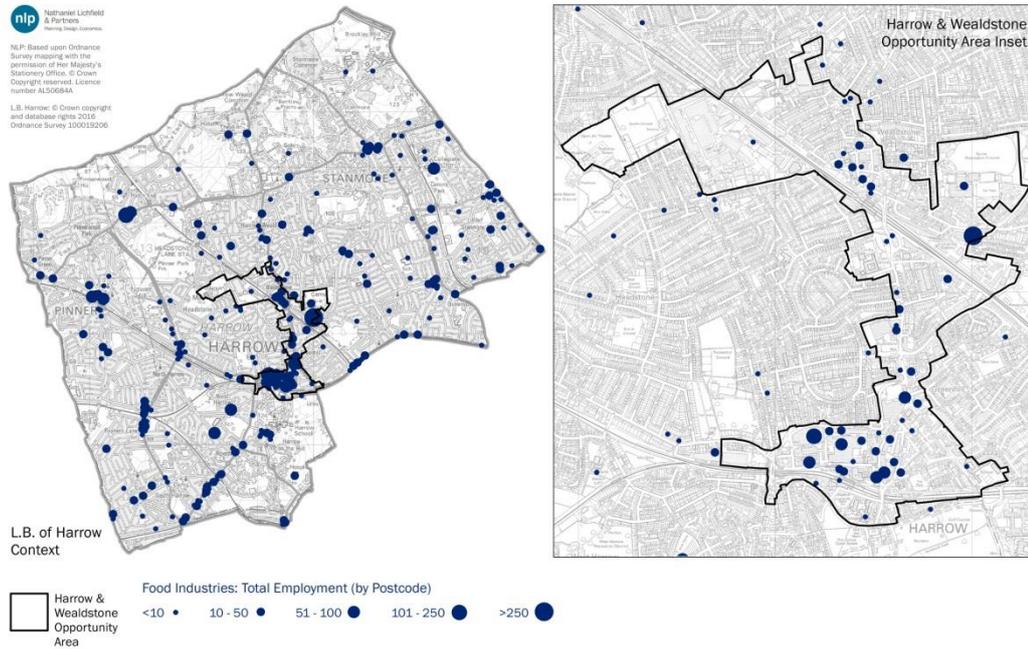


Source: IDBR/ Lichfields analysis

Food Industries

In contrast, there are 500 businesses which support 4,835 jobs in food industries. Over 3,300 of jobs are related to restaurants and catering activities within 375 businesses which indicates an average level of employment of 9 jobs per business. There are approximately 20 businesses involved in food processing and manufacturing supporting almost 1,000 jobs indicating average employment levels of 50 jobs per business. These businesses are primarily located within the Borough's town centres.

Figure 0.2 Spatial Distribution of Food Sector Businesses in Harrow

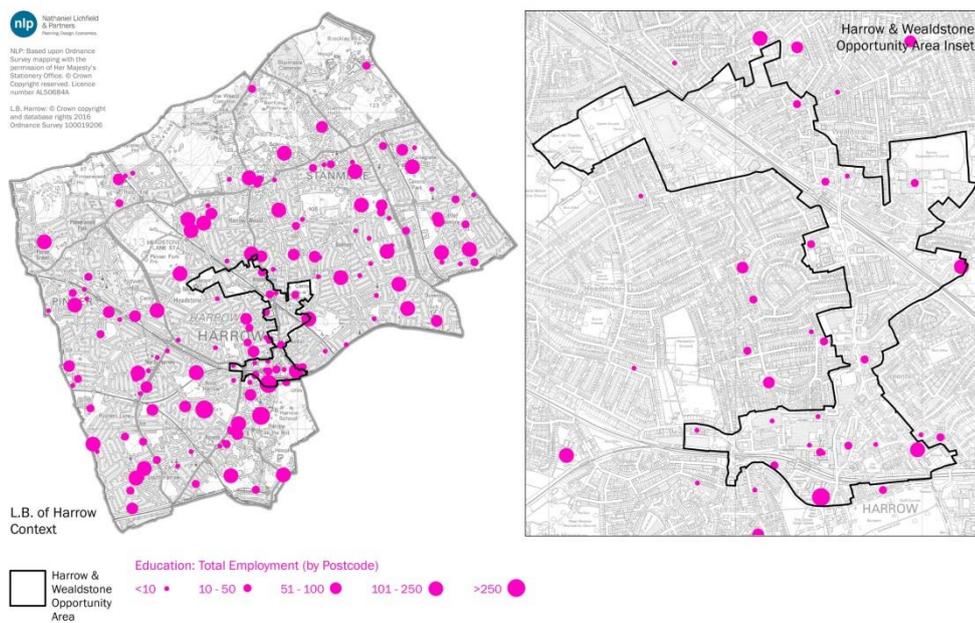


Source: IDBR/ Lichfields analysis

Education

There are 175 education businesses in Harrow which support over 8,300 jobs. Primary and secondary education accounts for two thirds of businesses (118 businesses) and 95% of employment (7,8290) in the sector in the Borough. As can be expected, these businesses are distributed across the Borough and close to residential areas.

Figure 0.3 Spatial Distribution of Education Sector Businesses in Harrow

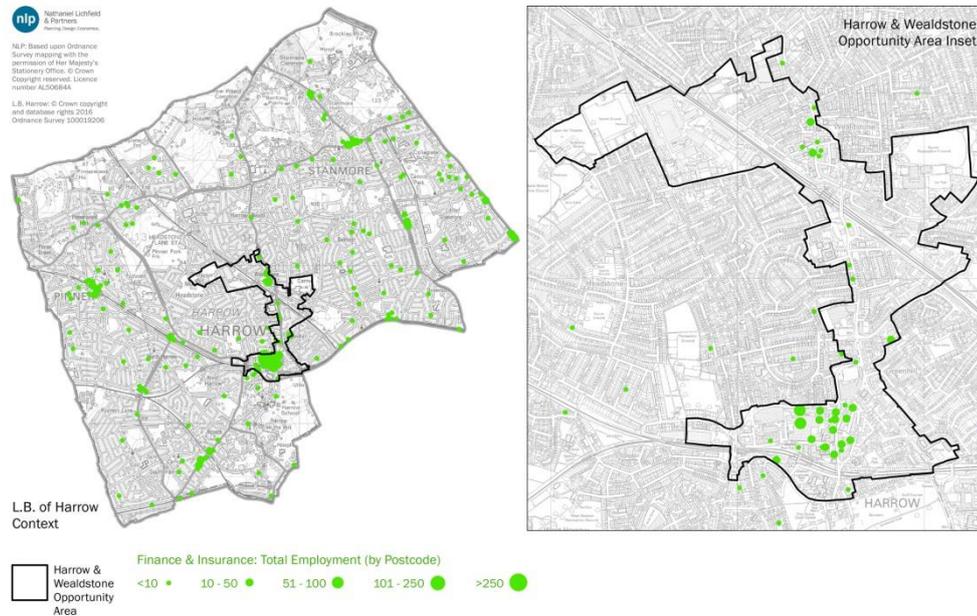


Source: IDBR/ Lichfields analysis

Finance & Insurance

There are 275 businesses which support 1,255 jobs that fall within the finance and insurance sector in Harrow. These businesses are clearly clustered in the town centres particularly Harrow town centre, Pinner and Stanmore.

Figure 0.4 Spatial Distribution of Finance & Insurance Sector Businesses in Harrow



Source: IDBR/ Lichfields analysis

Information & Communication

There are 1,020 businesses which support 3,140 jobs that fall within the information and communications sector in Harrow. As seen with the finance and insurance industries there are more clearly clustered in town centre locations including Harrow town centre and south Harrow.

Figure 0.5 Spatial Distribution of Information and Communication Sector Businesses in Harrow

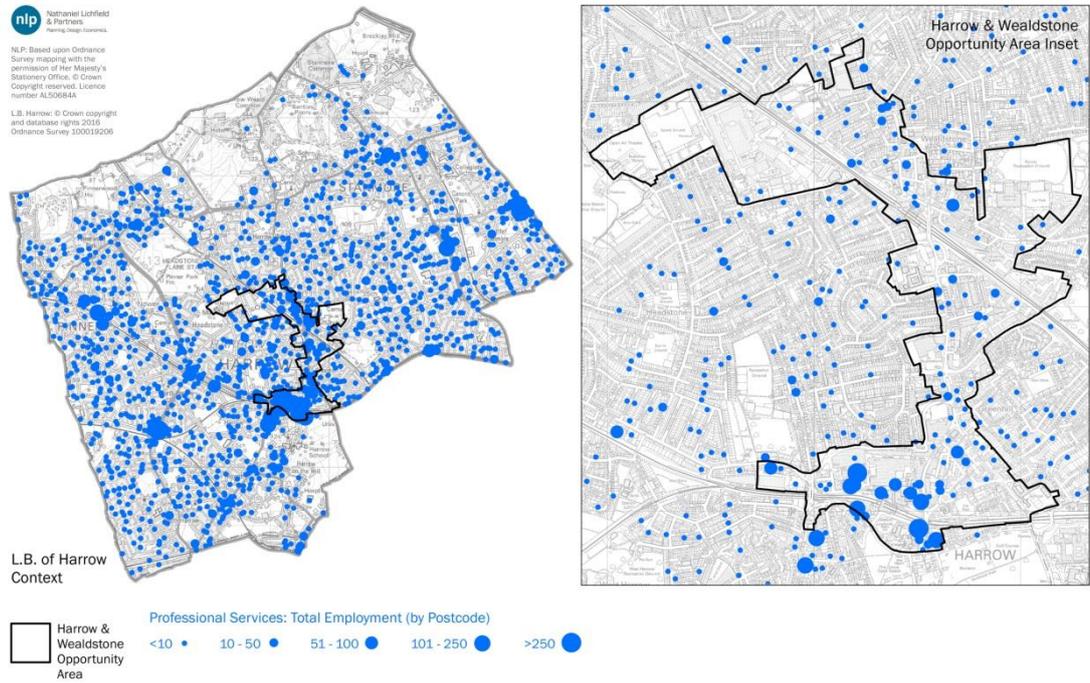


Source: IDBR/ Lichfields analysis

Professional, Scientific & Technical Services

The professional, scientific and technical service sector is significantly larger than any of the other growth sectors under consideration. There are 2,965 businesses which support 10,175 jobs. Head office, PR and communications, financial and other management consultancy activities and accounting, bookkeeping and tax consultancy activities are the largest employers within this sector. These businesses are widely distributed across the Borough and vary in terms of business size again larger businesses are located within the town centres. In considering this sector more closely, the largest employment in this sector is in other professional, scientific and technical activities (1,657 companies and 4,077 employees) and legal and accounting activities (623 companies and 2,695 employees). The former includes companies in elderly care, security and technology.

Figure 0.6 Spatial Distribution of Professional, Scientific & Technical Services in Harrow



Source: IDBR/ Lichfields analysis

Appendix 3: Definition of B Class Sectors

The method for apportioning employment forecasts by sector into B class uses is summarised below, which has drawn upon BRES data.

Sector	Share of Workforce Jobs by Use Class		
	B1 Offices	B2 Industrial	B8 Warehousing
Agriculture, Forestry & Fishing	Non B Class		
Extraction & Mining	Non B Class		
Food, Drink & Tobacco	0%	100%	0%
Textiles & Clothing	0%	100%	0%
Wood & Paper	0%	100%	0%
Printing & Recorded Media	0%	100%	0%
Fuel Refining	0%	100%	0%
Chemicals	0%	100%	0%
Pharmaceuticals	0%	100%	0%
Non-Metallic Products	0%	100%	0%
Metal Products	0%	100%	0%
Computer & Electronic Products	0%	100%	0%
Machinery & Equipment	0%	100%	0%
Transport Equipment	0%	100%	0%
Other Manufacturing	0%	100%	0%
Utilities	0%	38%	0%
Construction of Buildings	Non B Class		
Civil Engineering	Non B Class		
Specialised Construction Activities	0%	53%	0%
Wholesale	0%	33%	67%
Retail	Non B Class		
Land Transport, Storage & Post	0%	0%	68%
Air & Water Transport	Non B Class		
Accommodation & Food Services	Non B Class		
Recreation	Non B Class		
Media Activities	100%	0%	0%
Telecoms	100%	0%	0%
Computing & Information Services	100%	0%	0%
Finance	100%	0%	0%
Insurance & Pensions	100%	0%	0%
Real Estate	100%	0%	0%
Professional Services	100%	0%	0%
Administrative & Supportive Services	6%	0%	0%
Other Private Services	Non B Class		
Public Administration & Defence	10%	0%	0%
Education	Non B Class		
Health	Non B Class		

Sector	Share of Workforce Jobs by Use Class		
	B1 Offices	B2 Industrial	B8 Warehousing
Residential Care & Social Work	Non B Class		

Appendix 4: Job Forecasts

Workforce job growth by sector associated with Scenario 1 ('baseline job growth scenario') is summarised below, which has drawn upon the GLA 2016 employment projections and Harrow sector breakdown from 2015 BRES data.

Sector	Harrow Workforce Jobs		
	2016	2036	Change (2016 - 2036)
Agriculture, Forestry & Fishing	5	5	0
Extraction & Mining	365	373	8
Food, Drink & Tobacco	212	217	5
Textiles & Clothing	212	217	5
Wood & Paper	212	217	5
Printing & Recorded Media	212	217	5
Fuel Refining	212	217	5
Chemicals	212	217	5
Pharmaceuticals	212	217	5
Non-Metallic Products	212	217	5
Metal Products	212	217	5
Computer & Electronic Products	212	217	5
Machinery & Equipment	212	217	5
Transport Equipment	212	217	5
Other Manufacturing	212	217	5
Utilities	365	373	8
Construction of Buildings	1,562	1,598	36
Civil Engineering	1,562	1,598	36
Specialised Construction Activities	1,562	1,598	36
Wholesale	4,183	4,281	97
Retail	9,900	10,130	230
Land Transport, Storage & Post	1,397	1,429	32
Air & Water Transport	1,397	1,429	32
Accommodation & Food Services	4,744	4,854	110
Recreation	2,587	2,647	60
Media Activities	1,870	1,914	43
Telecoms	1,870	1,914	43
Computing & Information Services	1,870	1,914	43
Finance	830	849	19
Insurance & Pensions	830	849	19
Real Estate	4,040	4,134	94
Professional Services	12,128	12,410	282
Administrative & Supportive Services	1,428	1,462	33
Other Private Services	4,015	4,108	93
Public Administration & Defence	2,395	2,451	56
Education	10,120	10,355	235
Health	6,108	6,250	142
Residential Care & Social Work	6,108	6,250	142
Total (rounded)	86,000	88,000	2,000

Workforce job growth by sector associated with Scenario 2 ('growth sector based job growth scenario') is summarised below, which has drawn upon the GLA 2016 employment projections and Harrow sector breakdown from 2015 BRES data.

Sector	Harrow Workforce Jobs		
	2016	2036	Change (2016 - 2036)
Agriculture, Forestry & Fishing	5	0	-5
Extraction & Mining	365	322	-43
Food, Drink & Tobacco	212	136	-76
Textiles & Clothing	212	136	-76
Wood & Paper	212	136	-76
Printing & Recorded Media	212	136	-76
Fuel Refining	212	136	-76
Chemicals	212	136	-76
Pharmaceuticals	212	136	-76
Non-Metallic Products	212	136	-76
Metal Products	212	136	-76
Computer & Electronic Products	212	136	-76
Machinery & Equipment	212	136	-76
Transport Equipment	212	136	-76
Other Manufacturing	212	136	-76
Utilities	365	322	-43
Construction of Buildings	1,562	1,875	314
Civil Engineering	1,562	1,875	314
Specialised Construction Activities	1,562	1,875	314
Wholesale	4,183	2,438	-1,746
Retail	9,900	9,726	-174
Land Transport, Storage & Post	1,397	1,207	-190
Air & Water Transport	1,397	1,207	-190
Accommodation & Food Services	4,744	5,674	930
Recreation	2,587	555	-2,031
Media Activities	1,870	2,306	436
Telecoms	1,870	2,306	436
Computing & Information Services	1,870	2,306	436
Finance	830	992	163
Insurance & Pensions	830	992	163
Real Estate	4,040	5,435	1,395
Professional Services	12,128	16,378	4,249
Administrative & Supportive Services	1,428	1,788	360
Other Private Services	4,015	2,343	-1,671
Public Administration & Defence	2,395	2,217	-178
Education	10,120	13,624	3,504
Health	6,108	7,152	1,043
Residential Care & Social Work	6,108	7,152	1,043
Total (rounded)	86,001	93,840	7,840

Appendix 5: Convenience Retail Capacity

Table 1 Study Area Population

Zone	2011	2016	2021	2026	2031	2036
Zone 1 Northwood	21,900	23,970	25,671	27,168	28,468	29,560
Zone 2 Ruislip	9,871	10,804	11,571	12,245	12,831	13,323
Zone 3 Eastcote	47,040	50,877	54,241	57,218	59,810	62,015
Zone 4 Hatch End	35,985	37,519	39,456	41,218	42,770	44,155
Zone 5 Rayners Lane	71,374	74,098	77,760	81,073	83,978	86,593
Zone 6 Harrow	68,359	71,272	74,953	78,300	81,248	83,879
Zone 7 Wembley	60,648	62,571	65,425	67,945	70,130	72,136
Zone 8 Kenton	58,326	60,872	64,025	66,867	69,366	71,599
Zone 9 Edgware	48,731	50,946	53,598	55,953	58,016	59,865
Zone 10 Stanmore	17,251	17,986	18,915	19,760	20,504	21,168
Total	439,485	460,916	485,616	507,749	527,122	544,293

Sources: Experian 2011 Census of Population
GLA Short Term Projections 2015

Table 2 Convenience Goods Expenditure per person (£)

Zone	2016	2021	2026	2031	2036
Zone 1 Northwood	2,471	2,421	2,411	2,413	2,417
Zone 2 Ruislip	2,037	1,996	1,987	1,989	1,992
Zone 3 Eastcote	1,963	1,923	1,915	1,916	1,920
Zone 4 Hatch End	2,002	1,962	1,953	1,955	1,958
Zone 5 Rayners Lane	1,658	1,624	1,617	1,619	1,622
Zone 6 Harrow	1,706	1,671	1,664	1,665	1,668
Zone 7 Wembley	1,739	1,704	1,697	1,698	1,701
Zone 8 Kenton	1,781	1,746	1,738	1,739	1,743
Zone 9 Edgware	1,711	1,677	1,670	1,671	1,674
Zone 10 Stanmore	2,073	2,031	2,023	2,024	2,028

Sources: Experian Local Expenditure 2014 (2014 prices)
Growth Rates: -1.1% in 2015, 0% in 2016, -0.2% in 2017, -0.9% in 2018, 0% from 2019 to 2023 and 0.1% p.a. from 2024
Excludes Special Forms of Trading

Table 3 Total Convenience Goods Expenditure (£m)

Zone	2016	2021	2026	2031	2036
Zone 1 Northwood	59.24	62.16	65.50	68.69	71.46
Zone 2 Ruislip	22.00	23.09	24.33	25.52	26.54
Zone 3 Eastcote	99.86	104.32	109.57	114.62	119.07
Zone 4 Hatch End	75.12	77.40	80.51	83.61	86.48
Zone 5 Rayners Lane	122.83	126.31	131.12	135.93	140.42
Zone 6 Harrow	121.57	125.27	130.30	135.31	139.95
Zone 7 Wembley	108.83	111.50	115.29	119.10	122.73
Zone 8 Kenton	108.44	111.76	116.22	120.66	124.77
Zone 9 Edgware	87.19	89.88	93.43	96.95	100.22
Zone 10 Stanmore	37.29	38.42	39.97	41.50	42.93
Total	842.37	870.11	906.24	941.89	974.56

Source: Tables 1 and 2

Table 4 Base Year 2016 Convenience Goods Market Shares (%)

Location	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	Zone 9	Zone 10	Inflow
LB Harrow	35%	7%	43%	85%	75%	85%	17%	35%	7%	75%	2%
LB Barnet	0%	0%	0%	0%	0%	1%	1%	2%	25%	10%	
LB Brent	0%	0%	0%	1%	0%	4%	24%	52%	62%	6%	
LB Ealing	0%	0%	0%	1%	5%	5%	53%	8%	3%	0%	
LB Hillingdon	49%	74%	55%	0%	18%	1%	5%	0%	0%	0%	
Hertsmere	0%	0%	0%	2%	0%	0%	0%	1%	0%	5%	
Watford	5%	8%	1%	11%	1%	3%	0%	1%	2%	2%	
Other Outside LB Harrow	11%	11%	1%	0%	1%	1%	0%	1%	1%	2%	
Other Sub-Total	65%	93%	57%	15%	25%	15%	83%	65%	93%	25%	
TOTAL	100%										

Source: Harrow Retail Study September 2009 - with NLP adjustments

Table 5 Base Year 2016 Convenience Goods Expenditure (£m)

Location	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	Zone 9	Zone 10	Inflow	Total
Expenditure 2016	59.24	22.00	99.86	75.12	122.83	121.57	108.83	108.44	87.19	37.29		842.37
LB Harrow	20.73	1.54	42.94	63.85	92.13	103.33	18.50	37.95	6.10	27.97	8.47	423.52
LB Barnet	0.00	0.00	0.00	0.00	0.00	1.22	1.09	2.17	21.80	3.73		30.00
LB Brent	0.00	0.00	0.00	0.75	0.00	4.86	26.12	56.39	54.06	2.24		144.42
LB Ealing	0.00	0.00	0.00	0.75	6.14	6.08	57.68	8.68	2.62	0.00		81.94
LB Hillingdon	29.03	16.28	54.92	0.00	22.11	1.22	5.44	0.00	0.00	0.00		129.00
Hertsmere	0.00	0.00	0.00	1.50	0.00	0.00	0.00	1.08	0.00	1.86		4.45
Watford	2.96	1.76	1.00	8.26	1.23	3.65	0.00	1.08	1.74	0.75		22.43
Other Outside LB Harrow	6.52	2.42	1.00	0.00	1.23	1.22	0.00	1.08	0.87	0.75		15.08
Other Sub-Total	38.50	20.46	56.92	11.27	30.71	18.24	90.33	70.49	81.09	9.32		427.32
TOTAL	59.24	22.00	99.86	75.12	122.83	121.57	108.83	108.44	87.19	37.29		850.84

Source: Table 3 and 4

Table 6 Future 2021 Convenience Goods Expenditure (£m)

Location	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	Zone 9	Zone 10	Inflow	Total
Expenditure 2021	62.16	23.09	104.32	77.40	126.31	125.27	111.50	111.76	89.88	38.42		870.11
LB Harrow	21.76	1.62	44.86	65.79	94.73	106.48	18.95	39.12	6.29	28.82	8.74	437.15
LB Barnet	0.00	0.00	0.00	0.00	0.00	1.25	1.11	2.24	22.47	3.84		30.92
LB Brent	0.00	0.00	0.00	0.77	0.00	5.01	26.76	58.12	55.73	2.31		148.69
LB Ealing	0.00	0.00	0.00	0.77	6.32	6.26	59.09	8.94	2.70	0.00		84.08
LB Hillingdon	30.46	17.09	57.37	0.00	22.74	1.25	5.57	0.00	0.00	0.00		134.48
Hertsmere	0.00	0.00	0.00	1.55	0.00	0.00	0.00	1.12	0.00	1.92		4.59
Watford	3.11	1.85	1.04	8.51	1.26	3.76	0.00	1.12	1.80	0.77		23.22
Other Outside LB Harrow	6.84	2.54	1.04	0.00	1.26	1.25	0.00	1.12	0.90	0.77		15.72
Other Sub-Total	40.40	21.47	59.46	11.61	31.58	18.79	92.54	72.64	83.59	9.61		441.70
TOTAL	62.16	23.09	104.32	77.40	126.31	125.27	111.50	111.76	89.88	38.42		878.85

Source: Table 3 and 4

Table 7 Future 2026 Convenience Goods Expenditure (£m)

Location	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	Zone 9	Zone 10	Inflow	Total
Expenditure 2026	65.50	24.33	109.57	80.51	131.12	130.30	115.29	116.22	93.43	39.97		906.24
LB Harrow	22.93	1.70	47.12	68.44	98.34	110.76	19.60	40.68	6.54	29.97	9.10	455.17
LB Barnet	0.00	0.00	0.00	0.00	0.00	1.30	1.15	2.32	23.36	4.00		32.13
LB Brent	0.00	0.00	0.00	0.81	0.00	5.21	27.67	60.43	57.92	2.40		154.44
LB Ealing	0.00	0.00	0.00	0.81	6.56	6.52	61.11	9.30	2.80	0.00		87.08
LB Hillingdon	32.10	18.01	60.26	0.00	23.60	1.30	5.76	0.00	0.00	0.00		141.03
Hertsmere	0.00	0.00	0.00	1.61	0.00	0.00	0.00	1.16	0.00	2.00		4.77
Watford	3.28	1.95	1.10	8.86	1.31	3.91	0.00	1.16	1.87	0.80		24.22
Other Outside LB Harrow	7.21	2.68	1.10	0.00	1.31	1.30	0.00	1.16	0.93	0.80		16.49
Other Sub-Total	42.58	22.63	62.45	12.08	32.78	19.55	95.69	75.54	86.89	9.99		460.18
TOTAL	65.50	24.33	109.57	80.51	131.12	130.30	115.29	116.22	93.43	39.97		915.35

Source: Table 3 and 4

Table 8 Future 2031 Convenience Goods Expenditure (£m)

Location	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	Zone 9	Zone 10	Inflow	Total
Expenditure 2031	68.69	25.52	114.62	83.61	135.93	135.31	119.10	120.66	96.95	41.50		941.89
LB Harrow	24.04	1.79	49.29	71.07	101.95	115.02	20.25	42.23	6.79	31.13	9.46	473.00
LB Barnet	0.00	0.00	0.00	0.00	0.00	1.35	1.19	2.41	24.24	4.15		33.34
LB Brent	0.00	0.00	0.00	0.84	0.00	5.41	28.58	62.74	60.11	2.49		160.17
LB Ealing	0.00	0.00	0.00	0.84	6.80	6.77	63.12	9.65	2.91	0.00		90.08
LB Hillingdon	33.66	18.88	63.04	0.00	24.47	1.35	5.95	0.00	0.00	0.00		147.36
Hertsmere	0.00	0.00	0.00	1.67	0.00	0.00	0.00	1.21	0.00	2.08		4.95
Watford	3.43	2.04	1.15	9.20	1.36	4.06	0.00	1.21	1.94	0.83		25.21
Other Outside LB Harrow	7.56	2.81	1.15	0.00	1.36	1.35	0.00	1.21	0.97	0.83		17.23
Other Sub-Total	44.65	23.73	65.34	12.54	33.98	20.30	98.85	78.43	90.16	10.38		478.35
TOTAL	68.69	25.52	114.62	83.61	135.93	135.31	119.10	120.66	96.95	41.50		951.35

Source: Table 3 and 4

Table 9 Future 2036 Convenience Goods Expenditure (£m)

Location	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	Zone 9	Zone 10	Inflow	Total
Expenditure 2036	71.46	26.54	119.07	86.48	140.42	139.95	122.73	124.77	100.22	42.93		974.56
LB Harrow	25.01	1.86	51.20	73.50	105.31	118.96	20.86	43.67	7.02	32.19	9.79	489.37
LB Barnet	0.00	0.00	0.00	0.00	0.00	1.40	1.23	2.50	25.06	4.29		34.47
LB Brent	0.00	0.00	0.00	0.86	0.00	5.60	29.45	64.88	62.14	2.58		165.51
LB Ealing	0.00	0.00	0.00	0.86	7.02	7.00	65.05	9.98	3.01	0.00		92.92
LB Hillingdon	35.01	19.64	65.49	0.00	25.27	1.40	6.14	0.00	0.00	0.00		152.95
Hertsmere	0.00	0.00	0.00	1.73	0.00	0.00	0.00	1.25	0.00	2.15		5.12
Watford	3.57	2.12	1.19	9.51	1.40	4.20	0.00	1.25	2.00	0.86		26.11
Other Outside LB Harrow	7.86	2.92	1.19	0.00	1.40	1.40	0.00	1.25	1.00	0.86		17.88
Other Sub-Total	46.45	24.69	67.87	12.97	35.10	20.99	101.86	81.10	93.21	10.73		494.97
TOTAL	71.46	26.54	119.07	86.48	140.42	139.95	122.73	124.77	100.22	42.93		984.35

Source: Table 3 and 4

Table 10 Convenience Goods Floorspace and Benchmark Turnover 2016

Area	Store	Sales Floorspace (sq.m net)	Convenience Goods Floorspace (%)	Convenience Goods Floorspace (sq.m net)	Turnover (£ per sq.m)	Total Turnover (£m)
Harrow	Tesco Express, College Road	213	95%	202	£11,058	£2.24
Metropolitan Centre	Iceland, Station Road	586	95%	557	£8,045	£4.48
	Tesco Express, Station Road	220	95%	209	£11,058	£2.31
	M&S Food Hall	852	95%	809	£10,474	£8.48
	Morrisons, Pinner Road	3,294	75%	2,471	£10,849	£26.80
	Tesco, Station Road	3,389	75%	2,542	£11,058	£28.11
	Other Harrow MC	2,500	100%	2,500	£5,000	£12.50
		11,054		9,290		£84.91
District Centres	Iceland, Burnt Oak	356	95%	338	£8,045	£2.72
	M&S Food Hall, Burnt Oak	429	100%	429	£10,474	£4.49
	Iceland, Kingsbury	407	95%	387	£8,045	£3.11
	Tesco Express, North Harrow	194	95%	184	£11,058	£2.04
	Lidl, Pinner	1,272	80%	1,018	£7,723	£7.86
	M&S Food Hall, Pinner	900	100%	900	£10,474	£9.43
	Sainsbury's, Pinner	2,747	80%	2,198	£11,690	£25.69
	Iceland, Raynes Lane	376	95%	357	£8,045	£2.87
	Sainsbury's Local, Raynes Lane	398	95%	378	£11,690	£4.42
	Iceland, South Harrow	257	95%	244	£8,045	£1.96
	Sainsbury's, South Harrow	1,527	85%	1,298	£11,690	£15.17
	Sainsbury's, Stanmore	2,425	80%	1,940	£11,690	£22.68
	Lidl, Stanmore	1,266	80%	1,013	£7,723	£7.82
	Asda, Wealdstone	851	90%	766	£15,213	£11.65
	Iceland, Wealdstone	355	95%	337	£8,045	£2.71
	Sainsbury's Local, Wealdstone	145	95%	138	£11,690	£1.61
	Other Burnt Oak DC	1,500	100%	1,500	£5,000	£7.50
	Other Kenton DC	1,800	100%	1,800	£5,000	£9.00
	Other North Harrow DC	1,500	100%	1,500	£5,000	£7.50
	Other Kingsbury DC	300	100%	300	£5,000	£1.50
	Other Pinner DC	700	100%	700	£5,000	£3.50
	Other Rayners Lane DC	1,900	100%	1,900	£5,000	£9.50
	Other South Harrow DC	1,400	100%	1,400	£5,000	£7.00
	Other Stanmore DC	400	100%	400	£5,000	£2.00
	Other Wealdstone DC	2,700	100%	2,700	£5,000	£13.50
	Other Sub Total	26,105		24,124		£187.24
Local Centres	Tesco Metro, Belmont	517	95%	491	£11,058	£5.43
	Iceland, Harrow Weald	367	95%	349	£8,045	£2.80
	Waitrose, Harrow Weald	1,498	90%	1,348	£11,142	£15.02
	Tesco Express, Hatch End	181	95%	172	£11,058	£1.90
	Other Local Centres	2,900	100%	2,900	£5,000	£14.50
	Sub-Total	5,463		5,260		£39.66
Other Out of Centre	Asda, Northholt Road	714	85%	607	£15,213	£9.23
	Lidl, High St. Edgware	963	85%	819	£7,723	£6.32
	Tesco Express, Whitchurch Lane	213	95%	202	£11,058	£2.24
	Tesco Express, Mollison Way	296	95%	281	£11,058	£3.11
	Tesco Express, Alexandra Avenue	195	95%	185	£11,058	£2.05
	Tesco Express, Shaftesbury Circle	213	95%	202	£11,058	£2.24
	Tesco Express, Pinner Road	236	95%	224	£11,058	£2.48
	Morrisons, Uxbridge Road	2,987	80%	2,390	£10,849	£25.92
	Tesco, Ash Hill Drive	1,864	85%	1,584	£11,058	£17.52
	Waitrose, Hortholt Road	1,788	90%	1,609	£11,142	£17.93
	Other local parades/shops	8,900	100%	8,900	£5,000	£44.50
	Sub-Total	18,369		17,004		£133.54
	TOTAL	60,991		55,678		£445.36

Source: LB Harrow Council Land Use Survey 2016 and ORC StorePoint 2016 and Mintel 2015

Table 11 **Summary of Convenience Goods Expenditure 2016 to 2036 (£M)**

Area	2016	2021	2026	2031	2036
Available Expenditure in LB Harrow	423.52	437.15	455.17	473.00	489.37
Benchmark Turnover of Existing Facilities	445.36	445.36	445.36	445.36	445.36
Surplus/Deficit Expenditure (£m)	-21.84	-8.21	9.81	27.64	44.02

Source: Tables 5 to 12

Table 12 **Convenience Goods Floorspace Capacity 2016 to 2036**

Area	2016	2021	2026	2031	2036
Turnover Density New Floorspace (£ per sq.m)	£12,000	£12,000	£12,000	£12,000	£12,000
Floorspace Requirement (sq.m net)	-1,820	-684	818	2,303	3,668
Floorspace Requirement (sq.m gross)	-2,600	-977	1,168	3,290	5,240

Appendix 6: Comparison Retail Capacity

Table 1 Study Area Population

Zone	2011	2016	2021	2026	2031	2036
Zone 1 Northwood	21,900	23,970	25,671	27,168	28,468	29,560
Zone 2 Ruislip	9,871	10,804	11,571	12,245	12,831	13,323
Zone 3 Eastcote	47,040	50,877	54,241	57,218	59,810	62,015
Zone 4 Hatch End	35,985	37,519	39,456	41,218	42,770	44,155
Zone 5 Rayners Lane	71,374	74,098	77,760	81,073	83,978	86,593
Zone 6 Harrow	68,359	71,272	74,953	78,300	81,248	83,879
Zone 7 Wembley	60,648	62,571	65,425	67,945	70,130	72,136
Zone 8 Kenton	58,326	60,872	64,025	66,867	69,366	71,599
Zone 9 Edgware	48,731	50,946	53,598	55,953	58,016	59,865
Zone 10 Stanmore	17,251	17,986	18,915	19,760	20,504	21,168
Total	439,485	460,916	485,616	507,749	527,122	544,293

Sources: Experian 2011 Census of Population
GLA Short Term Projections 2015

Table 2 Comparison Goods Expenditure per person (£)

Zone	2016	2021	2026	2031	2036
Zone 1 Northwood	4,417	4,806	5,571	6,505	7,597
Zone 2 Ruislip	3,684	4,009	4,647	5,426	6,337
Zone 3 Eastcote	3,557	3,871	4,487	5,240	6,119
Zone 4 Hatch End	3,345	3,640	4,220	4,928	5,754
Zone 5 Rayners Lane	2,620	2,851	3,305	3,860	4,507
Zone 6 Harrow	2,689	2,926	3,392	3,961	4,625
Zone 7 Wembley	2,550	2,775	3,217	3,756	4,386
Zone 8 Kenton	2,940	3,200	3,709	4,331	5,058
Zone 9 Edgware	2,679	2,915	3,379	3,945	4,607
Zone 10 Stanmore	3,679	4,004	4,641	5,419	6,329

Sources: Experian Local Expenditure 2014 (2014 prices)
Growth Rates: 4.6% in 2015, 3.3% in 2016, 1.4% in 2017, 1% in 2018, 3% from 2019 to 2023 and 3.2% p.a. from 2024
Excludes Special Forms of Trading

Table 3 Total Comparison Goods Expenditure (£m)

Zone	2016	2021	2026	2031	2036
Zone 1 Northwood	105.87	123.37	151.34	185.19	224.56
Zone 2 Ruislip	39.80	46.38	56.90	69.63	84.43
Zone 3 Eastcote	180.99	209.97	256.74	313.40	379.47
Zone 4 Hatch End	125.52	143.64	173.93	210.76	254.09
Zone 5 Rayners Lane	194.17	221.73	267.97	324.14	390.31
Zone 6 Harrow	191.65	219.31	265.56	321.80	387.96
Zone 7 Wembley	159.56	181.55	218.55	263.42	316.42
Zone 8 Kenton	178.98	204.85	247.99	300.42	362.11
Zone 9 Edgware	136.47	156.23	189.04	228.90	275.82
Zone 10 Stanmore	66.18	75.73	91.70	111.12	133.97
Total	1,379.18	1,582.76	1,919.73	2,328.78	2,809.13

Source: Tables 1 and 2

Table 4 Base Year 2016 Comparison Goods Market Shares (%)

Location	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	Zone 9	Zone 10	Inflow
Harrow Town Centre	7%	2%	12%	19%	31%	49%	30%	28%	9%	11%	5%
Other LB Harrow	16%	9%	10%	21%	14%	13%	3%	13%	6%	18%	5%
LB Harrow Total	23%	11%	22%	40%	45%	62%	33%	41%	15%	29%	
Brent Cross	2%	1%	1%	2%	1%	1%	12%	8%	19%	17%	
Other LB Barnet	1%	1%	0%	1%	1%	3%	2%	12%	31%	11%	
LB Brent	0%	0%	0%	0%	0%	0%	5%	2%	3%	0%	
LB Ealing	2%	1%	2%	1%	4%	4%	23%	11%	9%	5%	
LB Hillingdon	14%	45%	41%	6%	21%	6%	5%	3%	2%	0%	
Central London/West End	5%	10%	6%	4%	8%	5%	12%	5%	6%	13%	
Watford	39%	15%	16%	37%	10%	13%	2%	12%	8%	17%	
All Other	14%	16%	12%	9%	10%	6%	6%	6%	7%	8%	
Other Sub-Total	77%	89%	78%	60%	55%	38%	67%	59%	85%	71%	
TOTAL	100%										

Source: Harrow Retail Study September 2009 - with NLP adjustments

Table 5 Base Year 2016 Comparison Goods Expenditure (£m)

Location	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	Zone 9	Zone 10	Inflow	Total
Expenditure 2016	105.87	39.80	180.99	125.52	194.17	191.65	159.56	178.98	136.47	66.18		1379.18
Harrow Town Centre	7.41	0.80	21.72	23.85	60.19	93.91	47.87	50.11	12.28	7.28	17.13	342.55
Other LB Harrow	16.94	3.58	18.10	26.36	27.18	24.91	4.79	23.27	8.19	11.91	8.70	173.93
LB Harrow Total	24.35	4.38	39.82	50.21	87.38	118.82	52.66	73.38	20.47	19.19	25.82	516.47
Brent Cross	2.12	0.40	1.81	2.51	1.94	1.92	19.15	14.32	25.93	11.25		81.34
Other LB Barnet	1.06	0.40	0.00	1.26	1.94	5.75	3.19	21.48	42.30	7.28		84.66
LB Brent	0.00	0.00	0.00	0.00	0.00	0.00	7.98	3.58	4.09	0.00		15.65
LB Ealing	2.12	0.40	3.62	1.26	7.77	7.67	36.70	19.69	12.28	3.31		94.80
LB Hillingdon	14.82	17.91	74.21	7.53	40.78	11.50	7.98	5.37	2.73	0.00		182.82
C. London/West End	5.29	3.98	10.86	5.02	15.53	9.58	19.15	8.95	8.19	8.60		95.16
Watford	41.29	5.97	28.96	46.44	19.42	24.91	3.19	21.48	10.92	11.25		213.83
All Other	14.82	6.37	21.72	11.30	19.42	11.50	9.57	10.74	9.55	5.29		120.28
Other Sub-Total	81.52	35.42	141.17	75.31	106.79	72.83	106.91	105.60	116.00	46.99		888.53
TOTAL	105.87	39.80	180.99	125.52	194.17	191.65	159.56	178.98	136.47	66.18		1,405.00

Source: Table 3 and 4

Table 6 Future 2021 Comparison Goods Expenditure (£m)

Location	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	Zone 9	Zone 10	Inflow	Total
Expenditure 2021	123.37	46.38	209.97	143.64	221.73	219.31	181.55	204.85	156.23	75.73		1582.76
Harrow Town Centre	8.64	0.93	25.20	27.29	68.74	107.46	54.47	57.36	14.06	8.33	19.60	392.07
Other LB Harrow	19.74	4.17	21.00	30.16	31.04	28.51	5.45	26.63	9.37	13.63	9.98	199.69
LB Harrow Total	28.38	5.10	46.19	57.45	99.78	135.97	59.91	83.99	23.43	21.96	29.59	591.76
Brent Cross	2.47	0.46	2.10	2.87	2.22	2.19	21.79	16.39	29.68	12.87		93.05
Other LB Barnet	1.23	0.46	0.00	1.44	2.22	6.58	3.63	24.58	48.43	8.33		96.90
LB Brent	0.00	0.00	0.00	0.00	0.00	0.00	9.08	4.10	4.69	0.00		17.86
LB Ealing	2.47	0.46	4.20	1.44	8.87	8.77	41.76	22.53	14.06	3.79		108.35
LB Hillingdon	17.27	20.87	86.09	8.62	46.56	13.16	9.08	6.15	3.12	0.00		210.92
C. London/West End	6.17	4.64	12.60	5.75	17.74	10.97	21.79	10.24	9.37	9.85		109.10
Watford	48.12	6.96	33.59	53.15	22.17	28.51	3.63	24.58	12.50	12.87		246.08
All Other	17.27	7.42	25.20	12.93	22.17	13.16	10.89	12.29	10.94	6.06		138.33
Other Sub-Total	95.00	41.28	163.77	86.18	121.95	83.34	121.64	120.86	132.79	53.77		1,020.59
TOTAL	123.37	46.38	209.97	143.64	221.73	219.31	181.55	204.85	156.23	75.73		1,612.35

Source: Table 3 and 4

Table 7 Post 2021 Long Term Comparison Goods Market Shares (%)

Location	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	Zone 9	Zone 10	Inflow
Harrow Town Centre	6%	2%	12%	18%	31%	47%	26%	26%	9%	9%	5%
Other LB Harrow	16%	9%	10%	20%	14%	13%	3%	11%	4%	16%	5%
LB Harrow Total	22%	11%	22%	38%	45%	60%	29%	37%	13%	25%	
Brent Cross	2%	2%	2%	3%	2%	3%	18%	14%	29%	25%	
Other LB Barnet	1%	1%	0%	1%	1%	3%	2%	11%	25%	10%	
LB Brent	0%	0%	0%	0%	0%	0%	5%	2%	3%	0%	
LB Ealing	2%	1%	2%	1%	4%	4%	21%	10%	8%	5%	
LB Hillingdon	13%	44%	40%	6%	20%	6%	5%	3%	2%	0%	
C. London/West End	5%	10%	6%	4%	8%	5%	12%	5%	5%	12%	
Watford	42%	15%	16%	39%	10%	13%	2%	12%	8%	16%	
All Other	13%	16%	12%	8%	10%	6%	6%	6%	7%	7%	
Other Sub-Total	78%	89%	78%	62%	55%	40%	71%	63%	87%	75%	
TOTAL	100%										

Source: Harrow Retail Study September 2009 - with NLP adjustments

Table 8 Future 2026 Comparison Goods Expenditure (£m)

Location	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	Zone 9	Zone 10	Inflow	Total
Expenditure 2026	151.34	56.90	256.74	173.93	267.97	265.56	218.55	247.99	189.04	91.70		1919.73
Harrow Town Centre	9.08	1.14	30.81	31.31	83.07	124.82	56.82	64.48	17.01	8.25	22.46	449.25
Other LB Harrow	24.21	5.12	25.67	34.79	37.52	34.52	6.56	27.28	7.56	14.67	11.47	229.37
LB Harrow Total	33.30	6.26	56.48	66.09	120.58	159.34	63.38	91.76	24.58	22.93	33.93	678.62
Brent Cross	3.03	1.14	5.13	5.22	5.36	7.97	39.34	34.72	54.82	22.93		179.65
Other LB Barnet	1.51	0.57	0.00	1.74	2.68	7.97	4.37	27.28	47.26	9.17		102.55
LB Brent	0.00	0.00	0.00	0.00	0.00	0.00	10.93	4.96	5.67	0.00		21.56
LB Ealing	3.03	0.57	5.13	1.74	10.72	10.62	45.90	24.80	15.12	4.59		122.21
LB Hillingdon	19.67	25.04	102.70	10.44	53.59	15.93	10.93	7.44	3.78	0.00		249.52
C. London/West End	7.57	5.69	15.40	6.96	21.44	13.28	26.23	12.40	9.45	11.00		129.42
Watford	63.56	8.54	41.08	67.83	26.80	34.52	4.37	29.76	15.12	14.67		306.26
All Other	19.67	9.10	30.81	13.91	26.80	15.93	13.11	14.88	13.23	6.42		163.88
Other Sub-Total	118.05	50.64	200.26	107.84	147.38	106.23	155.17	156.23	164.47	68.78		1,275.04
TOTAL	151.34	56.90	256.74	173.93	267.97	265.56	218.55	247.99	189.04	91.70		1,953.66

Source: Table 3 and 7

Table 9 Future 2031 Comparison Goods Expenditure (£m)

Location	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	Zone 9	Zone 10	Inflow	Total
Expenditure 2031	185.19	69.63	313.40	210.76	324.14	321.80	263.42	300.42	228.90	111.12		2328.78
Harrow Town Centre	11.11	1.39	37.61	37.94	100.48	151.24	68.49	78.11	20.60	10.00	27.21	544.19
Other LB Harrow	29.63	6.27	31.34	42.15	45.38	41.83	7.90	33.05	9.16	17.78	13.92	278.41
LB Harrow Total	40.74	7.66	68.95	80.09	145.86	193.08	76.39	111.15	29.76	27.78	41.13	822.59
Brent Cross	3.70	1.39	6.27	6.32	6.48	9.65	47.42	42.06	66.38	27.78		217.46
Other LB Barnet	1.85	0.70	0.00	2.11	3.24	9.65	5.27	33.05	57.23	11.11		124.20
LB Brent	0.00	0.00	0.00	0.00	0.00	0.00	13.17	6.01	6.87	0.00		26.05
LB Ealing	3.70	0.70	6.27	2.11	12.97	12.87	55.32	30.04	18.31	5.56		147.84
LB Hillingdon	24.08	30.64	125.36	12.65	64.83	19.31	13.17	9.01	4.58	0.00		303.61
C. London/West End	9.26	6.96	18.80	8.43	25.93	16.09	31.61	15.02	11.45	13.33		156.89
Watford	77.78	10.44	50.14	82.20	32.41	41.83	5.27	36.05	18.31	17.78		372.22
All Other	24.08	11.14	37.61	16.86	32.41	19.31	15.81	18.02	16.02	7.78		199.04
Other Sub-Total	144.45	61.97	244.45	130.67	178.28	128.72	187.03	189.26	199.14	83.34		1,547.32
TOTAL	185.19	69.63	313.40	210.76	324.14	321.80	263.42	300.42	228.90	111.12		2,369.91

Source: Table 3 and 7

Table 10 Future 2036 Comparison Goods Expenditure (£m)

Location	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	Zone 9	Zone 10	Inflow	Total
Expenditure 2036	224.56	84.43	379.47	254.09	390.31	387.96	316.42	362.11	275.82	133.97		2809.13
Harrow Town Centre	13.47	1.69	45.54	45.74	121.00	182.34	82.27	94.15	24.82	12.06	32.79	655.86
Other LB Harrow	35.93	7.60	37.95	50.82	54.64	50.43	9.49	39.83	11.03	21.43	16.80	335.96
LB Harrow Total	49.40	9.29	83.48	96.55	175.64	232.77	91.76	133.98	35.86	33.49	49.59	991.82
Brent Cross	4.49	1.69	7.59	7.62	7.81	11.64	56.96	50.70	79.99	33.49		261.97
Other LB Barnet	2.25	0.84	0.00	2.54	3.90	11.64	6.33	39.83	68.96	13.40		149.69
LB Brent	0.00	0.00	0.00	0.00	0.00	0.00	15.82	7.24	8.27	0.00		31.34
LB Ealing	4.49	0.84	7.59	2.54	15.61	15.52	66.45	36.21	22.07	6.70		178.02
LB Hillingdon	29.19	37.15	151.79	15.25	78.06	23.28	15.82	10.86	5.52	0.00		366.91
C. London/West End	11.23	8.44	22.77	10.16	31.22	19.40	37.97	18.11	13.79	16.08		189.17
Watford	94.31	12.66	60.72	99.09	39.03	50.43	6.33	43.45	22.07	21.43		449.54
All Other	29.19	13.51	45.54	20.33	39.03	23.28	18.99	21.73	19.31	9.38		240.27
Other Sub-Total	175.16	75.14	295.99	157.53	214.67	155.18	224.66	228.13	239.97	100.47		1,866.90
TOTAL	224.56	84.43	379.47	254.09	390.31	387.96	316.42	362.11	275.82	133.97		2,858.72

Source: Table 3 and 7

Table 11 Comparison Goods Floorspace 2016

Centre	Gross Floorspace (sq.m)	Sales Floorspace (sq.m net)
Harrow Town	62,720	47,040
Pinner	4,442	2,887
Wealdstone	4,680	3,042
Kenton	4,159	2,703
Stanmore	2,704	1,758
Rayners Lane	3,348	2,176
South Harrow	3,376	2,194
Harrow Weald	3,959	2,573
Hatch End	3,463	2,251
Burnt Oak	3,516	2,285
North Harrow	1,932	1,256
Belmont	1,281	833
Queensbury	1,629	1,059
Edgware	1,185	770
Sudbury Hill	693	450
Other	18,157	11,802
Sub-Total	121,244	85,081
Comparison Sales in Food Store	n/a	5,313
Total	n/a	90,394

Source: LB Harrow Land Use Survey June 2016

Table 13 Comparison Goods Expenditure 2016 to 2036 (£M)

Area	2016	2021	2026	2031	2036
Available Expenditure in LB Harrow					
Harrow Town Centre	342.55	392.07	449.25	544.19	655.86
Other LB Harrow	173.93	199.69	229.37	278.41	335.96
LB Harrow Total	516.47	591.76	678.62	822.59	991.82
Turnover of Existing Facilities					
Harrow Town Centre	342.55	378.20	417.56	461.02	509.00
Other LB Harrow	173.93	192.03	212.02	234.08	258.45
LB Harrow Total	516.47	570.23	629.58	695.10	767.45
Surplus Expenditure (£m)					
Harrow Town Centre	0.00	13.87	31.69	83.17	146.86
Other LB Harrow	0.00	7.67	17.36	44.32	77.51
LB Harrow Total	0.00	21.54	49.04	127.49	224.37

Source: Tables 5 to 12

Table 14 Comparison Goods Floorspace Capacity 2016 to 2036

Area	2016	2021	2026	2031	2036
Turnover Density New Floorspace (£ per sq.m)					
Harrow Town Centre	£7,000	£7,729	£8,533	£9,421	£10,402
Other LB Harrow	£5,000	£5,520	£6,095	£6,729	£7,430
Floorspace Projection (sq.m net)					
Harrow Town Centre	0	1,795	3,713	8,828	14,119
Other LB Harrow	0	1,389	2,848	6,587	10,433
LB Harrow Total	0	3,183	6,561	15,414	24,552
Floorspace Projection (sq.m gross)					
Harrow Town Centre	0	2,393	4,951	11,770	18,825
Other LB Harrow	0	1,851	3,797	8,782	13,911
LB Harrow Total	0	4,244	8,748	20,552	32,735

Appendix 7: Food and Beverage Capacity

Table 1 Study Area Population

Zone	2011	2016	2021	2026	2031	2036
Zone 1 Northwood	21,900	23,970	25,671	27,168	28,468	29,560
Zone 2 Ruislip	9,871	10,804	11,571	12,245	12,831	13,323
Zone 3 Eastcote	47,040	50,877	54,241	57,218	59,810	62,015
Zone 4 Hatch End	35,985	37,519	39,456	41,218	42,770	44,155
Zone 5 Rayners Lane	71,374	74,098	77,760	81,073	83,978	86,593
Zone 6 Harrow	68,359	71,272	74,953	78,300	81,248	83,879
Zone 7 Wembley	60,648	62,571	65,425	67,945	70,130	72,136
Zone 8 Kenton	58,326	60,872	64,025	66,867	69,366	71,599
Zone 9 Edgware	48,731	50,946	53,598	55,953	58,016	59,865
Zone 10 Stanmore	17,251	17,986	18,915	19,760	20,504	21,168
Total	439,485	460,916	485,616	507,749	527,122	544,293

Sources: Experian 2011 Census of Population
GLA Short Term Projections 2015

Table 2 Food and Beverage Expenditure per person (£)

Zone	2016	2021	2026	2031	2036
Zone 1 Northwood	1,787	1,870	2,007	2,162	2,329
Zone 2 Ruislip	1,442	1,510	1,620	1,745	1,880
Zone 3 Eastcote	1,369	1,433	1,537	1,656	1,784
Zone 4 Hatch End	1,330	1,392	1,493	1,609	1,733
Zone 5 Rayners Lane	1,108	1,159	1,244	1,340	1,444
Zone 6 Harrow	1,194	1,250	1,342	1,445	1,557
Zone 7 Wembley	1,093	1,144	1,228	1,323	1,425
Zone 8 Kenton	1,258	1,317	1,413	1,523	1,640
Zone 9 Edgware	1,171	1,225	1,315	1,416	1,526
Zone 10 Stanmore	1,495	1,565	1,679	1,809	1,948

Sources: Experian Local Expenditure 2014 (2014 prices)
Growth Rates: 1.3% in 2015, 1.9% in 2016, 0.5% in 2017, 0.2% in 2018, 1.3% from 2019 to 2023 and 1.5% p.a. from 2024
Excludes Special Forms of Trading

Table 3 Total Food and Beverage Expenditure (£m)

Zone	2016	2021	2026	2031	2036
Zone 1 Northwood	42.83	48.02	54.53	61.55	68.85
Zone 2 Ruislip	15.58	17.47	19.84	22.39	25.05
Zone 3 Eastcote	69.64	77.72	87.97	99.06	110.65
Zone 4 Hatch End	49.88	54.91	61.56	68.81	76.53
Zone 5 Rayners Lane	82.07	90.16	100.86	112.55	125.03
Zone 6 Harrow	85.12	93.71	105.04	117.42	130.59
Zone 7 Wembley	68.40	74.87	83.43	92.77	102.80
Zone 8 Kenton	76.60	84.33	94.51	105.62	117.44
Zone 9 Edgware	59.64	65.68	73.57	82.18	91.35
Zone 10 Stanmore	26.88	29.60	33.18	37.08	41.24
Total	576.64	636.45	714.48	799.44	889.53

Source: Tables 1 and 2

Table 4 Base Year 2016 Food and Beverage Market Shares (%)

Location	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	Zone 9	Zone 10	Inflow
Harrow Town Centre	5%	5%	5%	10%	10%	30%	10%	10%	5%	5%	5%
Other LB Harrow	10%	5%	15%	50%	50%	35%	5%	30%	30%	50%	5%
LB Harrow Total	15%	10%	20%	60%	60%	65%	15%	40%	35%	55%	
All Other	85%	90%	80%	40%	40%	55%	85%	60%	65%	45%	
TOTAL	100%	100%	100%	100%	100%	120%	100%	100%	100%	100%	

Source: NLP estimates

Table 5 Base Year 2016 Food and Beverage Expenditure (£m)

Location	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	Zone 9	Zone 10	Inflow	Total
Expenditure 2016	42.83	15.58	69.64	49.88	82.07	85.12	68.40	76.60	59.64	26.88		576.64
Harrow Town Centre	2.14	0.78	3.48	4.99	8.21	25.54	6.84	7.66	2.98	1.34	3.37	67.33
Other LB Harrow	4.28	0.78	10.45	24.94	41.04	29.79	3.42	22.98	17.89	13.44	8.90	177.90
LB Harrow Total	6.42	1.56	13.93	29.93	49.24	55.33	10.26	30.64	20.87	14.79	12.26	245.23
All Other	36.41	14.02	55.71	19.95	32.83	46.82	58.14	45.96	38.76	12.10		360.69
TOTAL	42.83	15.58	69.64	49.88	82.07	102.15	68.40	76.60	59.64	26.88		605.92

Source: Table 3 and 4

Table 6 Future 2021 Food and Beverage Expenditure (£m)

Location	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	Zone 9	Zone 10	Inflow	Total
Expenditure 2021	48.02	17.47	77.72	54.91	90.16	93.71	74.87	84.33	65.68	29.60		636.45
Harrow Town Centre	2.40	0.87	3.89	5.49	9.02	28.11	7.49	8.43	3.28	1.48	3.71	74.17
Other LB Harrow	4.80	0.87	11.66	27.46	45.08	32.80	3.74	25.30	19.70	14.80	9.80	196.01
LB Harrow Total	7.20	1.75	15.54	32.95	54.09	60.91	11.23	33.73	22.99	16.28	13.51	270.18
All Other	40.81	15.72	62.17	21.97	36.06	51.54	63.64	50.60	42.69	13.32		398.52
TOTAL	48.02	17.47	77.72	54.91	90.16	112.45	74.87	84.33	65.68	29.60		668.70

Source: Table 3 and 4

Table 7 Future 2026 Food and Beverage Expenditure (£m)

Location	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	Zone 9	Zone 10	Inflow	Total
Expenditure 2026	54.53	19.84	87.97	61.56	100.86	105.04	83.43	94.51	73.57	33.18		714.48
Harrow Town Centre	2.73	0.99	4.40	6.16	10.09	31.51	8.34	9.45	3.68	1.66	4.16	83.16
Other LB Harrow	5.45	0.99	13.20	30.78	50.43	36.76	4.17	28.35	22.07	16.59	10.99	219.79
LB Harrow Total	8.18	1.98	17.59	36.93	60.52	68.28	12.51	37.80	25.75	18.25	15.15	302.95
All Other	46.35	17.85	70.38	24.62	40.35	57.77	70.91	56.71	47.82	14.93		447.69
TOTAL	54.53	19.84	87.97	61.56	100.86	126.05	83.43	94.51	73.57	33.18		750.64

Source: Table 3 and 4

Table 8 Future 2031 Food and Beverage Expenditure (£m)

Location	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	Zone 9	Zone 10	Inflow	Total
Expenditure 2031	61.55	22.39	99.06	68.81	112.55	117.42	92.77	105.62	82.18	37.08		799.44
Harrow Town Centre	3.08	1.12	4.95	6.88	11.26	35.23	9.28	10.56	4.11	1.85	4.65	92.96
Other LB Harrow	6.16	1.12	14.86	34.40	56.28	41.10	4.64	31.69	24.65	18.54	12.29	245.72
LB Harrow Total	9.23	2.24	19.81	41.29	67.53	76.32	13.92	42.25	28.76	20.40	16.93	338.68
All Other	52.32	20.15	79.25	27.52	45.02	64.58	78.85	63.37	53.42	16.69		501.18
TOTAL	61.55	22.39	99.06	68.81	112.55	140.90	92.77	105.62	82.18	37.08		839.86

Source: Table 3 and 4

Table 9 Future 2036 Food and Beverage Expenditure (£m)

Location	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	Zone 9	Zone 10	Inflow	Total
Expenditure 2036	68.85	25.05	110.65	76.53	125.03	130.59	102.80	117.44	91.35	41.24		889.53
Harrow Town Centre	3.44	1.25	5.53	7.65	12.50	39.18	10.28	11.74	4.57	2.06	5.17	103.38
Other LB Harrow	6.89	1.25	16.60	38.26	62.51	45.71	5.14	35.23	27.41	20.62	13.66	273.28
LB Harrow Total	10.33	2.50	22.13	45.92	75.02	84.88	15.42	46.98	31.97	22.68	18.83	376.67
All Other	58.52	22.54	88.52	30.61	50.01	71.82	87.38	70.47	59.38	18.56		557.82
TOTAL	68.85	25.05	110.65	76.53	125.03	156.71	102.80	117.44	91.35	41.24		934.48

Source: Table 3 and 4

Table 10 Food and Beverage Floorspace 2016

Centre	Gross Floorspace (sq.m)
Harrow Town	9,062
Pinner	3,319
Wealdstone	3,087
Kenton	1,135
Stanmore	2,074
Rayners Lane	2,653
South Harrow	1,403
Harrow Weald	1,764
Hatch End	3,059
Burnt Oak	716
North Harrow	2,088
Belmont	1,975
Queensbury	1,393
Edgware	1,857
Sudbury Hill	531
Other	14,518
Total	50,634

Source: LB Harrow Land Use Survey June 2016

Table 13 Summary of Food and Beverage 2016 to 2036 (£M)

Area	2016	2021	2026	2031	2036
Available Expenditure in LB Harrow					
Harrow Town Centre	67.33	74.17	83.16	92.96	103.38
Other LB Harrow	177.90	196.01	219.79	245.72	273.28
LB Harrow Total	245.23	270.18	302.95	338.68	376.67
Turnover of Existing Facilities					
Harrow Town Centre	67.33	70.76	74.37	78.16	82.15
Other LB Harrow	177.90	186.98	196.52	206.54	217.08
LB Harrow Total	245.23	257.74	270.89	284.70	299.23
Surplus Expenditure (£m)					
Harrow Town Centre	0.00	3.41	8.79	14.80	21.23
Other LB Harrow	0.00	9.03	23.27	39.18	56.21
LB Harrow Total	0.00	12.44	32.06	53.98	77.44

Source: Tables 5 to 12

Table 14 Comparison Goods Floorspace Capacity 2016 to 2036

Area	2016	2021	2026	2031	2036
Turnover Density New Floorspace (£ per sq.m)	£5,000	£5,255	£5,523	£5,805	£6,101
Floorspace Projection (sq.m gross)					
Harrow Town Centre	0	649	1,592	2,549	3,480
Other LB Harrow	0	1,719	4,213	6,749	9,213
LB Harrow Total	0	2,368	5,805	9,299	12,693

Appendix 8: Audit of Shopping Centres

A. HARROW TOWN CENTRE

Harrow Town Centre is located to the south of the Borough and is designated as a Metropolitan Centre in the London Plan. It is the largest centre in the Borough with over 98,000sq.m gross of Class A retail floorspace. The defined primary frontage comprises St Ann's Centre, St George's Centre, St Ann's Road and parts of Station Road closest to the junction of St Ann's Road. The secondary frontage comprises parts of Station Road north towards Tesco, south towards the railway line and parts of Central Parade and College Road.

Harrow's key roles include:

- convenience shopping – there are three large convenience stores in the centre, comprising Tesco, Morrison's and Iceland and the M&S food hall. These facilities serve main food and grocery shopping trips in addition to basket/top-up food shopping trips. There are also a small number of newsagents;
- comparison shopping – there is a good provision of higher order (window shopping) comparison outlets, and in particular a strong provision of clothes/footwear stores, consistent with its Metropolitan Centre function. There are a number of national multiple comparison retailers present in the centre. There are also a number of independent retailers on the peripheral areas of the centre;
- services – including a number of hairdressers, nail salons, travel agents, estate agents and dry cleaners;
- leisure entertainment – including cinema, gyms, pubs and bars; and
- community facilities – including a church, a college and a recreational ground.

The diversity of uses present in Harrow Town Centre is shown in Table A.1 below. This is derived from the Council's survey of town centre in June 2008 and June 2016. The results are compared to the national average.

Harrow Town Centre has a total of 313 retail/service uses, over double the next largest centre in the Borough. The diversity of uses present in the centre in terms of the number of units is set out in Table A.1, and the results are compared with the national average and the mix of uses in 2008 (pre-recession).

The number of vacant units (15) in Harrow is now below the pre-recession position (18 in 2008). The vacancy rate is much lower than the national average. However the number of comparison goods shops have declined since 2008, and Harrow has a lower proportion of comparison shops than the national average.

Table A.1 Harrow Town Centre Use Class Mix by Unit

Type of Unit	Units 2008	Units 2016	% of Total Units 2016	
			Harrow %	UK Average ⁽¹⁾
Comparison Retail	125	106	33.9	35.8
Convenience Retail	27	37	11.8	8.4
A1 Services ⁽²⁾	34	40	12.8	12.3
A2 Services ⁽³⁾	56	47	15.0	12.3
A3 Restaurants/Cafés	48	52	16.6	9.0
A5 Takeaways		10	3.2	5.9
A4 Pubs/bar	8	6	1.9	4.5
Vacant	18	15	4.8	11.8
Total	316	313	100.0	100.0

Source: Harrow Borough Council Shop Frontage Surveys June 2008 and June 2016.

(1) UK average for all town centres surveyed by Goad Plans.

(2) incl. hairdressers, travel agents and other Class A1 uses not selling comparison/convenience goods

(3) incl. betting shops (sui generis)

The reduction in comparison shops has been counter-balanced by an increase in convenience goods outlets (including A1 coffee shops, sandwich bars and ice cream parlours) and Class A3 coffee shops and cafés.

Harrow now has a much higher proportion of Class A3 restaurant/cafés than the national average. This trend reflects the national picture. With the increase in on-line shopping, town centres need to offer more than just shopping to attract customers. Customers increasingly combine shopping within eating, drinking and other leisure activities, as a day out. Harrow Town Centre has successfully adapted to this trend, in order to maintain its overall vitality and viability.

A key issue for Harrow in the future will be its ability to enhance its comparison shopping offer as well as leisure and entertainment uses.

Despite the reduction in comparison goods shops, Harrow Town Centre still has a reasonable selection of comparison shops (106) reflecting its size and role in the shopping hierarchy. Harrow has a choice of clothing and fashion shops, and national multiples and independent shops. There is a reasonable representation and mix of mid-market national multiple comparison retailers present, including:

Waterstone's, Boots, Superdrug, Early Learning Centre/Mothercare, Blue Inc, Bonmarché, H&M, Monsoon/Accessorize, Moss Bros, New Look, Next, TK Maxx, Claire's, The Body Shop, Debenhams, Sony Centre, BrightHouse, Argos, Marks & Spencer, Primark, Tiger, Wilko, Robert Dyas, Ernest Jones, H Samuel, Pandora, Warren James, Ann Summers, Burton, Halfords, Specsavers, Vision Express, The Fragrance Shop, The Perfume Shop, Clarks, Deichmann, Foot Locker, Schuh, Shoe Zone, Sports Direct, Ryman Stationery, W H Smith, Carphone Warehouse, EE, O2, Vodafone and Topps Tiles.

Harrow Town Centre has a good range of non-retail service uses, with a choice of service providers, including:

- an acupuncturist;
- 3 barbers;
- 21 hair, nail and beauty salons;
- 3 dry cleaners;
- a funeral directors;
- Post Office;
- print shop;
- shoe repairs;
- tattoo/piercing studio;
- 2 travel agent;
- 6 betting shops;
- 17 banks/building societies;
- 3 employment agencies; and
- 13 estate agents.

There is a selection of restaurants, café and bar chains present within Harrow town centre, which support the cinema. This provision suggests the evening economy is reasonably strong. The chain restaurants/café include: Caffé Nero, Burger King, KFC, Pizza Hut, Spud u Like, Subway, Costa Coffee, McDonald's, Mr. Sushi, Nando's, Pizza Express, Prezzo and Frankie & Benny's.

Most of the main high street banks/building societies are represented including, Santander, TSB, RBS, Barclays, Halifax, HSBC Bank, Lloyds, Nationwide, Natwest, Chelsea Building Society and Metro Bank

In addition to these service uses, Harrow Town Centre is represented by a limited range of leisure, entertainment and cultural uses, including Safari and Vue cinemas, thegymgroup, Fitness First, Kings pool/snooker, Gymboree and crèche.

B. PINNER DISTRICT CENTRE

Pinner is located to the north west of Harrow Borough, and is designated as a District Centre in the London Plan. It is the second largest centre in the Borough with around 20,700sq.m gross of Class A retail floorspace. The defined primary frontage runs along High Street, Barters Walk, Bishops Walk, Red Lion Parade and parts of Bridge Street and Love Lane. The secondary frontage runs along parts of Bridge Street and Local Lane, Chapel Lane, Marsh Road and Station Approach.

Pinner's key roles include:

- convenience shopping – there is a good range of convenience traders serving convenience shopping needs within the centre, including a large Sainsbury's store, Marks & Spencer Simply Food and a Lidl. There is a number of small independent shops;
- comparison shopping - a good range of independent comparison shops serving higher order shopping needs in addition to a small amount of units serving every day shopping needs, including Boots. There is a large range of gift shops and fancy goods, in addition to a high proportion of charity shops;
- services - including restaurants and coffee shops, banks, dry cleaners, hairdressers and beauticians and a large provision of estate agents; and
- leisure/entertainment – including pubs/bars and a gym.

The diversity of uses present within the centre boundary is shown in Table B.1 below and the results are compared with the national average and the mix of uses in 2008 (pre-recession). Pinner has a total of 141 Class A retail/service units.

Table B.1 Pinner District Centre Use Class Mix by Unit

Type of Unit	Units 2008	Units 2016	% of Total Units 2016	
			Pinner %	UK Average ⁽¹⁾
Comparison Retail	57	46	32.6	35.8
Convenience Retail	11	16	11.3	8.4
A1 Services ⁽²⁾	25	28	19.9	12.3
A2 Services ⁽³⁾	23	21	14.9	12.3
A3 Restaurants/Cafés	21	17	12.1	9.0
A5 Takeaways		4	2.8	5.9
A4 Pubs/bar	2	2	1.4	4.5
Vacant	7	7	5.0	11.8
Total	146	141	100.0	100.0

Source: Harrow Borough Council Shop Frontage Surveys June 2008 and June 2016.

(1) UK average for all town centres surveyed by Goad Plans.

(2) incl. hairdressers, travel agents and other Class A1 uses not selling comparison/convenience goods

(3) incl. betting shops (sui generis)

The number of vacant units in Pinner has remained unchanged since 2008. The vacancy rate is much lower than the national average. However the number of comparison goods shops have declined since 2008. Pinner has a slightly lower proportion of comparison shops than the national average.

Pinner has a much higher proportion of Class A1 services and a relatively high proportion of Class A3 restaurants/cafés. The provision of pubs/bars and takeaways is more limited, and significantly below the national average.

Despite the reduction in comparison goods shops, Pinner still has a reasonable selection of comparison shops (46) when compared with other district centres in the Borough. These comparison shops are predominantly independent traders and charity outlets. There is a small representation of national multiple comparison retailers present, including Hallmark, Boots, Clarks and W H Smith.

Pinner has a good range of non-retail service uses, with a choice of service providers, including:

- 2 barbers;
- 16 hairdressers and beauty salons;
- 3 dry cleaners;
- 3 funeral directors;
- Post Office/bureau de change;
- shoe repairs;
- dog grooming;
- 2 travel agents;
- 7 banks/building societies;
- betting shop; and
- 11 estate agents.

There is a good selection of restaurants/cafés when compared with other district centres, which suggests the evening economy is reasonably strong in Pinner. The chain restaurants/cafés include: Starbucks, Café Rouge, Caffé Nero, Carluccios, Pizza Express, Prezzo and Zizzi.

Most of the main high street banks/building societies are represented including, Barclays, HSBC, NatWest, TSB, Halifax, Nationwide and Santander.

C. WEALDSTONE DISTRICT CENTRE

Wealdstone is centrally located within LB Harrow, and is defined as a town centre in the London Plan. It is the fourth largest centre in the Borough with around 15,800sq.m gross of Class A retail floorspace. The defined Primary Shopping Frontage runs along the High Street from the junction with Grant Road to the north to Palmerston Road to the south. The Secondary Shopping Frontage extends to the north and south of the Primary Shopping Frontage and includes retail units on Headstone Drive and Canning Road.

Wealdstone's key roles include:

- convenience shopping – there are Asda, Sainsbury's local and Iceland stores. These small stores mainly provides a top-up shopping role to residents. These stores are support by small independents including ethnic food shops;
- comparison shopping – there is a range of lower order (day to day products) comparison shops which are predominantly independent traders.
- services - including a range of high street banks, a small number of cafés, restaurants, takeaways, hairdressers and estate agents;
- leisure/entertainment space –includes several pubs and gyms.
- community facilities –including a community centre, police station public library.

The diversity of uses present within the District Centre boundary is shown in Table C.1 below. The results are compared to the national average. Wealdstone has 150 Class A retail/service units. This figure is higher than the 2008 Shop Frontage Survey (99 units*) because the previous survey only included primary and secondary frontages and not all uses within the centre boundary. As a result it is difficult to establish trends since 2008.

Table C.1 District Centre Use Class Mix by Unit

Type of Unit	Units 2008*	Units 2016	% of Total Units 2016	
			Wealdstone %	UK Average ⁽¹⁾
Comparison Retail	24	29	19.3	35.8
Convenience Retail	17	28	18.7	8.4
A1 Services ⁽²⁾	14	25	16.7	12.3
A2 Services ⁽³⁾	19	24	16.0	12.3
A3 Restaurants/Cafés	13	17	11.3	9.0
A5 Takeaways		8	5.3	5.9
A4 Pubs/bar	4	5	3.3	4.5
Vacant	8	14	9.3	11.8
Total	99	150	100.0	100.0

Source: Harrow Borough Council Shop Frontage Surveys June 2008 and June 2016.

(1) UK average for all town centres surveyed by Goad Plans.

(2) incl. hairdressers, travel agents and other Class A1 uses not selling comparison/convenience goods

(3) incl. betting shops (sui generis)

Wealdstone has the highest vacancy rate in the Borough, but is still below the national average. Wealdstone has a much lower proportion of comparison shops than the national average, but a higher proportion of convenience goods shops. The primary focus of the centre is non-retail services.

Wealdstone has a small selection of comparison shops (29). These comparison shops are predominantly independent traders and charity outlets. There is a small representation of national multiple comparison retailers present, including Boots, Dreams Home, Poundland and Shoe Zone. The discount sector is well represented.

Wealdstone has an extensive range of non-retail service uses, with a choice of service providers, including:

- 6 barbers;
- 10 hairdresser and beauty salons;
- 2 dry cleaner/laundrette;
- funeral directors;
- Post Office;
- print shop;
- internet café;
- 9 accountants/solicitors;
- 5 betting shops;
- 4 banks/building societies;
- amusement arcade;
- car hire;
- 2 taxi offices; and
- 7 estate agents.

There is a reasonable selection of restaurants/cafés and takeaways, but these are predominantly small independent outlets. The chain outlets include: Costa Coffee and McDonald's.

Some of the main high street banks/building societies are represented including, Lloyds, Halifax, Nationwide and Santander.

D. KENTON DISTRICT CENTRE

Kenton is defined as a District Centre in the London Plan. It is a linear centre situated on either side of Kenton Road (the A4006). It is the third largest centre in the Borough with around 17,400sq.m gross of Class A retail floorspace, but this figure includes a larger Sainsbury superstore (39% of the total). The centre is situated in the south-east of the Borough immediately adjacent to the LB Brent. The retail units to the north of Kenton Road are located in LB Harrow and the retail units to the south of Kenton Road are located in LB Brent. The centre as a whole is assessed in this audit.

Kenton's key roles include:

- convenience shopping – the centre is anchored by a large Sainsbury's food store. Other provision is provided by small independent traders specialising including ethnic foods;
- comparison shopping - a basic range of lower order (day to day products) comparison shops primarily serving local needs;
- services – predominantly takeaways, estate agents and hairdressers/beauty parlours and public houses.

The diversity of uses present within the District Centre boundary is shown in Table D.1 below. The results are compared to the national average. Kenton has a total of 84 Class A retail/service units.

Table D.1 District Centre Use Class Mix by Unit

Type of Unit	Units 2008	Units 2016	% of Total Units 2016	
			Kenton %	UK Average ⁽¹⁾
Comparison Retail	25	22	26.2	35.8
Convenience Retail	7	12	14.3	8.4
A1 Services ⁽²⁾	10	16	19.0	12.3
A2 Services ⁽³⁾	16	16	19.0	12.3
A3 Restaurants/Cafés	10	7	8.3	9.0
A5 Takeaways		5	6.0	5.9
A4 Pubs/bar	4	2	2.4	4.5
Vacant	7	4	4.8	11.8
Total	79	84	100.0	100.0

Source: Harrow Borough Council Shop Frontage Surveys June 2008 and June 2016.

(1) UK average for all town centres surveyed by Goad Plans.

(2) incl. hairdressers, travel agents and other Class A1 uses not selling comparison/convenience goods

(3) incl. betting shops (sui generis)

The number of vacant units in Kenton has reduced since 2008, and the vacancy rate is much lower than the national average. Kenton has a much lower proportion of comparison shops than the national average, but a higher proportion of convenience goods shops. The primary focus of the centre is non-retail services.

Kenton has a small selection of comparison shops (22). These comparison shops are independent traders. Other than the RSPCA charity shop there are no national multiple comparison retailers present.

Kenton has a reasonable range of non-retail service uses, with a choice of service providers, including:

- 7 hairdressers/beauty salons;
- a barbers;
- a chiropodist;
- 2 dry cleaners;
- funeral director;
- 2 print shops;
- 2 travel agents
- a betting shop;
- 2 bank/building societies;
- 10 estate agents;
- 2 accountants/solicitors
- dentist;
- veterinary Clinic; and
- mini-cab office.

There is a small selection of independent restaurants/cafés and takeaways. re small outlets. Santander is the only main high street bank.

E. STANMORE DISTRICT CENTRE

Stanmore is situated in the north east of the Borough and is defined as a District Centre in the London Plan. It is the fifth largest centre in the Borough with around 13,100sq.m gross of Class A retail floorspace. The centre is located on Church Road, Stanmore Hill and The Broadway. The northern part of the Broadway and the Sainsbury's frontage on the south of the Broadway is defined as being the Primary Shopping Frontage, whilst the secondary shopping frontage comprises retail units on Stanmore Hill and along the southern part of Church Road up to the junction with Elm Park.

Stanmore's key roles include:

- convenience shopping – contains Sainsbury's and Lidl food stores and a number of independent traders;
- comparison shopping – a basic range of lower order (day to day products) comparison shops primarily serving local needs.
- services - including banks, building societies, restaurants and cafés;
- leisure – Lava Bowling; and
- community facilities – police station.

The diversity of uses present within the District Centre boundary is shown in Table E.1 below. The results are compared to the national average. Stanmore has a total of 76 Class A retail/service units.

Table E.1 District Centre Use Class Mix by Unit

Type of Unit	Units 2008	Units 2016	% of Total Units 2016	
			Stanmore %	UK Average ⁽¹⁾
Comparison Retail	28	23	30.3	35.8
Convenience Retail	9	8	10.5	8.4
A1 Services ⁽²⁾	15	16	21.1	12.3
A2 Services ⁽³⁾	17	13	17.1	12.3
A3 Restaurants/Cafés	12	12	15.8	9.0
A5 Takeaways		1	1.3	5.9
A4 Pubs/bar	3	0	0.0	4.5
Vacant	3	3	3.9	11.8
Total	87	76	100.0	100.0

Source: Harrow Borough Council Shop Frontage Surveys June 2008 and June 2016.

(1) UK average for all town centres surveyed by Goad Plans.

(2) incl. hairdressers, travel agents and other Class A1 uses not selling comparison/convenience goods

(3) incl. betting shops (sui generis)

The number of vacant units in Stanmore has remained unchanged since 2008, but the number of Class A units has reduced. The vacancy rate is much lower than the national average.

Stanmore has a lower proportion of comparison shops than the national average. The number of comparison goods shops has declined since 2008.

There are much higher proportions of Class A1 services and Class A3 restaurants/cafés. The provision of pubs/bars and takeaways is more limited, and significantly below the national average.

Stanmore has a small selection of comparison shops (23). These comparison shops are predominantly independent traders and charity outlets. There is a small representation of national multiple comparison retailers present, including Boots and Carpetright.

Stanmore has a reasonable range of non-retail service uses, with a choice of service providers, including:

- 2 barbers;
- 9 hairdressers/beauty salons;
- 3 dry cleaners;
- Post Office
- 6 banks/building societies;
- a betting shop;
- 3 estate agents; and
- 2 solicitors.

There is a reasonable selection of restaurants/cafés but a limited number of takeaways. The chain restaurants/cafés include: Costa Coffee, Caffé Nero, Nando's and Pizza Express.

Most of the main high street banks/building societies are represented including: Barclays, Lloyds, NatWest, Halifax, Nationwide and Santander.

F. RAYNERS LANE DISTRICT CENTRE

Rayners Lane is located in the south west of Harrow Borough and is designated District Centre in the London Plan. It is the sixth largest centre in the Borough with around 12,800sq.m gross of Class A retail floorspace. The District Centre is located around Rayners Lane Underground Station and extends to the south of the station on Alexandra Avenue and to the north on the forked roads of Imperial Drive and Rayners Lane. The centre also includes Village Way East which circularly links Rayners Lane with Imperial Drive.

Rayners Lane's key roles include:

- convenience shopping – contains Sainsbury's and Lidl food stores supported by a number of independent traders and ethnic food shops.
- comparison shopping - a basic range of lower order (day to day products) comparison shops, primarily serving lower order shopping needs.
- services - including banks, takeaways and hairdressers, dry cleaners, laundrette and pubs; and
- community facilities – including a religious centre.

The diversity of uses present within the District Centre boundary is shown in Table F.1 below. The results are compared to the national average. Rayners Lane has a total of 140 Class A retail/service units, the second highest of the district centres in the Borough.

Table F.1 District Centre Use Class Mix by Unit

Type of Unit	Units 2008	Units 2016	% of Total Units 2016	
			Rayners L. %	UK Average ⁽¹⁾
Comparison Retail	37	31	22.1	35.8
Convenience Retail	25	28	20.0	8.4
A1 Services ⁽²⁾	20	25	17.9	12.3
A2 Services ⁽³⁾	17	23	16.4	12.3
A3 Restaurants/Cafés	20	15	10.7	9.0
A5 Takeaways		9	6.4	5.9
A4 Pubs/bar	2	2	1.4	4.5
Vacant	11	7	5.0	11.8
Total	132	140	100.0	100.0

Source: Harrow Borough Council Shop Frontage Surveys June 2008 and June 2016.

(1) UK average for all town centres surveyed by Goad Plans.

(2) incl. hairdressers, travel agents and other Class A1 uses not selling comparison/convenience goods

(3) incl. betting shops (sui generis)

The number of vacant units in Stanmore has reduced since 2008, but the overall number of Class A units has also reduced. The vacancy rate is much lower than the national average.

Rayners Lane has a much lower proportion of comparison shops than the national average. The number of comparison goods shops has declined since 2008.

There are much higher proportions of Class A1 and A2 services. The provision of Class A3 restaurants/cafés and A5 takeaways is comparable with the national average.

Rayners Lane has a reasonable selection of comparison shops (31). These comparison shops are predominantly independent traders and charity outlets. There is a reasonable range of non-retail service uses, with a choice of service providers, including:

- 2 barbers;
- 11 hairdressers/beauty salons;
- 2 print shops;
- 4 dry cleaners/laundrettes;
- funeral Director;
- internet café;
- Post Office;
- 2 travel agents;
- travel agent;
- 6 accountants/solicitors;
- 2 banks/building societies;
- 2 betting shops;
- driving school; and
- 11 estate agents.

There is a reasonable selection of restaurants/cafés and takeaways. These are predominantly small independent outlets. The chain outlets include: Costa Coffee, KFC, Domino's Pizza and Pizza Hut.

NatWest and Santander are the only main high street banks present.

G. SOUTH HARROW DISTRICT CENTRE

South Harrow is located to the south of Harrow Borough, and is designated as a District Centre. It is the sixth largest centre in the Borough with around 11,500sq.m gross of Class A retail floorspace. The centre is a linear centre running south along Northolt Road from South Harrow Underground Station to the junction with Wyvenhoe Road. The designated primary shopping frontage runs along the north/western side of Northolt Road and on the southern side of the road to the junction with Whitby Road. The secondary frontage runs on the southern side of Northolt Road from the junction with Whitby Road to Wyvenhoe Road. South Harrow's key roles include:

- convenience shopping – the centre is well served for convenience goods, with national convenience retailers Sainsbury and Iceland, in addition to independent shops and ethnic food stores;
- comparison shopping - a limited range of lower order (day to day products) comparison shops, including a small number of national multiple retailers;
- services – including a number of banks, restaurants, takeaways, estate agents and dry cleaners;
- community facilities – a library, a church and medical facilities centre.

The diversity of uses present within the District Centre boundary is shown in Table G.1 below. The results are compared to the national average. South Harrow has a total of 100 Class A retail/service units. This figure is higher than the 2008 Shop Frontage Survey (83 units*) because the previous survey only included primary and secondary frontages and not all uses within the centre boundary. As a result it is difficult to establish trends since 2008.

Table G.1 District Centre Use Class Mix by Unit

Type of Unit	Units 2008	Units 2016	% of Total Units 2016	
			South Harrow %	UK Average ⁽¹⁾
Comparison Retail	23	29	29.0	35.8
Convenience Retail	16	22	22.0	8.4
A1 Services ⁽²⁾	9	15	15.0	12.3
A2 Services ⁽³⁾	15	17	17.0	12.3
A3 Restaurants/Cafés	12	9	9.0	9.0
A5 Takeaways		4	4.0	5.9
A4 Pubs/bar	1	1	1.0	4.5
Vacant	7	3	3.0	11.8
Total	83	100	100.0	100.0

Source: Harrow Borough Council Shop Frontage Surveys June 2008 and June 2016.

(1) UK average for all town centres surveyed by Goad Plans.

(2) incl. hairdressers, travel agents and other Class A1 uses not selling comparison/convenience goods

(3) incl. betting shops (sui generis)

The number of vacant units in South Harrow Pinner has reduced since 2008. The vacancy rate is much lower than the national average.

South Harrow has a lower proportion of comparison shops than the national average, but the convenience retail and Class A1/A2 non-retail service sectors are particularly well represented.

South Harrow has a reasonable selection of comparison shops (29). These comparison shops are predominantly independent traders and charity outlets. There is a small representation of national multiple comparison retailers present, including Boots and Superdrug.

South Harrow has a good range of non-retail service uses, with a choice of service providers, including:

- a barber;
- 10 hairdressers/beauty salon;
- 2 dry cleaners;
- a funeral directors;
- a photo shop;
- 4 banks/building societies;
- 4 betting shops;
- 4 estate agents;
- 3 money lending/pawnbrokers;
- 2 solicitors;
- a dentist; and
- mini-cab office.

There is a reasonable selection of restaurants/cafés, but these are mostly small independents. The chain restaurants/cafés include: Nandos and KFC.

Some of the main high street banks/building societies are represented including: HSBC, Lloyds, Nationwide and Santander.

H. BURNT OAK DISTRICT CENTRE

Burnt Oak is located to the east of Harrow Borough adjacent to the boundary with LB Brent and Barnet, and is designated as a District Centre in the London Plan. It is the ninth largest centre in the Borough with around 9,600sq.m gross of Class A retail floorspace. This audit assesses uses within Harrow Borough only. Approximately half of the centre is located in LB Harrow.

Burnt Oak's key roles include:

- convenience shopping – the centre contains an Iceland store in addition to a range of independent retailers (NB the Tesco Metro store is located in LB Barnet);
- comparison shopping – a small range of lower order (day to day products) comparison goods, which are predominately independent outlets; and
- services – including banks, restaurants/cafés/takeaways, hairdressers/ beauty parlours and public houses.

The diversity of uses present within the District Centre boundary is shown in Table H.1 below. The results are compared to the national average. Burnt Oak has a total of 60 Class A retail/service units (excluding units in neighbouring boroughs).

Table H.1 District Centre Use Class Mix by Unit

Type of Unit	Units 2008	Units 2016	% of Total Units 2016	
			Burnt Oak %	UK Average ⁽¹⁾
Comparison Retail	18	13	21.7	35.8
Convenience Retail	12	15	25.0	8.4
A1 Services ⁽²⁾	10	12	20.0	12.3
A2 Services ⁽³⁾	8	8	13.3	12.3
A3 Restaurants/Cafés	5	4	6.7	9.0
A5 Takeaways		4	6.7	5.9
A4 Pubs/bar	0	0	0.0	4.5
Vacant	6	3	6.7	11.8
Total	59	60	100.0	100.0

Source: Harrow Borough Council Shop Frontage Surveys June 2008 and June 2016.

(1) UK average for all town centres surveyed by Goad Plans.

(2) incl. hairdressers, travel agents and other Class A1 uses not selling comparison/convenience goods

(3) incl. betting shops (sui generis)

The number of vacant units has reduced since 2008, but the number of comparison shops has declined. The vacancy rate is much lower than the national average. The number of convenience good shops, Class A1 services and Class A3/A5 has increase since 2008.

Burnt Oak has a lower proportion of comparison shops than the national average. There are much higher proportions of convenience good shops and Class A1.

Burnt Oak has a small selection of comparison shops (13) located within the Borough. There is a small representation of national multiple comparison retailers present, including Poundland, Poundwise and Shoe Zone (Peacocks is located in LB Brent).

There is a reasonable range of non-retail service uses, with a choice of service providers, including:

- a launderette;
- 6 hairdressers/beauty salon;
- a barbers;
- a funeral directors;
- health centre;
- internet café;
- 2 pawnbrokers;
- tattoo studio;
- 3 betting shops;
- 2 accountants/solicitors; and
- estate agent.

There are many other services and small independent shops in LB Barnet.

I. NORTH HARROW DISTRICT CENTRE

North Harrow is located to the west of Harrow Town Centre, and is designated as a District Centre. It is the smallest District Centre in terms of Class A retail floorspace with around 9,200sq.m gross. The centre is located around North Harrow tube station, on the junction of Imperial Drive, Station Road and Pinner Road. The centre also extends to the north on the western side of Pinner Road. The primary frontage runs along the western side of Station Road from and both sides of Pinner Road.

North Harrow's key roles include:

- convenience shopping – includes a Tesco Express and a small number of independent traders;
- comparison shopping – includes a limited range of lower order (day to day products) comparison shopping;
- services – including restaurants and cafés, hairdressers, dry cleaners, estate agents and public houses; and
- community facilities – clinic and gym.

The diversity of uses present within the District Centre boundary is shown in Table I.1 below. The results are compared to the national average. North Harrow has 89 Class A retail/service units.

Table I.1 District Centre Use Class Mix by Unit

Type of Unit	Units 2008	Units 2016	% of Total Units 2016	
			North Harrow %	UK Average ⁽¹⁾
Comparison Retail	26	21	23.6	35.8
Convenience Retail	17	14	15.7	8.4
A1 Services ⁽²⁾	11	15	16.9	12.3
A2 Services ⁽³⁾	12	13	14.6	12.3
A3 Restaurants/Cafés	17	8	9.0	9.0
A5 Takeaways		12	13.5	5.9
A4 Pubs/bar	3	2	2.2	4.5
Vacant	9	4	4.5	11.8
Total	95	89	100.0	100.0

Source: Harrow Borough Council Shop Frontage Surveys June 2008 and June 2016.

(1) UK average for all town centres surveyed by Goad Plans.

(2) incl. hairdressers, travel agents and other Class A1 uses not selling comparison/convenience goods

(3) incl. betting shops (sui generis)

The number of vacant units has reduced since 2008, although the number of Class A1 units has decreased. The vacancy rate is much lower than the national average.

North Harrow has a lower proportion of comparison shops than the national average, but the convenience retail, Class A1/A2/A5 non-retail service sectors are particularly well represented.

North Harrow has a small selection of comparison shops (21). These comparison shops are independent traders. There are no national multiple comparison retailers present.

North Harrow has a good range of non-retail service uses, with a choice of service providers, including:

- 6 hairdresser/beauty salons;
- 2 barbers;
- 2 dry cleaners;
- Post Office;
- 2 print shops;
- shoe repairs/key cutting;
- 3 betting shops;
- 4 accountants/solicitors;
- 5 estate agents;
- clinic;
- dentist;
- gym; and
- mini-cab office.

There is a reasonable selection of restaurants/cafés and takeaways, but these are small independents. There are no main high street banks/building societies.

J. EDGWARE MAJOR CENTRE

Edgware is located in the east of Harrow Borough. Most of the centre is located within LB Barnet. The LB Harrow's Shop Frontage Survey only includes 44 units within the centre and excludes uses in the Broadwalk Centre, on Station Road and the east side of the High Street, therefore a reliable audit of the centre is not possible based on the Council's land use data.

Edgware has a strong convenience and comparison goods offer. The Broadwalk Centre is anchored by a Sainsbury's food store and has a concentration of national multiples including Boots, Claires, Game, Marks & Spencer, Robert Dyas, Superdrug and WH Smith. Edgware also has Lidl and Iceland stores.

K. KINGSBURY DISTRICT CENTRE

Kingsbury is located in the south east of Harrow Borough. Most of the centre is located within LB Brent. It is designated as a District Centre in the London Plan. Only 13 units are located in LB Harrow therefore a reliable audit of the centre is not possible based on the Council's land use data.

Iceland is the main operator within the Harrow part of the centre on Kenton Road. The main operators within the Brent part of Kingsbury include Aldi, Barclays Bank, Carphone Warehouse, Costa Coffee, Greggs, Halifax, HSBC, Lloyds Bank, Nandos, NatWest and Tesco Express.

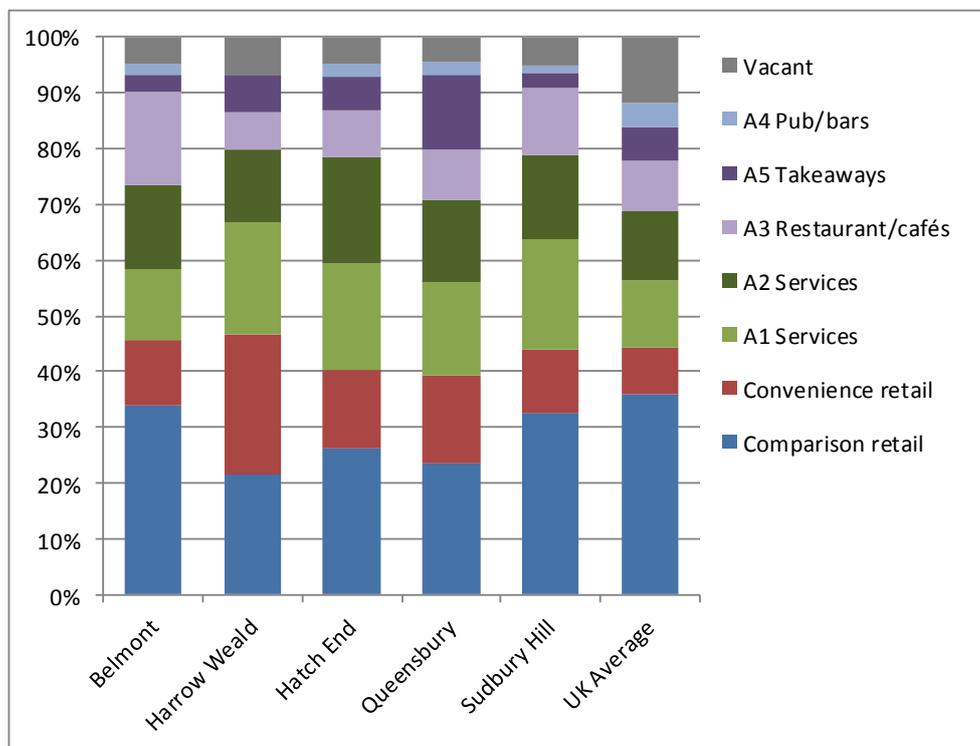
L. LOCAL CENTRES

The main designated centres within the Borough are Belmont, Harrow Weald, Hatch End, Queensbury and Sudbury Hill. The diversity of uses is shown in Table L.1 and Figure L.2 below.

Table L.1 Local Centres Use Class Mix by Unit 2016

Type of Unit	Belmont	Harrow Weald	Hatch End	Queensbury	Sudbury Hill
Comparison Retail	10	15	24	13	7
Convenience Retail	9	9	9	12	11
A1 Services ⁽²⁾	8	10	16	16	5
A2 Services ⁽³⁾	6	9	5	6	3
A3 Restaurants/Cafés	5	7	18	10	2
A5 Takeaways	6	3	1	6	5
A4 Pubs/bar	5	2	1	1	0
Vacant	0	2	3	1	0
Total	47	57	77	65	33

Figure L.2 Local Centres Proportional Mix of Uses



Source: Harrow Borough Council Shop Frontage Surveys June 2008 and June 2016.

(1) UK average for all town centres surveyed by Goad Plans.

(2) incl. hairdressers, travel agents and other Class A1 uses not selling comparison/convenience goods

(3) incl. betting shops (sui generis)

Local centres are generally smaller than the district centres in terms of the number of shops units (less than 80 units) and overall floorspace (less than 10,000sq.m gross).

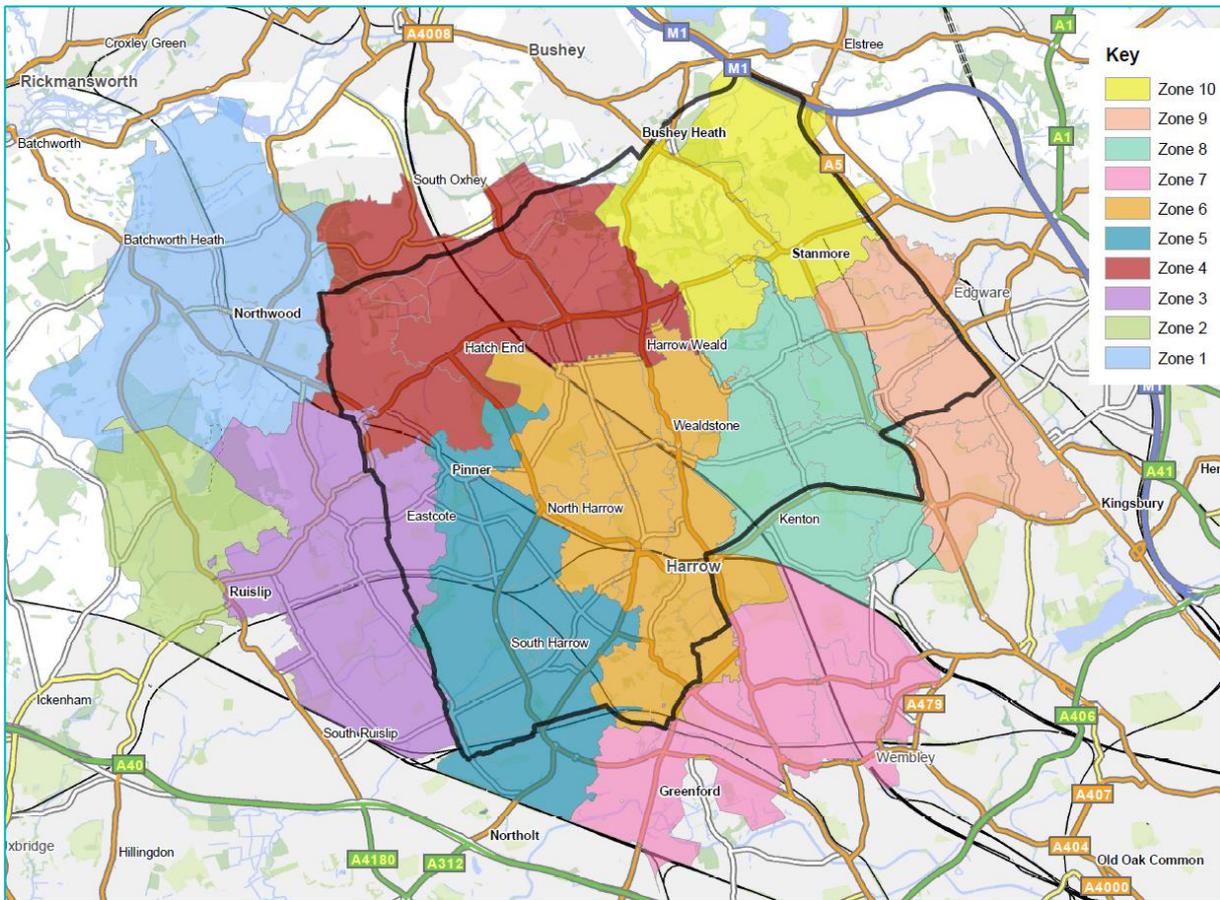
The mix of uses is broadly similar within local centre when compared with district centres, but they are almost exclusively small independent shops and services. Comparison shopping tends to cater for lower order day to day products, rather than window shopping.

The local centres have a below average proportion of comparison goods shops, but conversely a strong provision of convenience goods shopping and Class A1 and A2 non-retail services.

Belmont and Sudbury Hill have a strong provision of Class A3 restaurant/cafés and Queensbury and Harrow Weald have a strong provision of Class A5 takeaways.

All the local centres have a low vacancy rate when compared with the national average.

Appendix 9: Retail Study Area



Bristol
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