

	<p>Assets, Regeneration and Growth Committee</p> <p>3 March 2015</p>
<p style="text-align: right;">Title</p>	<p>Brent Cross Cricklewood South – Selection of Preferred Partner</p>
<p style="text-align: right;">Report of</p>	<p>Cath Shaw, Commissioning Director (Growth and Development)</p>
<p style="text-align: right;">Wards</p>	<p>Childs Hill, Golders Green and West Hendon</p>
<p style="text-align: right;">Status</p>	<p>Public with a separate exempt report</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix 1 – Procurement and Delivery Strategy Appendix 2 - PQQ Appendix 3 – ITN Appendix 4 - Scorecard Appendix 5 – Financial Sub Criteria Appendix 6 – Commercial Principals Appendix 7 – Scoring Guidance</p>
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<p>Summary</p>
<p>To report the selection of the Council’s preferred development partner for the Brent Cross Cricklewood South development and seek approval to appoint the successful bidder and the reserve bidder and to commence work on the business plan and project agreement including necessary documentation to form the joint venture delivery vehicle.</p>

<p>Recommendations</p>
<p>1. That the Committee recommend to full Council:</p> <p>a) The appointment of Argent and Related Companies PLC (Bidder Z) as the Council's preferred development partner for the Brent Cross Cricklewood South Scheme.</p>

- b) The selection of Gateway Barnet consortium comprising Far East Consortium, Countryside Properties and Notting Hill Housing Trust (Bidder Y) as the Council's reserve development partner for the Brent Cross Cricklewood South Scheme.**
- c) Authorise Officers to work up the Joint Venture Structure, Business Plan, Project Agreement and documentation necessary to form the joint venture for consideration and approval by Assets, Regeneration and Growth Committee prior to formally entering into the joint venture contract.**

1. WHY THIS REPORT IS NEEDED

- 1.1 This report seeks Assets, Regeneration and Growth Committee's recommendation to full Council to select Argent and Related Companies as the preferred development partner to work with the Council to deliver the potential of the southern section of the wider Brent Cross Cricklewood (BXC) masterplan to deliver comprehensive regeneration of the area and provide a significant new town centre for London.

2. REASONS FOR RECOMMENDATIONS

- 2.1 Procurement of a corporate partner is essential to deliver the regeneration of the Brent Cross Cricklewood area and meet the Council's Corporate Priorities as set out in Section 5 of this report. The procurement of a partner through a formal OJEU negotiated process is considered by the Council's advisors to be an appropriate procurement route.
- 2.2 The Brent Cross Cricklewood South opportunity has previously been reported to Cabinet Resources Committee on 18 April 2013 and 16 January 2014 (see background reports attached at Section 8 of this report). These reports explain the new delivery approach to bringing forward the Brent Cross Cricklewood regeneration proposals, namely that Hammerson UK and Standard Life Ltd will focus solely on the delivery of the shopping centre at Brent Cross and the significant infrastructure required to support the comprehensive regeneration proposals, with the Council to take the lead on the south side to deliver the southern parts of the Brent Cross Cricklewood Regeneration masterplan with a new development partner.
- 2.3 On 18 April 2013, Cabinet Resources Committee approved that the Council's Director for Place begin preparations to deliver the regeneration of Brent Cross Cricklewood South. The Council instructed GVA to provide strategic property development advice on the delivery of Brent Cross Cricklewood South, focussing on reviewing the southern area and undertaking a detailed technical due diligence review of the overall infrastructure and development costs to inform scheme viability.

- 2.4 Capita Property was appointed in late 2013 to build on the GVA work and to establish potential options for the Council to realise the potential of Brent Cross South. Further to this work Capita Property has been assisting in the management of the project management of the procurement process.
- 2.5 On 16 January 2014, Cabinet Resources Committee approved commencement of discussions with the market through the publication of a Prior Information Notice to allow the Council and its advisors to speak directly to potential partners to inform the emerging delivery strategy for BXC South. The PIN was issued on 12 March 2014. This process demonstrated that there is significant market interest in the Brent Cross South development opportunity.
- 2.6 On the 22 July 2014, the Assets, Regeneration and Growth Committee gave approval:
- a) To procure a partner for the Brent Cross Cricklewood South development through an OJEU Negotiated route in accordance with the Brent Cross South Procurement and Delivery Strategy attached at Appendices 1 and 3 of this report.
 - b) To approve the Council's requirements for the Brent Cross Cricklewood South opportunity as set out in Section 4 of the Brent Cross South Procurement and Delivery Strategy attached at Appendix 1
- 2.7 The Procurement and Delivery Strategy is attached as Appendix 1. The Strategy set out the following Council's overarching core objectives (Section 4):
- Brent Cross Cricklewood will be a place that makes residents, workers and visitors feel good – inviting people to meet and spend time in the spaces, and to walk or cycle. It will be animated at street level and connect with high quality parks, green spaces and nearby waterways.
 - Brent Cross South will complement the expanded Brent Cross shopping centre, and invite visitors to the shopping centre to cross into the new town centre. The site is at risk of being seen as an island, and the new development will need to tackle this risk, integrating effectively with the surrounding neighbourhoods.
 - Brent Cross Cricklewood will be a place for people of all ages, with a housing mix that reflects different life stages, a range of housing tenures, and public spaces which are accessible to all. Promoting health and wellbeing and reducing dependency will be ingrained in the place – for example by incorporating dementia friendly design. It will maintain Barnet Council's tradition of educational excellence.
 - As a growing, successful suburb of a growing successful world city, Barnet benefits from a strong local economy as well as providing a home to many people who work in central London. This emphasis on a strong local economic base is a key requirement for Brent Cross Cricklewood – it cannot simply be a dormitory. The Borough's economy

is predominantly made up of small and micro businesses, including many home based businesses, and the new Brent Cross Cricklewood will cater for this entrepreneurial community which increasingly blurs the distinction between home and work.

- The Council expects this blurring between home and work life to extend to the design of the new development, with strong integration between the residential and commercial areas, and no areas that are seen as 'dead' at particular times.
- Brent Cross Cricklewood will have excellent public transport links, allowing people to reach other parts of Barnet, London and the country easily. While many people are likely to own cars they are unlikely to be needed on a day to day basis and the space will not be dominated by the car.
- Many residents are under financial pressure, and the Council is committed to taking account of this in its actions. This means that low energy bills and responsible service charges will be important aspects of the new community.

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2.8 The Procurement and Delivery Strategy outlined a formal four stage OJEU negotiated procurement process

1. Pre-Qualification Questionnaire (issued July 2014)
2. Invitation to Negotiate (three-five parties shortlisted by end of Sept 2014)
3. Pre-Contract Business Plan Stage (single party selected in February 2015)
4. Finalising and engrossing the contract followed by Contract Award (by March 2016)

2.9 The Procurement and Delivery Strategy also recommended that the Council secure a partner based on a corporate, rather than a project specific relationship to jointly develop the Brent Cross Cricklewood South opportunity in more detail. This would be subject to a range of performance measures and Key Performance Indicators to be developed through the Business Plan and documented in the Project Agreement and documentation necessary to form the joint venture company. It is considered that this approach will create the right conditions for a long term relationship, and also create the flexibility that the Council requires to be able to approach this project and meet all of its objectives (see Section 5 of the Procurement and Delivery Strategy).

2.10 The Strategy explained that a partner will be identified on the basis of its understanding of the Council's requirements, ability to work in Partnership, stated commitments and financial capacity to execute the required Business Plan. A more detailed vision will then be developed jointly between the parties through the fourth stage of the negotiation procedure before the creation of a formal joint venture partnership. The parties will also agree the Business Plan and Project Agreement to be reported to the Assets, Regeneration and Growth Committee for approval prior to entering into

Contract. This would also allow the Partner a period of time to work with the Council and the key external stakeholders to finalise the masterplan and obtain the necessary consents. alongside the Business Plan and Project Agreement

- 2.11 On 22 July 2014 the OJEU notice was published and the Pre-Qualification Questionnaire issued. The PQQ is attached at Appendix 2. Six bids were received on 10th September.
- 2.12 The PQQs were evaluated in accordance with the evaluation criteria published in the OJEU notice: Company policy 5%, Organisational capacity 12.5%, Financial Capacity 17.5%, Referees 10%, approach understanding and experience of placing making 25%, and comparable delivery experience 30%.
- 2.13 On 5 October 2014, the Council announced the following shortlist that will progress to Invitation to Negotiate stage:
- Argent (Property Development) Services LLP and Related Companies LP
 - Barratts and London & Quadrant Housing Trust
 - Capital & Counties Properties PLC
 - Far East Consortium International Limited with Countryside Properties PLC, Notting Hill Housing Trust and Southern Grove
- 2.14 Shortly, thereafter each party was issued with access to an online data room containing a full suite of Planning, technical, property and legal information. Bidders were also issued with a set of questions to respond to and a financial appraisal to complete through the Invitation to Tender documentation attached at Appendix 3 (ITN). Starting on 8th October, each bidder was met for two hours every two weeks in a workshop environment providing bidders with the opportunity to discuss their understanding of the Council's requirements and to ask questions of the lead officers and their property and legal advisors.
- 2.15 The ITN advised that bidders responses would be assessed against the Council's five requirements for a successful project which are:
- i. The selection of a development partner with whom the Council will be able to develop a collaborative, transparent and mutually beneficial working relationship over the next 15-20 years;
 - ii. Excellence in placemaking that delivers on the 5 themes identified by the MindFolio work (see table below) and presented to bidders during the sessions on 8 and 9 October 2014;
 - iii. Stewardship of place and good estate management;
 - iv. The generation of long term returns that recognises a need to balance short term capital receipts with longer term investment in a place and participation by the Council in growth;

- v. An early and significant start on site closely aligned to the existing masterplan – followed by continued and sustained delivery.



2.16 The ITN in accordance with the Procurement and Delivery Strategy advised that to meet these requirements the Council is seeking a long term partner with:

1. Experience in delivering (financing and constructing) 'placemaking' through large scale, phased development;
2. A track record of working successfully in partnerships with the public sector and other third parties;
3. Experience in appointing and managing large professional teams to conceive and produce large scale masterplans and to secure detailed planning consents for mixed use development within them; and
4. A well established internal team with the human and financial resources to be a long term development Partner.

2.17 All four shortlisted parties submitted compliant ITT documents on 29 January 2015 and in a format and manner compliant with the instructions provided to them. As such, the Evaluation Panel had four qualifying submissions from which to select a preferred development partner.

2.18 As with the scoring of the Pre-Qualification Questions (PQQ), the ITT documents were formally scored by the three sub-panels of the full Brent Cross South Evaluation Panel.

2.19 The members of the three sub-panels were each provided access to the ITT documents between 2 February and 18 February 2015. These documents were held securely within a private and locked room in North London Business Park. Instructions on how the panel members were to consider and score the submissions were provided by Capita Property with guidance from

Wragge Lawrence Graham LLP. The panel members were invited to consider the submissions, against the scoring guidance, in advance of the meeting of their respective sub-panels to score the appropriate questions.

- 2.20 All four bidders presented to Panels of stakeholders and elected Members on 4 February 2015 at Hendon Town Hall. The presentations were not scored, but feedback from the audience was made available to bidders to inform their subsequent presentations.
- 2.21 The subsequent presentations to the Evaluation Panel and its advisors took place on 17 February 2015. In attendance were the members of the Evaluation Panel, the Chief Executive of the London Borough of Barnet, members of the Evaluation sub-panels and representatives from Capita Property, WLG, CSG Procurement and Mindfolio.
- 2.22 The three sub-panels met to score their respective questions on 18 and 19 February 2015. The scoring was co-ordinated by representatives from Capita Property. Placemaking and Delivery questions were scored on 18 February 2015 and the Finance Section on 19 February 2015. All scores were then collated and held confidentially by Capita Property.
- 2.23 The Evaluation Panel met on 24 February 2015, chaired by Kate Kennally, Strategic Director for Commissioning. Members of the final Evaluation Panel were the Chairs of the three sub-panels and Stephen McDonald, Director of Place for Re. The panel undertook three tasks:
- Scoring of the presentations (with separate scores for placemaking and delivery)
 - Receiving reports from the sub-panel chairs on the scoring of bids
 - Challenging and moderating those scores.
- 2.24 The final marks are summarised in the table below.

	Available Marks	Argent Related (Bidder Z)	Bidder W	Bidder X	Gateway Barnet (Bidder Y)
Placemaking	22.50%	16.60%	10.93%	11.45%	12.88%
Delivery	45.00%	36.60%	18.70%	28.20%	34.20%
Finance	25.00%	16.50%	17.30%	15.70%	16.50%
Presentation	7.50%	6.00%	3.00%	4.50%	4.00%
Total	100.0%	75.70%	49.93%	59.85%	67.58%

- 2.25 On the basis of that scoring, the Evaluation Panel recommended to the BXC Governance Board held on 24 February 2015 that Argent and Related Companies (Bidder Z) be appointed preferred development partner; and that Gateway Barnet (Bidder Y) be appointed the reserve bidder.

- 2.26 The Evaluation Panel considers that Argent and Related Companies is the most economically advantageous tender and represents a proposal that most closely aligns with the Council's objectives and requirements, and is made by a team with the appropriate experience, capacity and resources to delivery it.
- 2.27 The BXC Governance Board, chaired by the Chief Executive endorsed the Evaluation Panel's recommendation and agreed that the recommendation be placed before the Assets, Regeneration and Growth Committee and full Council for consideration and approval.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Procurement in compliance with public procurement legislation is necessary where a public body is seeking to procure goods and services above a specified threshold and this process needs to be undertaken in a fair and open manner. As Awarding Authority the Council is required to ensure the selected partner is the most economically advantageous of those involved in the process and can provide value for money in the delivery of the social, economic and environmental regeneration outcomes and outputs.
- 3.2 The preferred development partner has been selected by using the negotiated route, which was advised as the most appropriate approach for the procurement for Brent Cross.
- 3.3 The Council's advisors had explored the potential of a procurement methodology outside of the regulated process through a tried and tested route referred to as the 'co-investor' route. However, this alternative route was discounted as it excludes the opportunity to obtain any 'services' from the investment partner. It was evident through the soft market testing exercise that the demands of 'placemaking' as part of this process would require the partner to bring skills and services to the joint venture which by definition, require a regulated process.
- 3.4 The Council could decide not to approve the recommendation, which would jeopardise the delivery and comprehensive development of the Brent Cross Cricklewood regeneration proposals thereby not achieving the corporate objectives set out in Section 5 of this report.

4. POST DECISION IMPLEMENTATION

- 4.1 Once the Council has selected the preferred development partner, the Council will issue the Award Notification Letters informing bidders of the outcome and the reasons behind the outcome. Following issue of these letters, the Council must observe a mandatory ten day standstill period before a contract can be entered into with the preferred bidder, (although in this case the Committee should note that the Council will not be awarding the contract until early 2016). This is to provide the unsuccessful bidders with the chance to seek an effective remedy if it contested that the Council did not comply with the procurement regulations. On the present procurement timetable, the standstill period will commence on 4 March 2015 and conclude on 16 March 2015.

4.2 Following completion of the standstill period the Council will be able to work with the preferred development partner to:

- Jointly develop the vision for the Brent Cross Cricklewood south
- Agree the Business Plan. The Business Plan will describe the actions required to meet the vision shared by the parties, and through this route the JV will guide the activity, roles, responsibilities and obligations of the two institutions. It will be a live document capable of being reviewed as required. It will contain:
 - the vision for the project,
 - a strategy of how this will be realised,
 - roles and responsibilities, including voting rights
 - financial commitments
 - Priority returns, returns on investment
 - a programme for delivery
 - detailed plan of action
 - key performance indicators
 - dispute resolution provisions
- Agree the structure of the joint vehicle as well as Project Agreement and documentation necessary to form and set up the joint venture vehicle.
- Work with the key external stakeholders to finalise the proposals and obtain the necessary consents.

4.3 Subject to an appropriate scheme being established, and third party interests being aligned, the Partner will then have the opportunity to enter in to a formal Joint Venture with the Council through which the scheme may be implemented. The details of which (as listed above) will be reported to the Assets, Regeneration and Growth Committee for approval prior to entering into contract.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 The regeneration of Brent Cross Cricklewood supports the Corporate Plan 2013-2016 priority '*To maintain the right environment for a strong diverse local economy*', and the strategic objective under this priority to sustain Barnet by '*promoting growth, development and success across the borough*'.

5.1.2 The Growth Strategy for Barnet recognised that regeneration and growth are vital for ensuring the future prosperity of the Borough and maintaining Barnet as a successful London suburb. The BXC regeneration proposals will play a

major role in delivering this objective, doubling the size of the shopping centre and linking seamlessly to a new town centre for Barnet and North London across the North Circular Road. BXC is one of Barnet's priority regeneration areas, and will provide approximately 7,500 new homes over the next 20 years. It is a key part of the wider revitalisation of the A5 corridor, linking BXC with developments at West Hendon, Colindale and Edgware and improvements to Cricklewood Town Centre, to create a series of high quality modern suburbs.

- 5.1.3 The first phase of the BXC project includes the redevelopment of the shopping centre, creation of major new infrastructure, improved links to the existing tube station, and delivery of approximately 2,500 new homes over the next 8-10 years. This will create an estimated 3,000 construction jobs, and 4,000 permanent jobs.
- 5.1.4 Procurement of a corporate partner is essential to deliver the comprehensive regeneration of the Brent Cross Cricklewood area and meet the Council's Corporate Priorities as set out in Section above.
- 5.2 **Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**
- 5.3 As set out in the Cabinet Resources Committee report in January 2014, the Development Partners are providing funding up to £1.4m to meet the Council's costs in procuring the preferred partner for the Brent Cross South development and further technical due diligence work in accordance with the Co-operation Agreement. The Council spend to date is approximately £400k, leaving a budget of £600k available for 2015.
- 5.4 Section 5 of the Procurement and Delivery Strategy proposes financial key performance indicators. Section 4 (and section 4.2.3 of Appendix 1) of the ITN attached at Appendix 3 details the procurement methodology in relation to the financial criteria and scoring mechanisms. In accordance with the Procurement and Delivery Strategy approved in June 2014, a specific financial panel was set up, chaired by the Deputy Chief Operating Officer that will report to the Evaluation Panel on financial matters.
- 5.5 Section 5 also details that at the point when the preferred development partner is selected, a mechanism for calculating the Council's financial return will be agreed. The deal will be structured in a way which ensures that the Council receives best consideration for its land and also reflects the wider commitments and investment that have been and will be committed going forward.
- 5.6 As part of the procurement process, bidders were invited to commit to three key financial performance 'fixes'. These fixes are to be taken forward in to contract and govern the operation of the Joint Venture Company for the long term. These fixes related to the Development Management fee that the team would charge the project to cover overheads and running costs, a priority profit (based on the costs incurred in implementing the project) and a

percentage share of any financial surplus generated over and above the priority return.

- 5.7 These fixes will be used to inform the valuation of Council land drawn down by the Joint Venture Company and in a way that can support 'best consideration' obligations whilst also capturing benefits accruing from the wider regeneration.
- 5.8 Further work is to be undertaken during the contract negotiations to agree how 'hurdle rates' will be agreed between the parties in order to govern the decision points for committing to developing a given sub-phase or investment.

5.9 **Legal and Constitutional References**

- 5.9.1 The Council's Constitution, Responsibility for Functions, Annex A states the terms of reference of Assets, Regeneration and Growth Committee, including to agree externalisation contracts, to oversee major regeneration schemes including those of key social housing estates and all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council.
- 5.9.2 Council Contract Procedure Rules, Appendix 1, Table A sets out the framework for authorisation of tender stage for contract, including that authorisation to commence a procurement process for amounts of £172,514 and above by the relevant Thematic Committee and that the procurement be carried out by one of three methods. The Procurement and Delivery Strategy has been created in accordance with the Contract Procedure Rules.
- 5.9.3 The Procurement Code of Practice provides guidelines for Council officers to carry out effective and efficient procurement activities, which are compliant with Council Constitution and policies. The Procurement and Delivery Strategy has been created in accordance with this procurement code.
- 5.9.4 The Council has a general power of competence under Section 1 of Chapter 1 of the Localism Act 2011 and this empowers the Council to enter into joint venture arrangements for the development of the south side of the Brent Cross Cricklewood regeneration scheme. Section 1 of the Localism Act 2011 provides local authorities with a broad power to do anything that individuals can do subject to any specific restrictions contained in legislation.
- 5.9.5 The Council has the power to acquire and dispose of land in accordance with Sections 120 to 123A, and subject to obtaining appropriate consents and approvals Sections 128 to 131 of the Local Government Act to ensure value for money is secured.
- 5.9.6 The procurement of a partner and other advisers for the south side of the scheme will be carried out in accordance with the relevant European Union procurement regulations and public sector procurement principles.

- 5.9.7 The Public Services (Social Value) Act 2012 requires the Council to consider whether it can achieve an improvement to the economic, social and environmental well-being of an area as part of the procurement of these services. If so, the social value objectives identified must be written into the procurement process. All of this must be achieved with regard to value for money and in a way that is compliant with existing public procurement law. "Social value" objectives can include the creation of employment, apprenticeship and training opportunities for local people, trading opportunities for local businesses and the third sector; and the promotion of equality and diversity through contract delivery.
- 5.9.8 Section 111 of the Local Government Act 1972 provides that a local authority has power to do anything which is calculated to facilitate, or is conducive or is incidental to, the discharge of its functions.
- 5.9.9 The public sector equality duty referred to in Section 5 also required consultation to ensure the Council complies with its duties under the Equality Act 2010.

7.5 Risk Management

- 7.5.1 The key risks can be summarised as follows:
- 7.5.2 Procurement risk. There is the risk that any procurement of a partner could be subject to challenge. To mitigate this risk, the Council has retained specialist legal advice on the scheme as a means of ensuring that all actions taken by the Council accord with the provisions of relevant laws, regulations and directives. The Council's advisor's Wragge Lawrence Graham & Co LLP are the Council's legal advisors on the Brent Cross Cricklewood South project and their assessment of the risks associated with the process are summarised in the Exempt report.
- 7.5.3 Failure to agree a business plan or agree commercially acceptable terms during the pre-contract business plan and finalising contract stages would prevent the creation of the joint venture and halt the procurement process. The inclusion of the option to appoint a reserve bidder will help mitigate this risk.
- 7.5.4 Failure to agree on a viable first phase scheme, thus preventing delivery. This is considered to be low risk given the due diligence undertaken to date to inform the delivery strategy. Nonetheless the partner will be invited to describe a backstop for Phase 1 and agree a deadlock process for resolving any disagreements as part of the Business Plan and Project Agreement negotiation.
- 7.5.5 Failure to secure finance for Thameslink Station. Most parties consider the train station essential for securing the delivery of Brent Cross South. The delivery of the station will help drive land values, thereby enabling the regeneration of the Brent Cross Cricklewood area. The Council together with public sector partners (Greater London Authority, Network Rail and Transport

For London) and Central Government are exploring strategies to bring forward the station. Funding options and strategy are currently being developed and the results of this work should be available mid March.

- 7.5.6 There is the risk that Hammerson and Standard Life (the Development Partners) do not progress the shopping centre scheme, or deliver part of the scheme but fail to deliver the critical infrastructure needed to facilitate the comprehensive regeneration of the area. In this regard, the commercial agreements with the Development Partners require the delivery of critical infrastructure to enable the Brent Cross Cricklewood South development to come forward in advance of the shopping development. This will ensure that the regeneration of the southern land is progressed. There will also be provision within the legal agreements enabling the Council to acquire Hammerson owned land needed to deliver the south side in the event the north does not progress. This is subject to a decision of the Urgency Committee on 26 February 2015.

7.6 Equalities and Diversity

- 7.6.1 The public sector equality duty under section 149 of the Equality Act 2010 ("PSED") requires the Council to have due regard to: (i) the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010; and (ii) the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it. 'Protected characteristics' are: gender, race and disability, sexual orientation, age, religion or belief, pregnancy and maternity and gender reassignment.
- 7.6.2 The Council is committed to improving the quality of life for all and wider participation in the economic, educational, cultural, social and community life in the Borough.
- 7.6.3 The development proposals for the BXC scheme will make a significant contribution to the provision of additional, high quality affordable housing units in the Borough as well as providing employment through the creation of a new town centre with leisure, health and educational facilities. The delivery of the Thameslink Station will enhance public transport provision and improve accessibility and provide greater choice for all. It should be emphasised that a fully integrated and accessible town centre will be created as part of these proposals.
- 7.6.4 An Equalities Impact analysis was carried out in respect of the Outline Planning Application granted in 2010, which took fully into account the demographic makeup of the regeneration area and addressed the impact on the protected characteristics. This anticipated a significant positive impact from the regeneration proposals.
- 7.6.5 BXC is an opportunity to extend Barnet's success as a desirable and attractive suburb, by creating a new urban village for London which sets the tone for future evolution of the borough more widely and emphasises the need

to create a place that makes residents, workers and visitors feel good – inviting people to meet and spend time in the spaces, and to walk or cycle.

- 7.6.6** Importantly, the requirements highlight that BXC will be place for people of all ages, with housing mix that reflects different life stages, a range of housing tenures, and public spaces which are accessible to all. It emphasises that promoting health and wellbeing and reducing dependency will be ingrained in the place.

7.7 Consultation and Engagement

- 7.7.1** Extensive consultation has and will continue to be undertaken with key stakeholders and the community to ensure that the Brent Cross Cricklewood scheme reflects local needs including the needs of those with protected characteristics, as well as securing the future of North London's only regional shopping centre.
- 7.7.2** A Brent Cross South Bidders Day for Stakeholders was held at Hendon Town Hall on 4th February 2015. The council invited a selected number of key stakeholders to participate in this event, which formed part of the procurement process. The four bidders presented their ideas around placemaking and project delivery to the stakeholders who then provided feedback to the council. The council has considered the Stakeholder's views when undertaking its own assessment of these bids.

8 BACKGROUND PAPERS

- 8.5** Cabinet, 26 April 2004 (Decision Item 8) – approved the adoption of the Cricklewood, Brent Cross and West Hendon Development Framework as Supplementary Planning Guidance.
- 8.6** Cabinet, 29 March 2005 (Decision Item 6) – agreed to enter into a Collaboration Agreement with the development partnership (Cricklewood Regeneration Limited, Hammerson and Standard Life). [<http://barnet.moderngov.co.uk/Data/Cabinet/200503291900/Agenda/Document%204.pdf>]
- 8.7** Cabinet, 5 December 2005 (Decision Item 7) – approved, amongst other matters, that 1) the Eastern Lands Addendum be adopted as Supplementary Planning Guidance; and 2) the Eastern Lands Supplementary Guidance is incorporated into the Cricklewood, Brent Cross and West Hendon Development Framework. [<http://barnet.moderngov.co.uk/Data/Cabinet/200512051900/Agenda/Document%204.pdf>]
- 8.8** Cabinet Resources Committee, 25 March 2008 (Decision Item 16) – approved the outline terms so far agreed with the Brent Cross partners and Cricklewood Redevelopment Limited, including the proposals for the finalisation of the financial terms, be approved in principle subject to the outcome of Counsel's advice on procurement issues, and that the finally agreed terms for the

Development Framework Agreement and the Principal Development Agreements be reported to a future meeting of the Cabinet for approval.

<http://barnet.moderngov.co.uk/Data/Cabinet%20Resources%20Committee/200803251900/Agenda/Document%2015.pdf>

- 8.9 Cabinet, 21 October 2009 (Decision Item 7) – approved the terms and conditions of entering into the Development Framework Agreement and the Principal Development Agreements, subject to approval of the Brookfield Europe and Hammerson Guarantor companies by the Director of Finance and the Leader of the Council, and the approval of the appropriate land transaction and financial arrangements by the Secretary of State. The approval was also subject to agreement of the plans, the historic costs and the form of the legal documents.

<http://barnet.moderngov.co.uk/CeListDocuments.aspx?CommitteId=120&MeetingId=306&DF=21%2f10%2f2009&Ver=2>

- 8.10 Cabinet Resources Committee, 19 October 2010 (Decision Item 5) – approved the changes to the terms and conditions of the Development Framework Agreement and the two Principal Development Agreements regarding Brent Cross Cricklewood (as considered and approved by Cabinet in October 2009)

[<http://barnet.moderngov.co.uk/Data/Cabinet%20Resources%20Committee/201010191900/Agenda/Document%203.pdf>]

- 8.11 Cabinet Resources Committee, 18 April 2013 (Decision Item 14) - noted that the Brent Cross Cricklewood Development Partners wished to modify the existing planning consent to allow re-phasing; approved that the Director for Place begin preparations to enable the Council to procure a development partner to deliver the regeneration of the southern parts of Brent Cross Cricklewood Regeneration Area and confirmed the continued appointment of the external advisors for the Brent Cross Cricklewood Regeneration project, and the procurement of appropriate additional advice, and to delegate authority to the Director for Place to deal with necessary contractual issues or arrangements.

[<http://barnet.moderngov.co.uk/mgConvert2PDF.aspx?ID=8369&ISATT=1#search=%22Brent%20Cross%20%22>]

- 8.12 Cabinet Resources Committee, 16 January 2014 (Decision Item 6) - approved the changes to the terms of the Brent Cross Principal Development Agreement (as considered and approved by CRC in October 2010) and the terms for the Co-operation Agreement as set out in Section 9 of this report; authorised the Chief Executive in consultation with the Leader of the Council to agree the detail of the Brent Cross Principal Development Agreement and Co-operation Agreement; approved commencement of market testing through the issue of a Prior Information Notice to inform the delivery strategy for the Brent Cross Cricklewood South area; and approve that the Council enter into negotiations with landowners to acquire land required in advance of any Compulsory Purchase Order, subject to approval of the bid for capital funding by Cabinet on 25 February 2014; and approved that the Council continue the design and development work to develop the business case and funding

strategy for delivery of the Thameslink Station, subject to approval of the capital funding bid by Cabinet on 25 February 2014; and delegate authority to the Strategic Director for Growth and Environment to procure the necessary advice and consultants to progress the Brent Cross project workstreams and deal with the related contractual issues and arrangements. [<http://barnet.moderngov.co.uk/mgConvert2PDF.aspx?ID=12505&ISATT=1#search=%22Brent%20Cross%20%22>]

- 8.13 Assets, Regeneration and Growth Committee, 16 June 2014, (Decision 6) – approved the Procurement and Delivery Strategy to procure a development partner for the Brent Cross Cricklewood South development; and approved the commence of the formal procurement process. <http://barnet.moderngov.co.uk/documents/g7884/Public%20reports%20pack%2016th-Jun%2014%2019.00%20Assets%20Regeneration%20and%20Growth%20Committee.pdf?T=10>