



Assets Regeneration and Growth Committee 24 April 2017

Title	Brent Cross Cricklewood Update Report
Report of	Commissioning Director, Growth and Development
Wards	Childs Hill, Golders Green and West Hendon
Status	Public with separate exempt report - Not for publication by virtue of paragraphs 3 and 5 of Schedule 12A of the Local Government Act 1972 as amended (as this relates to the financial affairs of the authority and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings).
Urgent	No
Key	Yes
Enclosures	Appendix 1 (Exempt) Brent Cross South Business Plan – Strategy and Implementation Chapters. Appendix 2 Thameslink Procurement Strategy
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Summary

This report provides a progress update since the last Committee on 12 December 2016 on key areas of activity across the Brent Cross Cricklewood programme. In particular it details the progress made on Brent Cross North (BXN), namely the submission of the reserved matters application for the shopping centre (Phase1b) and also the progress of BXS in respect of the updating of the Brent Cross South (BXS) Business Plan and submission of the first phase proposal in June. The Strategy and Implementation chapters of the Business Plan are attached to the Exempt report for approval. The Committee is also asked to agree to the extension of CBRE's appointment to advise on best value consideration of the Council's land in respect of the first phase proposal. The report also provides a progress update on Thameslink, and requests that the Committee approve the

procurement strategy in line with the recommendation of this report to enable the Council to undertake market testing to inform the procurement strategies for the individual Thameslink work packages.

Recommendations

That the Committee

- 1) Note the content of this report and progress made on the BXC workstreams across the programme.**
- 2) Approve the Strategy and Implementation Chapters of the Brent Cross South (BXS) Business Plan as attached to the Exempt report.**
- 3) Note that the financial model attached to the Project Agreement has been updated and assured by the Council's Advisors GL Hearn.**
- 4) Authorise the Chief Executive in consultation with the Chairman of the Committee to update and make any consequential changes to the BXS Project Agreement in light of the Business Plan and updated Financial Model.**
- 5) Note progress on the detailed design of the station and associated work packages within the station phase of Brent Cross South; and delegate to the Chief Executive in consultation with the Chairman of the Committee permission to agree terms and enter into the Implementation Agreement with Network Rail to deliver the railway works elements of the GRIP process.**
- 6) To approve the Station Works Procurement Strategy attached to this report and delegate authority to the Chief Executive in consultation with the Chairman of the Committee to finalise the procurement strategy for each work package and authorise commencement of the procurement.**
- 7) Delegate to the Chief Executive in consultation with the Chairman of the Committee permission to agree terms to vary the option granted to Hammerson and Standard Life in accordance with the legal documentation signed in July 2015 in order to restructure the corporate ownership for Brent Cross North to enable those developers to attract third party investment.**
- 8) Agree that CBRE continue to provide strategic property advice on BXC as detailed in this report, including extending their remit to advise the Council on fulfilling its statutory duty to secure best consideration in relation to Council land that is to be invested in Brent Cross South.**

1. WHY THIS REPORT IS NEEDED

- 1.1 This report provides a progress update on the comprehensive regeneration of the Brent Cross Cricklewood area since the last Committee meeting on 12 December 2016 and seeks the required approvals to ensure that the project momentum is maintained.

Background

- 1.2 As the Committee is aware, Hammerson UK and Standard Life (the Brent Cross North Partners/HSL) intends to deliver the redevelopment of the shopping centre at Brent Cross and the land around it, together with the northern elements of the infrastructure required to support the comprehensive regeneration proposals. The Council with Argent Related will deliver the southern parts of the Brent Cross Cricklewood Regeneration masterplan, including the southern elements of the infrastructure and the land to be redeveloped in connection with the station improvements. The Council is leading on the delivery of the new Thameslink Station within the regeneration area, working together with public sector partners. The Council is committed to steering and supporting the delivery of community engagement activities across the regeneration programme.
- 1.3 A summary of the key decisions relating to the regeneration scheme is set out in Section 6 of this report.
- 1.4 A progress update since the last Committee on 12 December is set out below and Members are referred to earlier reports for further context.

Project Update

Brent Cross North

- 1.5 The Committee will recall receiving a presentation from the Brent Cross North Development Partners demonstrating the significance of the scheme which would result in Brent Cross Shopping Centre becoming one of the top shopping and leisure destinations in the UK.
- 1.6 The Brent Cross North Partners are now finalising the detailed design of the shopping centre and a reserved matters application is anticipated to be formally submitted to the Local Planning Authority in May 2017. The Brent Cross North Partners are planning to offer face to face briefings with Ward Councillors and local politicians and GLA members in addition to participating in the All Member briefing being arranged for 26 April 2017. Council Members will have an opportunity to see the proposed designs at the All Members briefing.
- 1.7 The Committee will recall that the Brent Cross North Partners submitted planning applications to move infrastructure works from Phase 1A (North) to Phase 1B (South). These works include road infrastructure within Brent Cross South as well as the improvements to Clitterhouse Playing Fields and

Claremont Park. These infrastructure works are integral to the Brent Cross South (BXS) development, and by transferring delivery of these works to the BXS Joint Venture Partnership (JVLP) it means that these works will be coordinated to best fit the phasing and delivery of the Brent Cross South masterplan as reported earlier to the Committee on 30 November 2015 as part of the change in delivery strategy and variations to the legal documentation. These applications were approved by the Planning Committee on 22 February 2017.

- 1.8 Running parallel are the highway and infrastructure workstreams, which include progressing the approval in principle infrastructure designs for approval by the Highways Authorities (LBB, TfL and Highways England) and negotiating the required Infrastructure Agreements to enable the Brent Cross North Partners to undertake the necessary works to the public highway and ensure the delivery of the significant road infrastructure improvements.
- 1.9 In this regard, the Brent Cross North Partners together with the Council and Argent Related (through the BXC Integrated Programme Management office) are continuing to review the emerging construction programmes, with a particular focus on ensuring that the construction traffic across the programme is managed in a co-ordinated and effective manner. As previously reported, the Transport Advisory Group comprising the Development Partners, TfL, LB Brent, LB Camden as well as LB Barnet has been re-established and Construction and Enabling Works Communications Group set up to consider how traffic management proposals will be effectively communicated to the local residents and businesses as well as the wider community. Further updates on construction and traffic management will be provided to the Committee as the strategy develops.
- 1.10 In respect of the relocation of the residents within the CPO1 area of the Whitefield Estate, the Brent Cross North Partners are in final contractual negotiations with Catalyst (the selected preferred Registered Provider). Both parties intend to enter into a conditional contract by the end of April, three months later than originally reported to the ARG meeting in December. However this does not impact upon the programme to deliver the replacement units.
- 1.11 The Committee will be aware that the BXN Development Partners are seeking third party investment into the scheme. This is not surprising given the scale of the shopping centre extension. This investment is anticipated to be confirmed in the Summer. In advance of this, and in line with the provisions of the Property Development Agreement, the BXN Development Partners are now restructuring the joint venture and putting the necessary legal arrangements in place.
- 1.12 In relation to programme, and as previously reported to ARG in December, the Brent Cross North Partners continue to anticipate undertaking early construction work in Autumn 2017, with an anticipated main construction start date for the Phase 1a Infrastructure and Phase 1b Shopping Centre works in mid-2018, with a target completion date September 2022.

Brent Cross South

Business Plan

- 1.13 As the Committee will recall, the south side legal documentation (which includes the Project Agreement, Limited Partnership Agreement, Shareholder Agreement and associated documentation was completed on 11 July 2016, and the Brent Cross South (BXS) Joint Venture Limited Partnership (JVLP) formally created. The report to the Committee dated 17 March 2016 summarises the joint venture structure and legal arrangements.
- 1.14 As previously reported, the BXS JVLP has been updating the BXS Business Plan as approved by the Committee in March 2016. As part of this review, JVLP has consulted the Council's Commissioning teams and undertaken workshops with the local community, specialised groups and key stakeholders, which included holding a series of targeted focus groups on topics such as sports, leisure, youth, older people and later living as well as further due diligence on the first phases of BXS. The updated Strategy and Implementation chapters of the Business Plan are now attached at Appendix 1 of the Exempt report for approval.
- 1.15 The Business Plan describes the actions required to meet the vision shared by the parties, and through this route the JVLP will guide the activity, roles, responsibilities and obligations. The Business Plan is a live document capable of being reviewed as required. The financial model underpinning BXS has also been updated since the completion of the BXS legal documentation. This model has been reviewed by the Council's BXS property advisor's GL Hearn who have confirmed that it is operationally working and fit for purpose. The development content and the financial chapters of the Business Plan detailing the delivery of a phased development including the content of the Phases, projections of their financial viability and a programme for implementation of the phase and project are currently being worked up and will be reported to Committee on 4 June 2017.
- 1.16 The Committee should note that any changes to the Business Plan will need to be approved by the Council acting as shareholder in the General Partner.

First Phase Proposal

- 1.17 As previously indicated, BXS JVLP are also progressing the first Phase Proposal which will be put to the Council in its role as shareholder in the joint venture. It should be noted that the first phase referred to here is a subset of the first phase referred to in the s73 planning consent. This Proposal will follow the principles established by the updated Business Plan and will contain details of the proposed development with the Phase, the timetable for development, and also a calculation of the Council's potential entitlement to land value. It is anticipated that this will be reported to the Committee for approval in July 2017.

- 1.18 The Phase Proposal will include details of Drawdown Packages (being packages of Development Plots and related infrastructure that will be delivered in a Phase). Once the Phase Proposal has been approved by the Committee (known as the Phase Definition Date), the Council's ability to withhold consent as landowner is very limited, for example to cases where it does not believe the consent from the Secretary of State will be forthcoming.
- 1.19 Viability of a phase, and the Council's potential land value, are calculated using the financial model. The Council is able to review the inputs and assumptions used in that model prior to the Phase Proposal being presented. The Council is also able to indicate how it wishes to receive its land value. In this regard, it is intended that CBRE's appointment is extended to undertake the review of the financial model inputs and assumptions (a role referred to as the "PP Valuer") within their remit as strategic property advisor to the Council on BXC. GL Hearn will continue to advise the Council directly on all other BXS property matters. The appointment of CBRE as PP Valuer will be kept under review.
- 1.20 In addition to the arrangements for payment of the Council's land value, the Council will also be entitled to a share of surplus in JVLP.
- 1.21 Once approved, the Phase Proposal will then form the basis of the reserved matters planning application submission in line with the S73 planning application, with development commencing in late 2018.
- 1.22 Based on the above mechanism and overage provisions, the Council's best consideration sign off is achieved at the Phase Definition Date at which time the Council will be formally committing to disposal of the land to Argent Related as approved by the Committee in March 2016.

Appointment of Registered Provider for Whitefield Estate residents within CPO2

- 1.23 In respect of the preferred Registered Provider (RP) for those residents falling within the CPO2 area (Part 2 Whitefield Estate), JVLP has now appointed L&Q as the preferred RP. The Shared Equity Offer has been finalised and circulated to residents, and the Council, JVLP and L&Q are providing regular updates through open meetings with the residents, and L&Q have arranged one to one sessions directly with each resident leaseholder. This is in keeping with prior communications to the residents and CPO2 Residents Steering Group members.
- 1.24 Argent Related have also commenced contractual negotiations with L&Q. The head of terms agreed between the parties will be ratified by the BXS GP Board and reviewed by the Council in due course, with both parties aiming to finalise the contract in September 2017.

BXS Governance

- 1.25 In respect of the governance arrangements for Brent Cross South, the Shareholder Working Group has now been established and is meeting monthly following the Committee's approval in December 2016.

Thameslink Station

- 1.26 The Council is continuing to work with the GLA, HM Treasury, DCLG, Network Rail and the Department for Transport to deliver the new Thameslink Station and associated infrastructure within the regeneration area. The Grant Agreement and Funding Letter between the Council, DCLG and the GLA has now been signed and the first tranche of the grant funding drawn down.
- 1.27 In order to meet the Thameslink Station delivery timetable as explained in previous reports, further Design Services/Implementation Agreements with Network Rail are required to commence the GRIP4 design development and allow intrusive ground investigation works, detailed planning applications to be submitted and engineering approval in principle designs (AIP) to be completed, enabling design freeze and cost certainty and mitigating the risk of any redesign as well as informing the GRIP5 process.
- 1.28 The GRIP4 design has been separated out into three phases. The phase A cost estimate has now been agreed with Network Rail at £4.5m which includes, prioritised ground investigation works, engagement of the GRIP4 Rail Systems designer, Network Rail Programme Management and Sponsorship until June 2017. This was signed on 10 March 2017. The revised cost estimate for the entire GRIP4 package is currently being negotiated alongside a further Design Services Agreement for the remaining phases for agreement in June 2017.
- 1.29 The station design is progressing. The original scheme for the new Brent Cross Thameslink railway station, as per the section 73 planning permission, was for a 5 platform station with a dedicated station footbridge and a separate public right of way pedestrian footbridge. Design development since the S73 permission (2013) has combined the two proposed footbridges into one – which will be a public right of way – and removed one of the proposed station platforms for a total of four platforms.
- 1.30 The proposed station form consists of the following components:
- Western entrance building located in the existing cinema car park on Geron Way which includes vertical circulation to the station footbridge
 - Eastern entrance building which will be delivered by the Brent Cross South development
 - A footbridge across the railway lines from the western entrance building to the eastern entrance building which is a 24 hour public right of way
 - Station concourse which is at footbridge level above the railway lines and which is accessed by the footbridge

- Two island platforms with two platforms faces each, one servicing the up and down slow lines and one servicing the up and down fast lines
- 1.31 Work is also progressing on the proposed waste facility and rail freight facility alongside the vehicular road bridge from the A5 into the Brent Cross South scheme (known as the MML Bridge).
 - 1.32 A series of planning applications are currently being prepared to support the delivery of the new station and associated infrastructure works. It is envisaged that these applications will be submitted from April onwards, beginning with the Re-Phasing application to bring forward the new Thameslink Station and critical infrastructure to Phase 2 of the BXC Programme, followed by applications for the rail freight facility, the new Thameslink Station, sidings, Midland Mainline Bridge and Waste Transfer Station in Summer.
 - 1.33 The Council recently provided residents in the area with a Project Update, notifying them of the plans to re-phase the BXT scheme and asking for their views. This feedback will be included in the upcoming Re-Phasing application, but was broadly supportive.
 - 1.34 The Council is also undertaking early public consultation, holding public exhibitions as well as stakeholders sessions to present more information about the various elements of the Brent Cross Thameslink project; consultation on the emerging proposals for the Rail Freight Facility and Waste Transfer Station will be held in April/May, and for the Station, Sidings and Midland Mainline Bridge in early Summer. This will be an opportunity for the public to provide feedback on these elements before applications are progressed and further ensure enquiries can be addressed.
 - 1.35 The first of the public exhibitions will be held in late April in the form of 'roadshow' exhibitions in three different locations to allow focussed discussions (the public will be free to attend any event they wish).
 - 1.36 The team is also holding two stakeholders sessions; both sessions are divided into two presentation/ discussion slots to discuss the proposals for the Waste Transfer Station and Rail Freight Facility in more detail:

Station Naming Process

- 1.37 As previously reported, Argent Related are undertaking a detailed research into the history of the area, which has included consulting with local residents and a wide range of stakeholders, with a view to establishing a shortlist of names. It is anticipated that this list will be reported to the Committee to select a preferred name later this year. Once a preferred name has been selected the Council will engage with key external stakeholders, including the Department for Transport, Network Rail and the train operating company for final approval of the name. It is anticipated that a final decision on the name will be confirmed by October 2017.

Network Change

- 1.38 As the Committee is aware, the Council is working closely with Network Rail with regards to the delivery of the Thameslink Station on a number of key workstreams. Network Rail are taking the lead as the project sponsor for the regulatory processes that must be followed when a material change is proposed to the operation of the rail network, such as providing the Thameslink Station and Stabling/Sidings. This process is referred to as 'Network Change'.
- 1.39 The Network Rail Sponsor has completed part 1 of the three part regulatory process and is currently preparing part 2, the 'Notice of Intended Scope' regulatory submission for issue to the railway stakeholders. Consultation continues with the Train and Freight Operators to update them on the process. The next formal meeting is scheduled for 26 April to discuss the draft part 2 of the Network Change Notice.

Procurement

- 1.42 The Thameslink programme is divided into a number of different work packages. There are a number of suitable procurement options available for the different work packages. These are set out in Procurement Strategy attached at appendix 2. The Committee is asked to approve this strategy to allow engagement with the market and delegate to the Chief Executive in consultation with the Chairman of the Committee to confirm the procurement process for each work package and approve commencement thereof. For transparency the Procurement Strategy will also be reported to Policy & Resources Committee for noting at its next meeting in May 2017.

BXC Assurance

- 1.40 The Committee will recall that a Gateway Audit for the BXC project was undertaken in January 2014, and recommendations subsequently incorporated into the programme. Given the considerable progress of the programme over the last four years, it is now considered timely to undertake a further audit to ensure that the correct project governance and controls are in place. This view is shared by the Council's public sector partners, and discussions are taking place with HM Government's Infrastructure Projects Authority team to commission a Gateway Audit in early Summer 2017. All public sector partners have signed up to IPA-led assurance reviews to minimise the burden on the project team from multiple audits. The Council's audit team are considering how best to play into the IPA audit. IPA reports are not public documents, but it is anticipated that the report will be shared with the Audit Committee as a confidential item.

BXC Land Assembly

CPO1 AND CPO2

- 1.41 In respect of CPO1 and CPO2, the Committee will recall that the CPO Inquiry formally closed in July 2016 and the Council is awaiting the Secretary of State decision. This is anticipated in Autumn this year. The Council's advisors, GL

Hearn are continuing to negotiate with landowners within the CPO areas to acquire the necessary land and rights needed for the Brent Cross North and South schemes.

CPO3

- 1.45 The CPO Order to assemble the land required to develop the station and associated infrastructure work packages was approved by the Committee on 5 September 2016 (known as CPO3). The CPO Order was subsequently made on 7 September and the 28 day objection period expired on 13 October 2016. Objections have been received from those with a property interest in the area as well as from those within the local community. The Council and its advisor GL Hearn are continuing to address these objections and seeking to negotiate by private treaty to acquire the land and interests required to deliver the Thameslink Station.
- 1.46 The Planning Inspectorate has now confirmed a CPO Inquiry Date of 5 September 2017. A Pre Inquiry Meeting is scheduled for 7 June 2017.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The comprehensive regeneration of Brent Cross Cricklewood is a long-standing objective of the Council and a key regeneration priority of the Mayor of London. The details of the scheme are set out in previous update reports to this Committee, most recently the report to December meeting, which can be accessed on this link:
<http://barnet.moderngov.co.uk/documents/s36613/121216%20-%20Final%20Draft%20BXC%20Update%20ARG%20Report%20v3.pdf>

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Alternative options have been considered and these options are summarised in previous reports.

4. POST DECISION IMPLEMENTATION

- 4.1 The Council and its advisors will continue to progress all work streams to ensure delivery of the Brent Cross regeneration proposals as outlined in this report and approved by the Assets, Regeneration and Growth Committee.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.2.1 Previous reports describe in detail the ways in which the regeneration of Brent Cross Cricklewood supports the Council's Corporate Plan 2015-20 as updated.

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

Approved Capital Budget – Land Acquisitions

- 5.2.2 The current approvals for land acquisition are £44.169m, which covers Brent Cross North, South and some of the Thameslink development.

Brent Cross North

- 5.2.3 The Brent Cross Principal Development Agreement confirms that the Brent Cross North Partners (HSL) are obliged to pay the Council's (and their consultants) costs in connection with this project – this covers a range of costs, including land acquisitions, fees, highways works.
- 5.2.4 In relation to CPO 1, there are two main elements of costs associated with any potential CPO process – the costs of preparing and promoting the CPO itself, and the compensation and consideration to be paid to those whose land and interests are acquired. In terms of the costs for resourcing the private treaty acquisitions, this will require input from internal and external resources covering various disciplines, including senior officers, legal input, surveying and valuation expertise. In respect of these acquisitions which fall in the northern part of the scheme, the HSL will meet all of these costs (including land acquisition) through the CPO Indemnity Agreement (CPOIA).
- 5.2.5 The Council's 2017/18 draft revenue budget estimate for recoverable costs from the Brent Cross North elements, totalling £1.64m, is being finalised with the BXN Partners.

Brent Cross South and Thameslink

- 5.2.6 In relation to the land required to deliver the BXS first phase south side development, there is approved capital funding (see 5.2.1.). This funding will be later recouped from the anticipated capital receipts of the south side scheme. The BXS Project Agreement provides the framework for agreeing the Council's land value, and in this regard CBRE will undertake the necessary valuation work in respect of the signing off the inputs and assumptions to the financial model in respect of the BXS Phase Proposal. The CBRE appointment is to be authorised under Contract Procedure Rules single tender action up to £164,176, to support alignment with Brent Cross projects already in progress and to integrate existing valuation exercises; this will be subject to review in accordance with regulations. CBRE are continuing to provide similar advice in respect of Brent Cross North. This option represents value for money given that CBRE are already well briefed given their role in advising on the funding strategy last year.
- 5.2.7 The BXS Project Agreement and corporate documentation between Argent Related and the Council, which deals with the delivery of the redevelopment and regeneration of the land to the south of the North Circular is now completed. A CPO Indemnity Agreement, under which Argent Related provide the Council with an indemnity in respect of the costs of promoting the CPO and the compensation payable to third parties in respect of whose land and interests within CPO2 has been completed, and the CPO Indemnity

Agreement for CPO3 is being finalised.

- 5.2.8 The current total approved Capital Budget for Thameslink is £16.65m. The delivery of the Station, Midland Mainline Bridge and waste and freight facilities, including land acquisitions, will be funded by Barnet Council initially from the existing Council capital budgets, further borrowing and also £97m DCLG grant funding, which is specifically for Thameslink. The DCLG Grant Agreement and GLA Funding Letter (agreeing to the ring-fencing of business rates) have now been signed. The first DCLG grant payment of £6,092,000 has now been received.
- 5.2.9 In terms of the costs of pursuing the CPO, this will require input from internal and external resource covering various disciplines, including senior officers, legal input, surveying and valuation expertise, planning input, input from the preferred developer when selected, technical input from engineers and consultants, and the cost of witnesses at the public inquiry. There will also be costs associated with the organisation and holding of the public inquiry. This is being met by the existing Thameslink Station and land acquisitions budget. Ultimately, the CPO3 acquisition costs will be financed from either Argent Related, if appropriate, or the £97m grant referred to above.

Overall Budget Position

- 5.2.10 In addition to the approved capital budgets above, Policy & Resources Committee, on 17th May 2016, agreed to an increase in the capital financing requirement, to enable borrowing to provide initial finance for the project. There are a number of recommendations in this report; officers will ensure no commitments are entered into until there is appropriate budget provision. A full budget update will be reported to the next Committee.

5.3 Social Value

- 5.3.1 As indicated in sections within this report, the Brent Cross Cricklewood programme will secure wider social, economic and environmental benefits.

5.4 Legal and Constitutional References

- 5.4.1 The Council has a range of powers to enter into the legal agreements envisaged by this report, including the general power of competence under Section 1 of Chapter 1 of the Localism Act 2011 to do anything that individuals can do subject to any specific restrictions contained in legislation and Section 111 of the Local Government Act 1972 which 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.
- 5.4.2 Additionally the Council has the power to acquire and dispose of land in accordance with Sections 120 to 123(2A) of the Local Government Act 1972, and subject to obtaining all appropriate consents and approvals. Where land has been appropriated for planning purposes, any disposal of land appropriated for such purposes is effected in reliance on Section 233 Town

and Country Planning Act 1990. On any disposal of property the Council is required to observe the requirements of s123(2) of the LGA 1972 and Section 233 Town and Country Planning Act 1990 to ensure that any disposal is not for a consideration less than the best that can reasonably be obtained. Any land held for the purposes of part 2 of the Housing Act 1985 can be disposed of under section 32 of that Act either in reliance on a general or express consent of the consent of the Secretary of State.

- 5.4.3 Procurement of public works and services contracts over the relevant value thresholds must observe the requirements of the Public Contracts Regulations 2015, to include the placing of OJEU notices where such contracts are not drawn down from a compliant framework. 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.

5.5 Risk Management

- 5.5.1 The key risks and mitigations are summarised in the 11th July 2016 report, please see link here - <http://barnet.moderngov.co.uk/documents/s33190/Brent%20Cross%20Cricklewood%20Compulsory%20Purchase%20Order%20No.%203%20and%20Project%20Update%20Report.pdf>

5.6 Equalities and Diversity

- 5.6.1 As reported in successive meetings, the Development Proposals support achievement of the council's Strategic Equalities Objective.
- 5.6.2 The development proposals for the Brent Cross Cricklewood 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.

5.7 Consultation and Engagement

BXC Programme

- 5.7.1 The Council is working closely with development partners from the north and the south side to develop and implement a coordinated communications

strategy and stakeholder engagement approach across the whole programme.

- 5.7.2 Joint monthly communications meetings are now in place and attended by the Council, Brent Cross North Development Partners and Argent Related (including their advisors Tavistock and Soundings) as well as TfL. The meetings are used as a key mechanism to jointly plan and coordinate public engagement and communication to: eliminate unnecessary duplication; share information; and develop a shared understanding of what each scheme is doing.
- 5.7.3 A programme wide communications, engagement and consultation forward plan is being developed as a tool to assist all partners to share information and plan events. It will aim to provide a 3 – 6 month forward look of all planned and upcoming communications and engagement activities across the whole programme to enable better coordination and joined up working.
- 5.7.4 PEP the Resident Independent Advisor continues to hold monthly resident surgeries on the Whitefield Estate.

Brent Cross North

- 5.7.5 The Council and Brent Cross North Development Partners are due to distribute letters to the residents on the Whitefield Estate to provide a further update on the procurement of Catalyst as the selected Registered Provider for this part of the scheme.
- 5.7.6 The Brent Cross North partners plan to carry out further communications press work when the application is registered in May.
- 5.7.7 The scheme has received some coverage through associated opportunities such as Hammerson's announcement of end of year results.

Brent Cross South

- 5.7.8 Argent Related and Soundings held a series of Service provider workshops and experts panels between November 2016 and January 2017 in order to explore provision for older and younger people in the area and the provision of sports and active lifestyle activities.
- 5.7.9 Argent Related and Soundings produced a hard copy newsletter update to residents in January 2017 and plan to provide another update in April to update residents on upcoming activity.
- 5.7.10 They plan to hold an Open spaces workshop in May/ June 2017, and Community Liaison Group meetings and public exhibitions about the 1BS Draft Designs in June/July before the submission of Reserved Matters Applications.
- 5.7.11 Representatives from the Thameslink team will attend the second round of the Community Liaison Groups in December to update residents on the vision

for the station.

5.7.12 Argent Related and L&Q are also planning to hold a series of design workshops with the Whitefield residents in this part of the scheme. The first session is scheduled for the 27th April.

Thameslink

5.7.13 As indicated above, the Council undertaking early public consultation on the Thameslink Proposals.

6 BACKGROUND PAPERS

6.1 Assets, Regeneration and Growth Committee, 12 December 2016

<http://barnet.moderngov.co.uk/documents/s36613/121216%20-%20Final%20Draft%20BXC%20Update%20ARG%20Report%20v3.pdf>