

## THE BRENT CROSS SOUTH BUSINESS PLAN

JULY 2017

### EXECUTIVE SUMMARY

#### 1. Introduction

- a. This Business Plan sets out the strategy for delivering Brent Cross South (BXS), a comprehensive, mixed-use redevelopment totalling c. 12.5 million square feet of gross floor area including some 6,700 homes and workspace for over 25,000 new jobs.
- b. In 2016 the Barnet Council (the Council) and Argent Related (A/R) formed the BXS Limited Partnership (BXS LP), the Master Developer vehicle to bring forward BXS. This partnership will create over the next 15 to 20 years a new well-connected town centre for North West London, which will complement the expanded Brent Cross London Shopping Centre (BXL).
- c. The principal joint aim of BXS LP is to secure the delivery of a great place through commercially viable phased development in accordance with this Business Plan. The intention of BXS LP is to generate a sound financial return on the capital deployed, consistent with the risks of carrying out the scheme in a reasonable time frame. Optimal returns are likely to be achieved by taking a long-term view of the development. BXS LP envisages delivering great public benefit for the residents of Barnet and adjacent Boroughs.

#### 2. Background to the Partnership

- a. BXS LP as the Master Developer will assemble the land in conjunction with the Council and implement the necessary infrastructure to create serviced plots for development.
- b. Barnet is the largest and one of the fastest growing London Boroughs. The Council has identified Brent Cross Cricklewood as a key opportunity area, which is why it set out to form a Joint Venture (BXS LP) to bring forward BXS. The Council's objectives for the Joint Venture include:
  - Ensuring placemaking is at the heart of the re-development;
  - Investing its land in anticipation of being able to share in the financial success of the regeneration scheme; and
  - Ensuring a lasting legacy through stewardship of the place.
- c. Argent, one of the UK's most well-respected developers and Related, one of the United States' leading property companies, have formed the Argent Related Partnership.

- d. A/R brings together an extraordinary blend of complementary skills, access to global capital, and unrivalled technical and delivery experience. In addition to its role as a Shareholder, A/R will act as the DM under contract to BXS LP.

### 3. The Opportunity and the Vision

- a. The development of Brent Cross Cricklewood (BXC), which comprises the Shopping Centre re-development at Brent Cross London (BXL), the new Thameslink Station (BXT), and Brent Cross South (BXS), provides an unrivalled opportunity to create an exemplar new town centre for London.
- b. The BXS development area is 180 acres (73 hectares), stretching from the North Circular Road (A406) to Cricklewood Lane, between Hendon Way (A41) and the Edgware Road (A5).
- c. BXS has the benefit of an existing Outline Planning Permission for the comprehensive regeneration of the Brent Cross Cricklewood site which was granted on 28 October 2010, and revised through the s73 Permission in July 2014. The s73 Permission provides for the scheme to be delivered in phases.
- d. The s73 Permission provides for BXS, when complete, to contain:
- c.6,700 new homes over a mix of tenures;
  - 4.2 million square feet (gross) of new office space, boosting the local economy and creating thousands of construction and permanent jobs;
  - A distinctive new high street at the heart of the community, with local shops and restaurants;
  - Improved transport connections from the new Thameslink Station and better walking and cycle routes into the local area and to existing stations;
  - 8 attractive new public squares;
  - 7 new or improved parks totalling c.65 acres, including improvements to Clitterhouse Playing Fields and Claremont Open Space;
  - Enhanced community facilities including improvements to 3 existing schools and construction of one new school, a new health centre, childcare, children's play space, and a neighbourhood police unit; and
  - New and improved leisure space, with a brand new Hendon Leisure Centre.
- e. Our vision is to deliver a significant, new town centre for London. Our town centre will offer the best of London's long established neighbourhoods with all the attraction, complexity, character and chance of delight and surprise that they can bring. This will be combined with the benefits of new, high quality curated, public realm, infrastructure and buildings. Our town centre will create positive outcomes for people, through opportunities for participation, a sense of ownership, choice and community integration. Through this undertaking, BXS LP aims to set a new benchmark for how outer London can contribute to London's growth.

## 4. Regeneration and Community Engagement

- a. By working in partnership, BXS LP will strive to achieve the following Regeneration Objectives:
  - i. Maintaining the right environment for a strong and diverse local economy;
  - ii. Delivering community facilities which support the integration of existing and new communities and provide excellent public services for local people;
  - iii. Creating a high quality urban environment, including well-designed public open space, which is managed and sustained over the long-term;
  - iv. Providing employment and learning opportunities for the communities of North and West London, including those in deprived areas and those currently excluded from labour markets;
  - v. Creating better life chances for children and young people;
  - vi. Promoting healthy, active, independent lifestyles for people of all ages so that families and individuals can maintain and improve their physical and mental health;
  - vii. Promoting family and community well-being and encourage engaged, cohesive and safe communities.
- b. Building on years of consultation and engagement around the BXC regeneration, BXS LP will seek to talk with and listen to a range of different organisations and a diverse set of communities. Community engagement is not just about discussion but is about active participation in community and regeneration programmes where people can share ideas, expertise and support to help build the community.
- c. BXS LP will pay particular attention to consultation with the existing Whitefield Estate residents, particularly secure tenants and resident leaseholders for whom new replacement homes will be provided. Relocation of the Whitefield Estate will respect the rights and needs of current residents and help set a positive tone for years of development to come.
- d. Alongside community engagement, BXS LP will pursue actions to build momentum for placemaking in partnership with local stakeholders. The purpose of these 'early wins' is to promote accessibility and connections and begin to change perceptions. Through physical interventions, programmes and events, BXS LP will make meaningful improvements to the site and create a positive dialogue with the community around the short and long-term benefits of the scheme.

## 5. Phasing Strategy

- a. The Project Agreement and s73 Permission provide for the Brent Cross Cricklewood regeneration to come forward in a series of meaningful phases. BXS LP aspires to make early, visible progress on the ground a priority, with a significant start on site, followed by continued and sustained delivery. The phasing strategy is driven by the need to achieve an optimal pace of delivery with appropriate risk management alongside securing returns that achieve the financial objectives of the project.
- b. The intention is that early phases will play a foundational role in setting standards for quality and the ongoing creation of value, establishing BXS LP's placemaking approach and beginning to change perceptions. This initial phasing strategy will focus on creation of significant critical mass in a timely fashion. To achieve this, the strategy must maintain broad conformity with the s73 Permission and only propose changes that would not materially delay the delivery programme.
- c. At the start of the development, the timing is contractually driven by the Unconditional Date for BXL and the Council placing the construction contract for BXT. The Phasing Strategy in the early Phases seeks to build on the infrastructure and wider environment that these two anchor projects will create.
- d. The First Phase of BXS (not to be confused with the s73 Permission Phase 1) will be centred around Market Quarter to take advantage of the context created by the first tranche of Strategic Infrastructure. The First Phase will also respond to the following drivers:
  - i. Temporary open space to be provided on Plot 11;
  - ii. It is to be residential led but with no more than 1,349 residential units consistent with delivering the replacement primary school and other substantial s106 Agreement requirements in Phase 2 (BXS LP will seek to retain flexibility to bring these forward earlier than required);
  - iii. To maximise the number of markets, Build to Rent is to be included alongside Market Sales;
  - iv. 110 Whitefield Estate replacement homes to be relocated to Plot 12;
  - v. Plot 18 including 145 market sale with a portion of new affordable;
  - vi. Plot 93 with a 70,000 sq ft hotel;
  - vii. Plot 204 with c. 72,000 sq ft of commercial office for SME;

- viii. Plot 206 with Student Accommodation (approximately 395 student beds, equivalent to c.130 residential units);
- ix. Phase Unconditional Date to follow as soon as practical after the Project Unconditional Date (if not simultaneous).

## 6. Town Planning Strategy

- a. The comprehensive redevelopment of the wider Brent Cross Cricklewood (BXC) regeneration area was initially granted planning permission in outline in 2010 under planning permission reference C/17559/08. This permission was subsequently amended on 23 July 2014 (reference F/04687/13, the 's73 Permission'). The BXC land is also bound by the terms of a related s106 Agreement dated 22 July 2014.
- b. The s73 Permission provides for c.12.5m sq ft of development including up to 6,700 homes and 4m sq ft of commercial offices. Broadly, the s73 Permission includes enough flexibility to deliver a commercially viable scheme within the approved parameters.
- c. The BXS GP Board will adopt individual strategies for each element of planning from time to time, in accordance with the following principles, such strategies to be appended to this Business Plan as they are adopted.
  - i. Meet longstop dates for applications for Reserved Matters Approvals by submitting applications which reflect what BXS LP wants to build, to the greatest extent practicable;
  - ii. Match investment in design for Reserved Matters with the procurement and delivery process to maintain commercial flexibility;
  - iii. Design phases and sub-phases to be as small and self-contained as possible to be achievable and not over commit ahead of implementation;
  - iv. Consider updating the s73 Permission when appropriate to facilitate smoother implementation;

## 7. Masterplanning

- a. The following principles inform the approach to masterplanning generally, and refining the Build Out Plan specifically:
  - i. **Human scale** – Prioritise the experience for people within an overall scale and massing framework to enable informality, granularity and variety.
  - ii. **Medium rise, high density** - Learn from desirable, quality places that do not necessarily comply with current guidelines.

- iii. **Connectivity** - Enable and encourage modal shift towards walking, cycling and public transport.
- iv. **Permeability** – Open routes through the public realm and development zones for all to enjoy. Emphasise gateways and invite people in with accessible design throughout.
- v. **Variety** – A range of architectural styles and typologies create interest balanced with common themes to develop a cohesive sense of place.
- vi. **Character** – The public realm – spaces between buildings - will establish personality and character. Concentrate streets and public spaces to create intensity and energy, rather than feeling grand, diluted and empty, but also not overly cramped.
- vii. **Flexibility** - Focus on nodes of development with a mix of uses, providing options to fill in later where necessary or appropriate.
- viii. **Phase-able** – Consider the grain of phasing when setting out fixed infrastructure, including levels, utilities, interim access arrangements, constructability, security and management.
- ix. **Respond to geography** - Connect to fixed points and optimise cut and fill balance with basements where they are naturally suited.
- x. **Manageable** – Design for management and keep servicing away from pedestrian dominated areas.
- xi. **Lively** – Plan for meanwhile uses and make the most of existing assets. Test and refine along the way, allowing early successes to influence later decisions.
- xii. **Health and well-being** – Deliver infrastructure to enable physical activity through public realm design and leisure facilities to encourage participation and healthy lifestyles.
- xiii. **Inclusivity and Diversity** – In planning for uses and public realm across the masterplan, ensure BXS is a place that promotes inclusivity in terms of cultures, ages, tenures, disabilities and income levels.

## 8. Transport

- a. As a part of the delivery of BXS, BXS LP will provide major improvements to the transport infrastructure within the development area, along with improved connectivity to the surrounding area, and wider North West London. The BXS site is geographically well connected, but the local transport infrastructure as currently exists, does not meet the needs of either current or future residents, nor occupiers or visitors to the site.

- b. The s73 Permission promotes the goal of providing sustainable modes of transport, however the application of the transport strategy in the Indicative Layout Plan is dominated by private vehicle and parking for residential uses and the associated infrastructure to support this. Conversely, it is considered that there may be under-provision of parking for the quantum of commercial office development.

## 9. Ground Works and Enabling Works

- a. BXS LP will take responsibility for site-wide enabling works in order to deliver serviced plots, simplifying and de-risking residual site preparation to be undertaken by individual Plot Developers.
- b. The scope of works will primarily comprise demolitions, site-clearance, earthworks, environmental remediation of the ground (where necessary) and works to provide or alter subterranean utilities and drainage, both permanent and temporary. Locally it will also include the construction of structures and /or temporary or permanent earth-retaining features (structures, embankments or cuttings), the diversion and construction of utilities and the establishment and later demobilisation of site logistics compounds. Existing utilities that become redundant will be terminated / capped off.

## 10. Delivering Utilities Infrastructure

- a. BXS LP is responsible for the design, procurement, installation and (where appropriate) adoption of all infrastructure, utilities and public realm to deliver serviced plots at BXS. The scope of works for utilities covers all the necessary works to provide electrical power, gas, district heating, potable water, telecommunication networks and both surface and foul water sewers to new occupiers.
- b. In designing, procuring, and selecting partners to install and adopt the required infrastructure to meet the utility demands of the scheme, BXS LP will consider the following drivers:
  - i. Ensure that all residents and occupiers at BXS have flexibility and choice in relation to their suppliers of electricity, gas and broadband connections.
  - ii. Deliver the sitewide networks on a phase by phase basis aligned with serviced plot delivery and ensure that disruptions to utility supplies are minimal and continuity of supply is maintained to all existing and new users.
  - iii. Deliver a sitewide district heating and combined heat and power (CHP) as required by the s106 Agreement to meet the carbon reduction targets. BXS LP will also consider alternatives to the district heating framework and explore options for a decarbonized grid.

- iv. In building infrastructure, consider the long term operation, maintenance and adoption of all utility networks.

## 11. Sustainability

- a. BXS LP is committed to promoting sustainability in its widest sense as a core principle at BXS throughout the design, construction and management phases of the development. This section focuses mainly on environmental sustainability although sustainability means not only building energy efficient infrastructure and buildings, but measures which will encourage socio-economic wellbeing and healthy lifestyles at BXS for all residents, occupiers and visitors.
- b. In addition to planning obligations from local, regional and national policies, BXS LP in its capacity as Master Developer is committed to investing in environmental sustainability measures when they contribute to the long-term value and resilience of BXS. Central to this will be the provision of the necessary infrastructure that will allow for efficient site-wide energy generation and distribution as well as enhancing the environmental performance of all buildings on site. BXS LP will also promote a healthy lifestyle through promoting public transport accessibility and reducing dependency on cars and designing a public realm that makes sport and leisure a part of the development's DNA.

## 12. Digital Strategy (Smart Cities)

- a. The term 'Smart Cities' can be viewed as the potential contribution from, and value-added of, services enabled through digital technologies in the built environment. Smart Cities is an emerging field and the extent of applications are as of yet unknown, but from the outset BXS LP will be smart about how it develops, owns and operates BXS to enable and exploit the inter-connectedness of things.
- b. BXS LP will focus on enabling infrastructure to facilitate digital and data driven design in whatever future applications are right for BXS. This includes setting the necessary physical duct work and conduits in the ground, building connectivity through fibre, broadband and mobile service throughout the site and integrating with building design so that BXS LP and its occupiers can decide later how best to make use of these disruptive technologies as they prove their worth. In this area BXS LP will seek to be an industry leader. This will also require at a minimum the fastest broadband connection available anywhere.

## 13. Thameslink Station Integration

- a. The timely implementation of the new Thameslink Station (BXT) is a key ingredient in the success of BXS. Whether people are looking to live, work or visit, ease of access will be a primary consideration. The additional train services that are to be provided by the new station, along with details of its design and the timing of delivery consistent with commencing train services in May 2022 are of critical importance and directly or indirectly will influence nearly all aspects of the wider opportunity at BXS.



- b. Progress on delivery of BXT is a fundamental driver of the delivery of BXS. The s73 Permission includes a condition (24.5) that restricts commencement of plot development in the Station Quarter until there is an unconditional contract for the new station and restricts occupation of any plots within Station Quarter until a contract has been placed for delivery of the interim interchange (and restricts occupation beyond 100,000 sq m until the station is completed and available for use). The Station contract is also a condition to achieve the Project Unconditional Date. As a result, the ongoing progress of the Station project is a trigger for further investment in BXS.

## 14. Residential

- a. With the potential to deliver up to 6,700 new homes, BXS is one of the largest residential development opportunities to come forward in London in recent years. The scale of the opportunity is particularly unique for north London and for LB Barnet.
- b. The BXS LP residential strategy seeks to achieve the following objectives:
- Deliver the quantum of new homes of a mix of tenures (including the Whitefield Replacement homes and new affordable) to achieve the vision for BXS;
  - Drive receipts from residential plots to support the delivery of infrastructure;
  - Deliver significant critical mass in early phases in order to support the creation of a place; with no place there is no value; and
  - Drive value growth.

### **Market Sale**

- c. It is expected that a substantial proportion of the market facing residential units will be delivered as market sale, varying slightly by phase and zone. The majority of residential units will be delivered as apartments in order to optimise density. It is expected that plots will be able to achieve a good mix of apartment types, including half as dual aspect flats, as well as townhouses / maisonettes and penthouses. BXS LP will also continue to explore the possibility of providing some family houses, which may be feasible on some portions of the site in later phases.

### **Build to (BtR)**

- d. BXS LP will seek to deliver purpose built rental housing, BtR, with high quality flats, professional management and good communal amenities. Rental products are likely to appeal to a broad market for reasons of affordability constraints and/or positive lifestyle choice. This in turn supports local shops and restaurants and reinvigorates schools / leisure facilities and other mixed uses. The BtR offer will aim to be best in class. This means that it will be designed for professional management, incorporating block sizes of substantial scale for efficiency and shared services, unified ownership, longer tenancies and generally designed for a customer oriented approach.

### **Student Housing**

- e. Because of its good connectivity, BXS will be an attractive location for student housing. It is anticipated that there will be a strong demand for purpose built and professionally managed housing at BXS for students from both from Middlesex University and the larger Central London universities such as UCL (which is on Thameslink). Whilst Brexit may have some impact on European student numbers there is still substantial existing demand from British and non-EU students.

### **Affordable**

- f. Affordable housing is a vital component of BXS LP achieving a mixed and balanced community and a successful place, where residents are proud to live. Affordable housing will be delivered tenure blind and allocated across the scheme, such that there will be no discernible difference in external appearance between the quality of market and affordable homes.
- g. Affordable housing at BXS involves two components: the Whitefield Estate replacement units and new affordable housing. In accordance with the Project Agreement, BXS LP will provide the Whitefield replacement units within the First Phase of development.
- h. It is recognised that in the First Phase, providing additional affordable homes of accommodation beyond the Whitefield Estate relocation will be challenging given the cost burden of the First Phase infrastructure and Whitefield relocation units. BXS LP will work with the Council as the LPA on future phases to achieve an appropriate quantum and mix of new affordable housing taking into account local housing needs in accordance with the s106 Agreement.

## **15. Commercial Office**

- a. Achieving the vision for BXS as a successful town centre rests in part on delivering a significant commercial office development as part of the overall mix of uses. The presence of a successful office cluster will bring economic activity and a strong weekday economy, supporting the restaurants, shops and leisure facilities that are also essential to a successful town centre.
- b. The s73 Permission includes 384,327 gross sq m (c. 4m sq ft) of B1 office space. The long term ambition is to take maximum advantage of the s73 Permission and to deliver a significant, well connected and thriving new business community for London at BXS.
- c. The BXS LP commercial office strategy will seek to achieve the following objectives:
- Provide the platform needed to deliver a wide range of workspace opportunities that meet the varied and changing needs of different types of businesses;
  - Maximise the opportunity created by the excellent transport connections (both existing and committed) that serve BXS to attract new businesses to the area;
  - Deliver significant critical mass and footfall to support other uses; and

- To deliver land receipts of a scale and value sufficient to support the needs of the wider project.

## 16. Retail, Leisure and Hotel

- a. Retail is an essential component of changing perceptions and delivering on the vision at BXS. The ground floor experience -- whether unique and lively or sparse and predictable -- will come to characterise BXS as a place for better or worse. The s73 Permission allows for c. 43,500 sqm of retail and leisure space combined, or c 4% of the total BXS GEA. The objective of the retail strategy at BXS will be to create value for other uses through “place creation” and build a sustainable and valuable offer in its own right.
- b. Further objectives for the retail offer at BXS are to:
  - Provide basic amenity for residents, workers and neighbours;
  - Serve as a meeting place to establish and build community;
  - Complement the offer at BXL;
  - Generate activity and energy to attract people to the site and retain them in the daytime and evening;
  - Support local and independent businesses, entrepreneurs and workers; and
  - Drive value growth.
- c. The area to the north of BXS already has a significant retail offer already with the existing Brent Cross Shopping Centre, which will undergo a major improvement and expansion by 2022. The retail and leisure offer at BXS will complement the Brent Cross Shopping Centre, in a way that adds to the overarching attractiveness of the area as a destination both for local people and for visitors from further afield.

## 17. Sport and Culture

- a. In addition to the primary development uses envisaged in the s73 Permission, BXS LP will seek to attract sport and culture based activities which will help shape the identity of BXS as a wider destination, drive footfall to support other uses, increase opportunity for the local community and create long term value for the estate.
- b. The BXS masterplan presents a strong underlying mix of prospective resources to promote sport through sports pitches, neighbourhood parks, civic squares, replacement leisure centre, cycle and pedestrian friendly infrastructure and an aspiration for the highest quality urban design.

- c. An educational use such as a university or private school would bring significant placemaking benefits from a diverse range of students who will work, play, study and relax at BXS. Religious and arts institutions are also proven examples as catalysts for engendering a sense of place and community. So long as the use is consistent with the BXS theme of inclusiveness and openness, and acknowledges any sensitivities within and between religious groups, it could be an attractive and complementary part of the wider offering.

## 18. Community Facilities and Schools

- a. Community facilities will play a vital role in achieving the Regeneration Objectives and in reinforcing the wider vision for BXS of creating positive outcomes for people through opportunities for participation, a sense of ownership, choice and community integration.
- b. In total, the s73 Permission includes just under 80,000 sq ft GEA of D1 community facilities. These include provisions for health centre, police, child care, library and flexible community space.
- c. BXS LP will view community facilities and schools as benefits and opportunities rather than simply as obligations. The objective will be to support the creation of value across the scheme and for the wider community.
- d. The s73 Permission and s106 Agreement also set out parameters for redeveloping three existing schools on the site: Claremont Primary School, Whitefield Secondary School and Mapledown Special Needs School, and for providing an additional Primary School. Specifically in regards to providing for the schools on site, BXS LP will adopt the following principles, to:
  - Ensure the best possible educational outcomes;
  - Engage with students, parents and existing schools throughout the process;
  - Minimise disruption to education of existing students during re-development stage;
  - Maximise the placemaking potential where possible and make the buildings ‘work hard’ with efficient layouts and co-location of uses;
  - Ensure generous play space and make the most of adjacent uses including other schools, parks, community facilities and commercial / residential; and
  - Provide for exemplar school design.

## 19. Estate Management

- a. Maintaining the public realm of the BXS Estate as a location that is clean, safe and welcoming is of enormous importance in attracting high quality occupiers and new residents, thus creating value for BXS. It will be important to set the right style of operations from day one: professional, helpful, but relaxed and never corporate.

- b. The 'One Estate' principle is important to the manner in which services will be delivered at BXS. Occupiers will have rights and obligations to a single regime, the 'BXS EstateCo' being inhabitants of a single, integrated place (albeit with permeable boundaries). The "Estate" is defined as all public realm and roads which have not been adopted by the Council.

## 20. Marketing and Public Relations

- a. In the early phases of BXS the marketing and communications strategy at BXS will encourage interest in the development, provide temporary amenities along the way and achieve serious interest in the serviceable plots. BXS LP will invest in sitewide marketing and PR to set the tone and brand for the whole place and its offer, which will be complemented by marketing of individual buildings with their own independent marketing budgets.
- b. The marketing of BXS will be joined up with the wider Brent Cross Cricklewood regeneration. Each of the three component projects will share key messages in order to contribute to development the reputation and brand of the area in a unified and complementary way.