

	<h2>Housing and Growth Committee</h2> <h3>Tuesday 17 January 2023</h3>
Title	164-168 Cricklewood Broadway – Outline Business Case for Cricklewood Junction Project
Report of	Chair, Housing and Growth Committee
Wards	Cricklewood
Status	
Urgent	<i>No</i>
Key	Yes
Enclosures	Appendix 1 – Cricklewood Junction Project Outline Business Case
Officer Contact Details	Jamie Robinson, Head of Economic Development, Jamie.Robinson@Barnet.gov.uk Ravinder Dhanjal, Town Centre Investment Manager, Ravinder.Dhanjal@Barnet.gov.uk

Summary

This paper presents a project called “Cricklewood Junction Project” that has the potential to significantly enhance Cricklewood Town Centre. It is based on consultation and engagement with local businesses and residents and will directly address what is currently considered a highly visible and problematic site within the area.

164-168 Cricklewood Broadway is a 184 sqm site located in Cricklewood Town Centre, one of the London Borough of Barnet’s seven main town centres.

The site occupies a prominent location on the junction of the A5, where Cricklewood Broadway meets the A407 Cricklewood Lane. Formerly addressed as 2B Cricklewood Lane, the site is now known as 164-168 Cricklewood Lane following demolition of the

existing building and reconfiguration of the highway to remove a 'dog leg' junction and support better traffic flow. The site is currently surrounded by metal palisade fencing.

The site sits within the boundaries of the Brent Cross Cricklewood scheme, which will see the development of a sustainable town centre, shopping centre, new Thameslink station and improved community and public facilities across 151 hectares.

Following demolition works, a propping structure was erected to support no. 164 Cricklewood Broadway, a privately-owned neighbouring building. This propping structure is owned by LBB, with an expected lifespan of five years from its establishment and takes up a large part of the site's footprint.

The existing site is an underutilised area in a key part of the high street, with the existing propping system unappealing to the eye. The Council retains an obligation to ensure the ongoing safety of the structural system, which is accompanied by significant revenue costs.

The Cricklewood Junction project therefore aims to establish a long-term use for this site, which provides value to local residents and businesses, and complements wider redevelopment works.

Feasibility studies undertaken earlier in 2022 reviewed options for the site and determined a preferred use for the site. The studies' outputs included:

- An initial options appraisal, which included stakeholder and community engagement, desktop analysis of the site and its surroundings to determine an appropriate use
- A design for the scheme to RIBA Stage 2, including a permanent propping structure to house commercial/retail units, plus external seating, landscaping and greening
- Externally-validated capital costs for the scheme, including contingency
- Independent forecasts for potential income/expenditure associated with the leasing and operation of the site's commercial units

This information has subsequently been utilised to develop an Outline Business Case, outlining justification for the development and operation of the design in question.

Housing and Growth Committee is therefore requested to approve this Outline Business Case for the Cricklewood Junction Project, as well as associated recommendations for planning, procurement and further cost analysis.

Officers' Recommendations

- 1. Housing and Growth Committee is requested to consider and approve the Outline Business Case (OBC) for 164-168 Cricklewood Broadway (Cricklewood Junction Project) as set out in Appendix 1 to this report.**
- 2. Housing and Growth Committee to note the funding strategy outlined within the Outline Business Case (Appendix 1) and approve the allocation of £1.25m**

capital funding from the Town Centres Capital Fund to deliver the Cricklewood Junction Project as set out in paragraphs 5.6-5.20 of this report.

3. Housing and Growth Committee delegates authority to the Director of Growth to approve the Full Business Case, when completed, in accordance with the Council's internal governance and assurance processes.

4. Housing and Growth Committee delegates authority to the Director of Growth to proceed with planning application(s) associated with the project in accordance with the Council's internal governance and assurance processes.

5. Housing and Growth Committee delegates authority to the Director of Growth to commence the procurement workstreams for design, construction and operation of the proposed units, in accordance with the Council's Contract Procedure Rules.

1. WHY THIS REPORT IS NEEDED

BACKGROUND

- 1.1 In recent years, the Council has undertaken a programme of investment work in the borough's seven main town centres, including Cricklewood. As part of these works, the structure formerly known as 2B Cricklewood Lane was demolished to enable improvements to the adjacent junction. A map of the area is shown below, with the red indicating the site's position within the context of Cricklewood.

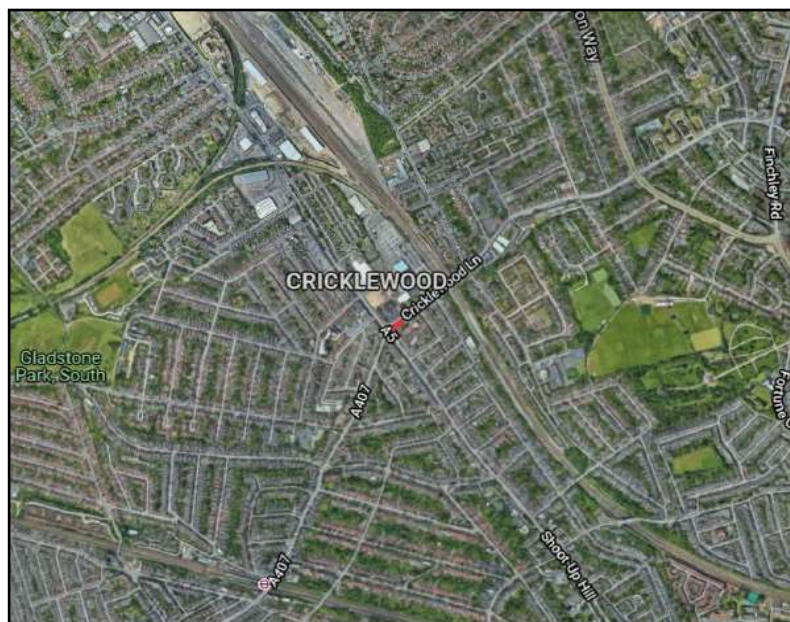


Figure 1: Map of Cricklewood showing site location

- 1.2 Now known as 164-168 Cricklewood Broadway, the site is a 184m² area occupying a prominent location on the junction of the A5, where Cricklewood Broadway meets the A407 Cricklewood Lane. It is currently surrounded by metal palisade fencing, and a temporary propping structure was erected in 2021 to support the neighbouring

structure, which is privately owned. This structure is owned by LBB and has an expected lifespan of five years.

- 1.3 The existing propping system is unappealing to the eye, and the Council retain an obligation to ensure the ongoing safety of the structural system, which is accompanied by revenue costs. An image of the site's current status is shown below.



Figure 2: Current propping system at site

- 1.4 The town centres investment programme aims to diversify the role of town centres, encouraging a broad mix of uses and building an environment in which businesses can succeed. Given its high-profile location and proximity to the Brent Cross Cricklewood regeneration programme, 164-168 Cricklewood Broadway was identified as a potential contributor to these aims.
- 1.5 The project therefore aims to establish a long-term use for this site, which will provide value to local residents and businesses, and complements the redevelopment works being undertaken to the wider town centre and existing highway.
- 1.6 The solution will need to be visually appealing, affordable to both deliver and manage, and make a positive contribution to the local area in a number of ways, including environmental, economic and social value. These objectives are defined further within the Outline Business Case document.

FEASIBILITY STUDIES AND OBC DEVELOPMENT

RIBA Stage 1

- 1.7 In early 2022, the Council commissioned Erect Architecture to undertake a RIBA Stage 1 Feasibility Study; this included a full analysis of the plot, its constraints and opportunities.
- 1.8 The study found that the site is well-connected by road and rail, with the highest Public Transport Accessibility Rating of 6a. However, it is poorly connected to cycle routes and other car-free routes within the area. Analysis also found that there is

a lack of quality greenspace and public realm within Cricklewood Town Centre: the nearest public park is over a mile away, and there is little civic space in the near vicinity.

- 1.9 In planning terms, the area has been identified as a major Opportunity Area, sitting within the Brent Cross and Cricklewood regeneration area. The Local Plan includes specific references to the area's night-time economy, and Policy CS6 explicitly states the importance of public realm improvements in supporting local retail.
- 1.10 The site is also located within an Air Quality Management Area (AQMA) that has been designated by the Council for exposure to exceedances of annual mean objectives for nitrogen dioxide and particulate matter.
- 1.11 The initial feasibility study outlined the key benefits of green spaces, including environmental, health and well-being, social and economic benefits. These are outlined in greater detail within Appendix 1.
- 1.12 This first feasibility report concluded with a number of examples and precedents, covering parklets and innovative commercial/retail design solutions that minimise the visual impact of temporary propping systems.
- 1.13 The report's outcome was a decision to proceed with a "parade" design approach, in which a permanent propping structure supports the neighbouring building whilst housing micro-businesses with supporting planting, paving and seating.

RIBA Stage 2

- 1.14 In summer 2022, the Council commissioned Jan Kattein Architects (JKA) to further develop the feasibility work and produce a RIBA Stage 2 report that would support the development of an outline business case.
- 1.15 The commissioned team included architects, structural engineers and cost consultants, tasked with developing and presenting three options that would meet the needs outlined earlier in this report.
- 1.16 The options presented were based upon a mix of commercial/retail space, greening, soft and hard landscaping, and other features such as seating, space for events and varying degrees of design flexibility. The balance of these priorities was adjusted in each option, presenting a range of options to officers, members and residents.
- 1.17 The initial designs were subsequently shared with members of the local community, officers and members. These options and the chosen design are explored further in Appendix 1 and later in this report itself.
- 1.18 A preferred design option was subsequently chosen following consultation with the public, officers and local resident groups which maximises public space and greening, whilst affording space to leasing to small and medium-sized enterprise. This recommended design option is shown at Figure 3 below.



Figure 3: Architect's impression of chosen design approach

2. RECOMMENDED OPTION AND REASONS FOR RECOMMENDATIONS

- 2.1 The recommended option proposes the erection of a wide, inhabitable propping structure, maximising usable space within. This buttressing would allow people to walk beneath the structure and can be used to integrate high-level planting and climbers.
- 2.2 This would maximise the inhabitability of the narrowest area of the site, unlocking opportunities for further greening and mature trees in the wider area. The structure can be subdivided to delineate space for traders at a variety of scales. In all, there would be capacity for 4 to 5 micro-business plots.
- 2.3 The design prioritises high-quality public realm and greening, providing most flexibility to integrate mature trees and sustainable drainage. Space has been provided for 12 trees with broad canopies, offering maximum pollution mitigation.
- 2.4 The structure itself is self-stable and not reliant on the party wall between the Council's site and the neighbouring property for structural support. The approach provides a sense of permanence whilst maximising space for quality greening, a unique vista and a local landmark for the area.
- 2.5 The space can be locked in the evening to prevent loitering. Long views into the site are enabled and glazed frontages remain a possibility to discourage any anti-social behaviour. Further efforts to design out ASB will be undertaken as part of RIBA Stage 3, alongside colleagues in the Community Safety team and Metropolitan Police.
- 2.6 The ways in which this option meets the Council's strategic priorities are outlined in Section 5 (Implications of Decision) of this report, including both the corporate plan and the Council's Growth Strategy.
- 2.7 For further information on the social and environmental benefits, please see Section 5 (Implications of Decision). In short, the recommended option provides space for

social cohesion through events and informal engagement, as well as a range of environmental benefits through planting and greening, and the potential introduction of cycle parking/storage.

- 2.8 For detail on the commercial and financial implications of the recommended option, please refer to Section 5 (Implications of Decision). The design offers an affordable build in terms of capital cost, whilst presenting opportunities for revenue to be generated for the Council through the leasing of the units. The designs have been initially costed by an external, professional team of cost consultants and the commercial elements have been independently verified by local property experts.
- 2.9 In terms of deliverability, the design allows for the permanent propping to replace the existing, temporary structure through appropriate phasing, i.e. being design to thread through the existing before removal.
- 2.10 Designs for the recommended option have been reviewed by planning officers as part of the formal pre-application process.
- 2.11 The report, issued in December 2022, confirmed support for the principle of the development, stating that the proposals 'will go some way to help replace the previous commercial units that have been demolished as well as provide a degree of activity to the site on this busy corner location, which will help contribute to the vitality of the high street and town centre'.
- 2.12 Further detail around the benefits for this option can be found within Appendix 1.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 As part of the Outline Business Case development, a range of options were considered but are not recommended for approval by Housing and Growth Committee. These are outlined in this section of the report.
- 3.2 The site is currently hoarded by metal palisade fencing, restricting public access. This ensures safety of the public as well as the structural integrity of the neighbouring building. In theory, the Council could choose to leave the site as is and simply maintain the current setup for the short-term. This option would involve limited capital outlay.
- 3.3 However, there is an ongoing cost to maintaining the existing propping system, including significant renewal following the expiry of the current five-year life cycle.
- 3.4 There is significant public opposition to the visual appearance of the system, and its impact on town centre aesthetics.
- 3.5 This would present a lack of long-term solution for an underutilised site which does not contribute to any of Barnet's goals and objectives for the Borough.
- 3.6 Officers previously considered a more comprehensive redevelopment option in terms of using the entirety of the site for commercial, housing or a larger retail option.
- 3.7 Potential benefits would include greater income through leasing of office space or sale of private housing. This would also present a permanent solution without the need for any propping system.

- 3.8 However, this would require significant capital investment with greater risk attached, with limited budget currently available.
- 3.9 Timescales for delivery would also be significantly lengthened and potentially prohibitive when considering the five-year limit on the temporary propping structure. Significant approvals would be required in planning terms.
- 3.10 There would also be significant and lengthy disruption to a key junction within the Cricklewood area, which is a major bus route. A smaller-scale development would allow this risk to be managed effectively.
- 3.11 Finally, this option would offer limited contribution in terms of sustainability, air pollution or contribution to the area's retail offering.
- 3.12 Before finalising the Stage 2 design, JKA considered other design approaches but these are not recommended on the basis of environmental, financial and aesthetic considerations.
- 3.13 These other designs and their strengths/limitations are explored more thoroughly within the JKA report and Appendix 1.

4. POST-DECISION IMPLEMENTATION

- 4.1 If approval of this committee report and its recommendations are granted, the following tasks will be undertaken:
- 4.2 A procurement process for the design works associated with RIBA Stage 3 will be undertaken, determining the appointment of architecture and other professional services required to ready the scheme's design for a full planning application.
- 4.3 Further consultation around this developed design will be undertaken with the public, including residents and businesses, as well as members to ensure all views are considered ahead of any planning application.
- 4.4 A planning application would then be submitted according to delegated approval provided by this report. This would follow an internal Gateway process to ensure officers have ample opportunity to sign-off the design.
- 4.5 A tender exercise would then be undertaken to source and appoint a main contractor to undertake the works themselves. This would be managed according to the Council's Contract Procedure Rules and appointment would be subject to delegated approval by those authorised through this report. The potential for this exercise to be undertaken prior to planning permission being granted will be explored by the project and procurement team in order to meet timescales outlined below.
- 4.6 Works themselves are currently forecast to begin in mid-2023 and take around six months to complete. During this period, work will be ongoing to market the units themselves, draft appropriate leases and enter into agreements with tenants. This will be carried out in conjunction with the Council's legal and estates teams.
- 4.7 These timelines are outlined further below and are subject to change according to external dependencies. It should be noted that these are stretch targets and

represent the project team’s aim for delivery without significant or unforeseen setbacks.

Milestone	Timescale
Approval of Outline Business Case	January 2023
Appointment of Stage 3 design team	January 2023
Further consultation, including naming the new site	February/March 2023
Submission of planning application	March 2023
Appoint D&B contractor	May 2023
Works commence on site	July 2023
Tenants and leases finalised	October 2023
Works on site complete	December 2023

Table 1: Indicative milestones and timescales

5. IMPLICATIONS OF DECISION

Strategic priorities

- 5.1 The recommended approach supports the Council’s stated aims and priorities in a number of ways. These are set out below and are in line with the Council’s priorities and Strategy.
- 5.2 The scheme will be co-developed with the local community, businesses, members and other stakeholders. Further detail is included in the Consultation and Engagement section 5 of this report.
- 5.3 The scheme will also be a key contributor in terms of sustainability. Further detail is included in the Environmental Value section of this report, but the scheme offers positive contributions in terms of planting, clean air and pollution mitigation.
- 5.4 Finally, it aims to improve Cricklewood’s town centre and Barnet’s local economy. This will be through creation of space appropriate for local, small businesses, plus improvement to aesthetics of a high-profile town centre space.
- 5.5 The project also meets many of the goals included in the Council’s Growth Strategy, supporting the growing number of new homes in the borough with improved infrastructure, new jobs and public realm. The scheme also encourages healthier street design, ensuring town centres are increasingly cycle and pedestrian-friendly. The introduction of space of micro-businesses offers entrepreneurial advantages, supports high-street retail and creates an environment in which local town centres can succeed. These are explored in further detail within Appendix 1.

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

- 5.6 As part of the RIBA 2 Feasibility Study, external consultants provided cost estimates for the design provided by architects and structural engineers. Note that these are initial costs and will require ongoing monitoring through Gateways, Capital Strategy Board and other internal processes.
- 5.7 The headline capital cost for the total scheme is outlined below.

Activity	Cost
Works	£453,000
Contractor prelims (20%)	£90,600
Contractor OAP (10%)	£54,360
Design fees and surveys (15% + 5%)	£119,592
Risk / contingency (15%)	£107,633
LBB staff costs (based on previous schemes)	£75,000
Additional technical assurance	£20,000
Optimism bias (40% of works)	£330,000
GRAND TOTAL	£1,250,185

Table 3: Headline capital costs

- 5.8 In line with Council experience of capital schemes, an additional fee has been included to cover Barnet's project management costs, technical assurance to ensure quality of design and construction elements, as well as a degree of optimism bias. Costs are currently being incurred for the maintenance and inspections of the existing temporary propping structure – these will be monitored and accounted for as part of the Full Business Case.
- 5.9 The figure for optimism bias has been calculated based on the guidance provided by central government in the Green Book for business case development. A figure of 40 per cent is suggested at outline business case stage for projects of this type. This will be reviewed further at Full Business Case stage. Further modelling will be undertaken at that stage.
- 5.10 The total figure is to be allocated from the Town Centres Investment Programme budget, as previously approved by Policy and Resources Committee in July 2021. As part of these approvals, £23.5m was allocated for town centres projects from the Strategic Community Infrastructure Levy fund.
- 5.11 The primary objective of the project is to improve the town centre by making a positive contribution to community, economic and social value. The Council is uniquely placed to be able to deliver such a project. That said, the project does have the potential to generate revenue for the council as an additional benefit. Potential income figures are included in Table 4 below. These are based on local benchmarking and assume that tenants would be brought in directly by the Council.

Kiosk	Area / SQM	People / Unit	Income PCM	Income Annual
1	7	2	£244.52	£2,934.24
2	20	2	£698.63	£8,363.54
3	20	2	£698.63	£8,363.54
4	7	2	£244.52	£2,934.24
TOTALS	54	8	£1,886.30	£22,635.57

Table 4: Potential income per annum

- 5.12 Due to the kiosks' size, the intention is for the units to be aimed at small and medium-sized enterprise, generating a modest rate affordable to new and local

businesses. The Council may also decide to let all or some of the space free-of-charge to start-up businesses.

5.13 Operational cost estimates are provided below at Table 5.

Lighting maintenance	£5,120
Tree maintenance (large)	£2,500
Tree maintenance (small)	£1,050
Planter maintenance	Included in kiosk lease agreements
Waste collection (daily)	£5,475
Electricity – Public (lighting etc)	£166.56
Business rates (possible exemption)	Included in kiosk lease agreements
Kiosks – water	Included in kiosk lease agreements
Kiosks – electricity	Included in kiosk lease agreements
ANNUAL TOTAL	£14,311.56

- 5.14 Potential revenue and operational costs were estimated using available information by the appointed architects. These were then verified by Churchill and Partners, a London-based firm with expertise in the local commercial property market.
- 5.15 Churchill & Partners offered a range of advice in relation to the scheme’s proposed units, including their design, leasing arrangements and lease values. Most importantly it was suggested that the above figures are modest, and a far greater sum (in excess of £50k a year) can be commanded.
- 5.16 Relevant approvals will be required at each stage ahead of confirmation of works contracts or the letting of units. A Full Business Case will be developed which will build upon this initial work, for approval through Capital Strategy Board and the Council’s internal Gateway process. Further work will include review of void cost considerations, and ongoing engagement with the Council’s Estates team to review.
- 5.17 Capital funds for the scheme have been identified, but work is ongoing to identify potential external opportunities for additional funding. The project team will continue to pursue these as they arise, and work with relevant teams in the Council to obtain potential funding in the areas of greening and sustainability.
- 5.18 In terms of procurement strategy, appointments for further design work and technical assurance will be made in accordance with the Council’s Contract Procedure Rules. A full tender exercise will likely be required for the works contract and will be managed in accordance with the above and approved in line with the recommendations of this report. LBB’s procurement team will be engaged throughout to provide support and advice.
- 5.19 The Project will be governed through the 164-168 Cricklewood Broadway Project Board, which will in turn report to Town Centres Portfolio Board. These include representation from across the Council and will provide strategic oversight, regular monitoring of project budget and progress, and where decisions/escalations are required report as appropriate.

- 5.20 Updates will be provided to Housing and Growth Committee where relevant, including financial updates should the above budget figures be at risk of being exceeded.

Legal and Constitutional

- 5.21 The Council's Constitution, Article 7.5 Committees, Forums, Working Groups and Partnerships sets out the functions and the Terms of Reference of the Housing and Growth Committee.
- 5.22 These include responsibility for: Regeneration Strategy and Overseeing Major Regeneration Schemes, Asset Management, Development of Council Land, and Economic Development including: Employment Strategy, Business Support and Engagement, and Town Centres. As well as, to receive reports on relevant revenue and capital expenditure, contracts, performance information performance) and risk on the services under the remit of the Committee.
- 5.23 Owners of the neighbouring property have been extensively engaged as part of the Party Wall agreement that exists in relation to the existing temporary propping structure. The Council's legal property team have been instructed to support ongoing discussions regarding future agreements in relation to the permanent works.
- 5.24 Section 316 of the Town and Country Planning Act 1990 and the Town and Country Planning General Regulations 1992 requires local authorities to submit planning application(s) in relation to land of interested planning authority and development of that land by them.

Insight

- 5.25 A full description of the extent of information gathered and the insight used to develop and inform the recommended proposal is included separately in Appendix 1. This includes site analysis, footfall data, engagement with residents and local businesses, the design process and subsequent options analysis.

Social Value

- 5.26 The social value of the project is demonstrated in a number of ways, including the following:
- 5.27 Community cohesion will be encouraged through the introduction a of wide open space suitable for events and classes, protected from the road by a tree buffer and one which provides storage space and shading
- 5.28 Anti-social behaviour will be discouraged through limited hindrance of sight-lines, securing overnight space and design features outlined in the Outline Business Case document.
- 5.29 Affordable commercial opportunities will be provided for local start-up businesses and entrepreneurs, including the creation of jobs during development and afterwards. The Council has already engaged with the Rebel Business School about potential opportunities.

- 5.30 A permeable buffer to the pavement will be created with irregular tree planting and seating, improving the high street's relationship with the junction.

Risk Management

- 5.31 A number of risks associated with the project have been identified.
- 5.32 Risk will be managed according to the Council's Project Management Methodology, and a risk register has been compiled outlining the associated risks. These risks will be continually monitored throughout the project's lifecycle and reported to project board on a monthly basis.
- 5.33 Primary risks relate to cost of construction, relationship with adjacent junction, strength of SME interest in proposed units, and relationship with neighbouring properties.

Equalities and Diversity

- 5.34 The Equalities Act 2010 outlines the provisions of the Public Sector Equalities Duty which requires Public Bodies in the exercise of its functions to have due regard to the need to: eliminate discrimination, harassment and victimisation and any other conduct prohibited by the 2010 Act; advance equality of opportunity and to foster good relations, between persons who share a relevant protected characteristic and those who do not share it.
- 5.35 The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation.
- 5.36 The broad purpose of this duty is to integrate considerations of equality into day-to-day business and keep them under review in decision-making, the design policies and the delivery of services.
- 5.37 An Equalities Impact Assessment will be carried out as part of RIBA Stage 3 works, to assess any impact on residents. Particular attention will be paid to accessibility and ensuring the area will be available for use by all residents.

Corporate Parenting

- 5.38 No impact.

Consultation and Engagement

- 5.39 A range of consultation and engagement exercises have been undertaken by Council officers as part of these feasibility studies.
- 5.40 Prior to Stage 2 design commencing, officers and the appointed architects met with residents and local businesses to discuss their views of the site and its potential long-term use. This included representatives from the Cricklewood Residents' Association and the Cricklewood Town Team.
- 5.41 These groups were re-consulted following design work and the chosen option presented to a positive reception.

- 5.42 Further consultation will be undertaken as part of Stage 3 design work and prior to any planning application. Future engagement is captured within the project's Communications and Engagement Plan, which will be monitored and updated throughout the project's lifecycle. This will include further and final discussions over the area's name ahead of any planning applications.
- 5.43 Engagement will also be undertaken in early 2023 with the owner(s) of the neighbouring property. Work is currently underway to complete works associated with the Party Wall agreement established in relation to the temporary propping structure.

Environmental Impact

- 5.44 The project will have a positive environmental impact. The environmental value of the scheme has been assessed against the United Nations' 17 sustainable development goals as part of the Stage 2 Feasibility Study.
- 5.45 The site will prioritise high-quality green opportunities and ecosystem/biodiversity values, resulting in improved sustainability measures.
- 5.46 Multiple urban greening opportunities will be realised, including an intensive green roof, flower-rich perennial planting, rain gardens, mature trees, climbers and groundcover planting.
- 5.47 Pollution will be mitigated through provision of 12 trees, including mature trees with broad canopies.
- 5.48 Removal of existing propping and installation of long-term solution will represent increased efficiency with materials.

6. BACKGROUND PAPERS

- 6.1 The Outline Business Case document is attached as Appendix 1.
- 6.2 Report on original allocation of SCIL via Policy & Resources Committee, July 2021 (see item 10) [Agenda for Policy and Resources Committee on Tuesday 20th July, 2021, 7.00 pm \(moderngov.co.uk\)](#)