

Brent Cross Cricklewood Regeneration Programme

Strategic Communications Strategy 2020

The Brent Cross Cricklewood regeneration programme is the biggest redevelopment and growth programme Barnet Council has ever undertaken, it is named a key growth project by the Mayor of London and amongst one of the most ambitious across Europe.

The regeneration area covers 370 acres and will deliver a new vibrant town centre, 7,500 new homes, up to 27,000 jobs and 455,000 square metres of commercial space. The development will be supported by excellent new transport links, improved walking and cycling routes, new green spaces and parks. It will make significant improvements to the area, making it safer and more attractive for existing residents, and bring investment to local infrastructure with new and replacement schools, community and healthcare facilities.

The BXC project consists of three major projects:

Brent Cross South (BXS) a joint venture between LBB and Argent Related to develop a large scale mixed-use development including new homes, retail and commercial space as well as improved schools and greenspaces in the area.

Brent Cross West (BXW) which is being developed by LBB, supported by Re (a joint venture between LBB and Capita), and will see the construction of a new Thameslink Station and a state-of-the-art waste transfer facility. New railways sidings and driver accommodation (known as “the TOC”) is also being delivered as part of the programme.

Brent Cross London, also known as Brent Cross North (BXN) a joint venture between Hammerson and Aberdeen Standard Investments to expand the existing shopping centre and associated infrastructure.

Barnet Council is carrying out critical infrastructure works including improvement works to Southern Junctions, Geron Way and Plots 53 and 54 replacement homes for the Whitefield Estate. It also fulfils the roles of statutory planning authority and highways authority, and is a significant land owner in the area.

We recognise that residents and businesses in the area will be affected by construction noise, works and traffic for a number of years. This strategic communications plan has been developed to help minimise the impact on residents and businesses in the borough during construction phases and promote the overall vision and benefits of the project.

Aims of this communications plan:

- Ensure all delivery partners are aligned in their efforts to engage with residents, businesses and other relevant stakeholders, and those stakeholders know who to contact within the project.
- Keep residents and businesses fully informed of future project milestones in respect of planning and construction.

- Minimise the impact on communities through the construction period by ensuring there is a two-way dialogue between stakeholders and delivery partners.
- Ensure existing and future communities can unlock the benefits of the comprehensive regeneration such as improved access to employment, skills and housing opportunities.

Channel strategy

Different stakeholders have different preferences for how they receive information about the development and different levels to which they want to engage. As well as utilising Barnet Council and partners channels for communication, we will develop new channels for stakeholders to get in touch and provide access to information digitally, via letter, or face-to-face.

The following list outlines our commitments to developing and best using our communications channels to keep our residents and businesses informed at every stage of the project.

Channel	Aims	Detail	Timescales
New Programme Website	Keep residents and businesses informed. Ensure existing and future communities can unlock the benefits of the regeneration.	A dedicated website for residents to find out about construction and highways works, the overall vision and benefits of the project, latest news, register for email updates and contact the team. Barnet.gov.uk pages about the project will also be kept updated and direct to the project website for more information.	The new website officially launched in March 2020 at TransformingBX.co.uk. The website will be updated with news and information as and when there is a change to construction work.

<p>Project e-newsletter</p>	<p>Keep residents and businesses informed.</p> <p>Ensure existing and future communities can unlock the benefits of the regeneration.</p>	<p>An e-newsletter will allow us to provide timely updates on the Brent Cross Cricklewood development at various phases of the project.</p> <p>Residents will be able to sign up for the newsletter via the website.</p>	<p>E-newsletters will be issued when there are new news items or construction works planned in the area.</p>
<p>Dedicated email</p>	<p>Minimise the impact on communities through the construction period by ensuring there is a two-way dialogue between stakeholders and delivery partners.</p>	<p>A dedicated inbox has been set up to manage incoming enquiries and support a two-way dialogue with our local stakeholders, as well as answer general enquiries quickly.</p> <p>We will endeavour to make this inbox the first port of call for programme-wide queries.</p>	<p>We will aim to respond within two working days.</p>
<p>Social media</p>	<p>Minimise the impact on communities through the construction period by ensuring there is a two-way dialogue between stakeholders and delivery partners.</p> <p>Keep residents and businesses informed.</p> <p>Ensure existing and future communities can unlock the benefits of the regeneration.</p>	<p>We will revive the programme's Twitter account sharing news and information, and responding to messages unless they are offensive or vexatious in nature.</p> <p>We will make use of the Council's Facebook page to promote events and community activities and the Instagram feeds to document the development's progress.</p>	<p>Twitter to relaunch in the Spring.</p> <p>Facebook and Instagram will be used when relevant.</p>

<p>Letters (businesses, and neighbours nearest construction)</p>	<p>Minimise the impact on communities through the construction period by ensuring there is a two-way dialogue between stakeholders and delivery partners.</p> <p>Keep residents and businesses informed.</p>	<p>Letters to near neighbours will be sent before major works begin notifying residents and letting them know how to get in touch if they have any questions.</p> <p>As letters are approved they will be shared with the wider network of resident groups, ward members and put on the project website for all interested stakeholders to view.</p>	<p>Two weeks before construction work starts on site.</p>
<p>BXC resident newsletter</p>	<p>Keep residents and businesses informed.</p> <p>Ensure existing and future communities can unlock the benefits of the regeneration.</p>	<p>As part of the content strategy we will produce a print newsletter that aims to minimise duplication of communication to residents.</p> <p>We'll keep residents informed about construction works coming forward as well as new opportunities or good news stories.</p>	<p>A quarterly newsletter will be launched in the Spring.</p>
<p>Hoardings and banners</p>	<p>Ensure existing and future communities can unlock the benefits of the regeneration.</p>	<p>Our hoardings will help tell the story of the development and promote site specific benefits. We'll engage with our residents on the design when possible and consider public art, living walls or collaborations to make best use of the site.</p>	<p>The hoardings around the Waste Transfer Facility will be updated in the Spring / Summer.</p>
<p>Road-side signage</p>	<p>Minimise the impact on communities through the construction period by ensuring there is a two-way dialogue between stakeholders and delivery partners.</p> <p>Keep residents and businesses informed.</p>	<p>Our transport team, together with TfL, will ensure that there are variable message signs alerting residents, and road users, to forthcoming highways works.</p>	<p>To coincide with highways works.</p>

<p>Face-to-face briefings and resident meetings</p>	<p>Minimise the impact on communities through the construction period by ensuring there is a two-way dialogue between stakeholders and delivery partners.</p> <p>Keep residents and businesses informed.</p>	<p>We will host briefings with residents and local opinion groups, schools, businesses, and resident associations, as a when required, these will be led by the BXC Regeneration Team and relevant contractors.</p> <p>The BXS team is opening a community space to support their own community engagement in Claremont Parade, and we expect L&Q and Volker Fitzpatrick to have similar resident facing site offices for residents to meet with them.</p>	<p>Ahead of major consultations, works or phase launches.</p>
<p>Press releases, launch events, and site tours.</p>	<p>Keep residents and businesses informed.</p> <p>Ensure existing and future communities can unlock the benefits of the regeneration.</p>	<p>Media and photo opportunities may be considered to mark major milestones such as start on site for the station build and official openings. Local and trade (transport, rail, construction, placemaking, Government/public sector) press releases will be issued when appropriate.</p>	<p>As applicable.</p>
<p>Cross-communications working</p>	<p>Minimise the impact on communities through the construction period by ensuring there is a two-way dialogue between stakeholders and delivery partners.</p> <p>Keep residents and businesses informed.</p>	<p>A monthly joint communications meeting has been set up for communications leads across the BXT, BXS and BXN programmes to come together with the aim of agreeing messaging, joining up communications where possible and avoiding duplication.</p>	<p>This has been running since September 2019.</p>

Stakeholder engagement

The following table outlines the key stakeholder groups in the Brent Cross Cricklewood development area and the strategy for best using our channels outlined above to engage with them.

Stakeholder	Information needs	Channel and frequency	Distribution list	Responsibility
<p>Residents: We have broken this audience down in to those impacted by each development area. We recognise that those residents that live closest to the development are most likely to be impacted by noise or construction traffic. Some of those residents will be impacted by several developments and may receive multiple letters regarding works programmes across the scheme. Where possible we will consolidate information to minimise this.</p>				
<p>Neighbours near to Brent Cross South development area</p>	<p>Most likely to be impacted by construction works on site.</p> <p>Ensure residents are aware of the project and how it will affect them at every stage.</p> <p>Provide information on the benefits and opportunities made possible by the development.</p>	<p>Face-to-face resident meetings and drop-ins ahead of major works or consultation. Resident information hub to be opened on Claremont Parade.</p> <p>Letter / information sheet to residents approx. two weeks before start date of major construction works.</p> <p>Letters on statutory planning consultation and decisions as required.</p> <p>Contact number and dedicated email for Soundings and onsite contractors provided.</p>	<p>The demolition information sheet to the nearest local addresses, those in streets immediately adjacent – 1,258 addresses (1235 residential homes & 23 businesses)</p> <p>BXS newsletters go to the wider project area of circa 17,690 addresses.</p>	<p>Soundings on behalf of Argent Related.</p>
<p>Neighbours near to Brent Cross Thameslink development</p>	<p>Most likely to be impacted by construction works on site.</p> <p>Ensure residents are aware of the project and how it will affect them at every stage.</p>	<p>Face-to-face resident meetings and drop-ins ahead of major works or consultation and site visits on request. VF site office to open when work gets underway with regular visiting hours.</p>	<p>Works schedule distributed to residents within 500m of the development site.</p>	<p>Network Rail on behalf of BXT.</p>

Stakeholder	Information needs	Channel and frequency	Distribution list	Responsibility
	<p>Provide information on the benefits and opportunities made possible by the development.</p>	<p>Letter / three month works schedule published approx. two weeks advance of changes to work schedule.</p> <p>Letters on statutory planning consultation and decisions as required.</p> <p>Contact number and dedicated email provided.</p>		
<p>Neighbours near to plots 53 and 54</p>	<p>Most likely to be impacted by construction works on site.</p> <p>Ensure residents are aware of the project and how it will affect them at every stage.</p> <p>Provide information on the benefits and opportunities made possible by the development.</p>	<p>Letter to residents approx. two weeks before start date of major construction works.</p> <p>Letters on statutory planning consultation and decisions as required.</p> <p>Face-to-face resident meetings and drop-ins. L&Q site office set up ahead of main works.</p> <p>Contact number and dedicated email.</p>	<p>Nearest local addresses, those in streets immediately adjacent – circa 200 homes on Clitterhouse Crescent, Brent Terrace and Claremont Way.</p>	<p>L&Q on main works.</p> <p>Conway Aecom on pre-commencement works.</p> <p>Both in partnership with Barnet Council.</p>
<p>Neighbours near to junction works</p>	<p>Most likely to be impacted by construction works on site.</p> <p>Ensure residents are aware of the project and how it will affect them at every stage.</p>	<p>Letter to residents approx. two weeks before start date of major construction works.</p>	<p>Southern Junction 1: Nearest local addresses, those in streets immediately adjacent – circa 400 homes Cricklewood Lane, Claremont Road, Lichfield Road, Oak Grove, Elm Grove.</p>	<p>Conway Aecom on pre-commencement works.</p> <p>In partnership with Barnet Council.</p>

Stakeholder	Information needs	Channel and frequency	Distribution list	Responsibility
	Provide information on the benefits of the improvements to highways.	<p>Letters on statutory planning consultation and decisions as required.</p> <p>Face-to-face resident meetings and drop-ins.</p> <p>Road-side signage and notification of works.</p> <p>Contact number and dedicated email for highways works.</p>	Sothern Junction 2, Tilling Road, Geron Way TBC.	
<p>Neighbours near to Brent Cross London development</p>	<p>Most likely to be impacted by construction works on site.</p> <p>Ensure residents are aware of the project and how it will affect them at every stage.</p> <p>Provide information on the benefits and opportunities made possible by the development and improvements to highways.</p>	<p>Letter to residents approx. two weeks before start date of major construction works.</p> <p>Letters on statutory planning consultation and decisions as required.</p> <p>Face-to-face resident meetings and drop-ins.</p> <p>Contact number and dedicated email.</p>	Nearest local addresses, those in streets immediately adjacent - Fairfield Avenue, Layfield Road, Layfield Close, Sturgess Avenue, Brent Park Rd.	Hammerson and Standard Life Investment to lead.
<p>Whitefield Estate residents</p> <p>Owners of properties subject to the CPO acquisition process. Or secure council tenants.</p>	Information about new homes and relocation strategy, ensuring they are supported through every stage of the process.	<p>Independent Resident Advisor Support officer in post.</p> <p>Face-to-face briefings, meetings and information sheets.</p>	All residents in the Whitefield Estate.	L&Q in partnership with LBB and Barnet Homes.

Stakeholder	Information needs	Channel and frequency	Distribution list	Responsibility
	Provide information on the benefits and opportunities made possible by the development and improvements to highways.	Letters on statutory planning consultation and decisions as required.		
Development-wide residents – those within the BXC boundary area.	To be informed about immediate impact to residents such as journey times, consultations and the wider regeneration benefits including jobs and skills opportunities.	Project website/social media/e-newsletter and newsletters updated as required. Dedicated project email. Face-to-face resident meetings and drop-ins. Development-wide print newsletter on quarterly basis.	Circa 17,690 addresses.	BXC project team. Developers relating to construction.
All Barnet residents	Kept informed about the wider regeneration benefits including jobs and skills opportunities. Potential disruption to journey times visiting the area.	Barnet First, Barnet First e-newsletter. Project website/social media/e-newsletter and newsletters updated as required. Road-side signage and TfL alerts.	N/A	BXC project team.
Neighbouring Boroughs (Brent and Camden) residents	Kept informed about the wider regeneration benefits including jobs and skills opportunities. Potential disruption to journey times visiting the area.	Addresses in development area included in local distribution lists. Link via council colleagues in regeneration, business and communications.	N/A	BXC project team.

Stakeholder	Information needs	Channel and frequency	Distribution list	Responsibility
Businesses				
Businesses in development area	<p>To ensure businesses are aware of the project and how it will affect them at every stage.</p> <p>Most likely to be impacted by construction works on site. Provide support to mitigate any disruption to business because of construction works.</p>	<p>Formal letters as required. Individual businesses contacted via near neighbour distribution lists.</p> <p>Regular briefings to local business associations ahead of major works.</p> <p>Project website/social media.</p>	<p>Business associations</p> <p>Cricklewood Business Association</p> <p>Cricklewood Improvement Programme</p> <p>Cricklewood Town Team.</p>	BXC project team.
Businesses affected by CPO	Kept informed at every stage of the process. Brief and clear project updates.	<p>Formal letters as required. One-to-one feedback and meetings as required.</p> <p>Direct line to project team / or dedicated officer.</p>	N/A	BXC project team.
Barnet, Brent and Camden businesses	Provide opportunities to local businesses to benefit from the scheme, providing local supply and employment opportunities as set out in S106 planning agreements.	Meet the supplier events. Face-to-face meetings and briefings.	N/A	Contractors in partnership with Barnet Council
Road users				

Stakeholder	Information needs	Channel and frequency	Distribution list	Responsibility
Bus users	<p>To be informed about the impact of the work to journey times.</p> <p>Information provided in advance for road users to plan their journeys and make diversions where appropriate.</p>	<p>Advance warning - Signage on roadside advising of when works will start and finish.</p> <p>Project website, social media and traffic alerts.</p> <p>TfL digital distribution network.</p>	N/A	TfL in partnership with Barnet Council.
Taxi drivers	<p>To be informed about the impact of the work to journey times, diversions.</p> <p>Promote consultations and benefits of the scheme once completed including improved highways and journey times.</p>	<p>Advance warning - Signage on roadside advising of when works will start and finish.</p> <p>Project website, social media and traffic alerts.</p> <p>TfL digital distribution network.</p>	N/A	TfL in partnership with Barnet Council.
Car drivers	<p>To be informed about the impact of the work to journey times.</p> <p>Promote consultations and benefits of the scheme once completed including improved highways and journey times.</p>	<p>Advance warning - Signage on roadside advising of when works will start and finish.</p> <p>Project website, social media and traffic alerts.</p> <p>TfL digital distribution network.</p>	N/A	TfL in partnership with Barnet Council.
Cyclists	<p>To be informed about the impact of the work to journey times.</p> <p>Promote consultations and benefits of the scheme once</p>	<p>Advance Warning - Signage on roadside advising of when works will start and finish.</p> <p>Signage on roadside advising of when works will start and finish</p>	N/A	TfL in partnership with Barnet Council.

Stakeholder	Information needs	Channel and frequency	Distribution list	Responsibility
	completed including new cycle networks.	Project website/social media and traffic alerts.		
Education				
Schools in development area	Ensure school and parents, carers, pupils are aware of the project and how it will affect them at every stage. Most likely to be impacted by construction works on site. Opportunity to shape design of new schools, open spaces and facilities. Education opportunities.	Face-to-face meetings and events ahead of major works or consultation. Project website, e-mails / letters to parents / carers via school distribution. Schools liaison group.	Whitefield School Claremont Primary School Mapledown School	Soundings on behalf of Argent Related. In partnership with Barnet Council.
Barnet colleges and universities	Opportunity to benefit from the development, employment, apprenticeships and upskilling opportunities.	Open events, visits to education providers, training and education fairs.	Barnet and Southgate College, Middlesex University	Contractors in partnership with Barnet Council education team.
Community Groups				
Community centres, community projects	To ensure community groups are aware of the development and how they can benefit from the scheme. Encourage collaboration at every stage.	One-to-one meetings as required. Project website/social media CTN fortnightly bulletin.	CTN bulletin (communities and small businesses circa 1400 emails.)	BXS / BXT in partnership with Barnet Council.
Local resident groups	To be informed about immediate impact to residents, impact on	One-to-one meetings as required. Individual direct email	NW2 Residents Association Cricklewood Residents Association	Contractors in partnership with BXC project team.

Stakeholder	Information needs	Channel and frequency	Distribution list	Responsibility
	<p>journey times and benefits of scheme once completed.</p> <p>Resident groups disseminate opportunities and information to their wider networks. Encourage collaboration at every stage.</p>	<p>correspondence ahead of key resident communication.</p>	<p>Brent Terrace Residents Association Golders Green Estate Residents Association Brent Cross Railway Terraces Community Association Whitefield Estate Residents Steering Group West Hendon Residents Association NorthWestTwo</p>	
Government				
<p>Barnet Councillors in wards in development area.</p>	<p>Brief and clear project updates ahead of resident communications.</p> <p>Ensure stakeholder group is informed so they can support and inform constituents.</p>	<p>Email, face-to-face briefings / calls as required.</p> <p>Resident communications shared ahead of issue for information.</p>	<p>Cllr Saira Don Cllr Alex Prager Cllr Anne Clarke Cllr Peter Zinkin Cllr Shimon Ryde Cllr Helene Richman Cllr Reuben Thompstone Cllr Dean Cohen Cllr Melvin Cohen</p>	<p>BXC project team.</p>
<p>Brent Councillors in wards in development area</p>	<p>Brief and clear project updates ahead of resident communications.</p> <p>Ensure stakeholder group is informed so they can support and inform constituents.</p>	<p>Email, face-to-face briefings / calls as required.</p> <p>Resident communications shared ahead of issue for information.</p>	<p>Cllr Ahmad Shahzad Cllr Lia Colacicco Cllr Tariq Dar</p>	<p>BXC project team.</p>

Stakeholder	Information needs	Channel and frequency	Distribution list	Responsibility
Barnet Council leader and HAG Committee	<p>Brief and clear project updates ahead of communications.</p> <p>Ensure stakeholder is informed of key information by project team first.</p> <p>Included in issues management if necessary.</p>	<p>Email, face-to-face briefings / calls as required.</p> <p>For info emails as and when.</p> <p>Presentations / reporting at HAG Committee.</p>	<p>Leader of the Council</p> <p>Chair of HAG Committee</p> <p>HAG Committee Mmbers.</p>	BXC project team.
All Barnet Council Members	Ensure ward members are informed so they can support and inform constituents.	<p>All member briefings.</p> <p>Email updates where relevant.</p>	All 63 ward members.	BXC project team.
Barnet MPs	<p>Brief and clear project updates.</p> <p>Ensure MPs are informed so they can support and inform constituents.</p>	One-to-one communications as required.	<p>Matthew Offord MP (Hendon)</p> <p>Mike Freer MP (Finchley and Golders Green)</p> <p>Theresa Villiers MP (Chipping Barnet)</p>	BXC project team.
Media				
Local Media	News release and briefings on major milestones.	Press conference, press release and statements.	<p>Hendon & Finchley Times</p> <p>Barnet & Potters Bar Times</p> <p>Edgware & Mill Hill Times</p> <p>Brent & Kilburn Times</p> <p>Ham & High</p>	Barnet corporate communications team.
National, Regional, Trade Media	News release and briefings on major milestones.	Press conference, press release and statements.	As relevant.	Barnet corporate communications team.