

**Brent Cross Cricklewood Planning Application**  
March 2009

# **BXC12 —** *Revised Addendum to the Regeneration Strategy*



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The planning application for the redevelopment of BXC is accompanied by a range of technical and supporting documents/reports. This is explained in full in the Development Specification and Framework (**Volume BXC1**). However, it may be useful, if viewing this document in isolation, to first read a short note on the 'Introduction to the Planning Application', which can be found on BXC Development Partners website ([www.brentcrosscricklewood.com](http://www.brentcrosscricklewood.com)).



This Revised Addendum contains relevant updated pages of the March 2008 Regeneration Strategy. An Addendum to the Regeneration Strategy was originally submitted in November 2008 and this Revised Addendum contains further revisions beyond those submitted in November 2008. For completeness, this Revised Addendum contains all alterations since the March 2008 submission (i.e. the November 2008 and March 2009 changes), however, the March 2009 changes are identified as track changes. For a complete copy of the Regeneration Strategy, the March 2008 version needs to be read alongside this March 2009 Revised Addendum.

The following pages of the March 2008 version are to be replaced (those identified in yellow are those updated as a result of the March 2009 changes):

- Page 3
- Page 5
- Page 21
- Page 22
- Page 26
- Page 27
- Page 31
- Page 32
- Page 33
- Page 37
- Page 38
- Page 39
- Page 40
- Page 41
- Page 42

- Page 43

- Page 44

- Page 45

community facilities – together with a new mainline station and improved transport.

- 1.5 The Brent Cross Cricklewood Development Partners are determined to ensure that this development happens and that measures are taken to ensure that local people and businesses and the wider Borough of Barnet and North London can benefit from the opportunities that the development offers. To that end, they have set out a series of regeneration objectives:
  - To create a new strategic mixed used centre for North London
  - To provide new shops, business space, homes and facilities to meet strategic and local needs
  - To deliver around 7,35500 new homes to meet a range of household needs, and provide affordable homes
  - To deliver first rate community facilities which can support the integration of existing and new communities and provide excellent public services for local people
  - To create a high quality environment, which is managed and sustained over the long term
  - To provide opportunities for the communities of north London, including those in deprived areas and facing exclusion from the labour market
- 1.6 The achievement of each of these objectives will reinforce the others creating a virtuous cycle of development and regeneration.
- 1.7 The Partners have undertaken or supported detailed background work in preparing their proposals. They have funded a joint skills study with the London Borough of Barnet to identify the broad impacts of the scheme and the key local training infrastructure investments required to address local needs. In addition they have commissioned detailed baseline studies and impact assessments to identify local needs and likely benefits from development proposals.
- 1.8 This information has been brought together into this Regeneration Strategy. This is not a statutory part of the planning application. It has been written to set out how the development proposals will contribute to the regeneration of the area and how they will help achieve a range of planning and non-planning policies at national, regional and local level.
- 1.9 It should be read alongside the Social Infrastructure Report which sets out how the Development Partners intend to provide facilities for local people. Together they set out how Brent Cross Cricklewood will be transformed and how local people and the local area will benefit.

Figure 2.1: Map of Development Zones



## Section 5 Role of Brent Cross Cricklewood

- 5.1 The previous section set out the broad socio-economic characteristics of Brent Cross Cricklewood and the surrounding areas. This section looks at the area's current role in terms of economic activity and employment. It then sets out the policy aspirations for the area and the forecasts of the bigger socio-economic role that it could play.

### Introduction

- 5.2 Brent Cross is known throughout London for its Shopping Centre, located adjacent to the North Circular Road. The centre was one of the first to be built in the UK in 1976 and contains 110 shops surrounded by car parking. To the south and east the site is bounded by the road network with terraced and semi-detached housing to the west and north. Around 4,000 people are currently employed in the centre.
- 5.3 To the south of the A406 North Circular Road there is a range of low density employment uses. These include the recently completed Brent Cross Retail Park and large Tesco and Toys R Us stores. It also includes a number of Industrial Areas including the Claremont Way Industrial Estate and derelict railway lands adjacent to the Midland Mainline Railway. A Holiday Inn hotel is located adjacent to the A406 opposite the shopping centre.
- 5.4 Table 5.1, below, shows the total employment in the area at the time of the 2001 census. This may have risen slightly due to the completion of new large format retail, although these uses tend to have relatively low employment densities.

Table 5.1: Employment in Cricklewood/Brent Cross

	<b>Total Jobs</b>
<b>Brent Cross Shopping Centre</b>	3,900
<b>Industrial &amp; Hotel</b>	900
<b>Other Retail &amp; Public</b>	600
<b>TOTAL</b>	5,400

Source: Analysis of Census 2001 Travel to Work Data Using Output Areas

- 5.5 The Eastern part of the site contains Whitefields Estate, which comprises [219217](#) –homes, the Hendon Leisure Centre and two schools – Whitefield Secondary School and Mapledown School for children with special needs. To the west of the site, Brent Terrace, a Victorian housing terrace, sits adjacent to the railway lands. Claremont School lies between here and Clitterhouse Playing Fields.
- 5.6 As set out in the previous section, employment at Brent Cross Cricklewood is heavily skewed towards the retail sector and as a result is less diverse than

other outer London Metropolitan Centres. It also has less employment than other major centres such as Kingston, Bromley or Romford and in particular has less employment in several key growth sectors – especially business and financial services.

- 5.7 At present the centre is relatively isolated without links to neighbouring areas and so does not function optimally as a town centre. The Development proposals offer the opportunity to allow Brent Cross Cricklewood to play a more complete social and economic role that is more like other outer London centres.

### **Current Employment**

- 5.8 Despite the relative concentration of employment in the sectors that have the shortest travel-to-work distances (retail and leisure), the area already plays a significant sub-regional role and offers employment to residents of a very wide area.
- 5.9 We have used data from the 2001 Census to identify where the people who work in the areas around Brent Cross Cricklewood live. This is done using Output Areas, the smallest geographical areas for which travel to work data are available, each consisting of about 200 residents. Five Output Areas around the proposed Brent Cross development site were selected (see Figure 5.1). These areas were selected because of their relatively low concentration of housing and their relatively high concentration of business activity, particularly retail sales.
- 5.10 They are shown in the following diagram and are labelled with the name of the major source of employment in each. The orange area contains the Brent Cross Shopping Centre, the purple has Tesco, the green Toys 'R' Us, the red contains the retail park and some industrial sites and the blue contains mainly industrial sites, with some large format retail.

Development must be in line with core aspirations for sustainable development that enhances the quality of the built and natural environment, sustains local communities, improves education and employment opportunities and maintains and improves Barnet's transport network system. Secondly, the Development must contribute to wider aspirations including playing a major role in the wider economic, social and environmental success of Barnet, North London and London as a whole.

- 5.29 These are reflected in the main strategy for the area the Cricklewood, Brent Cross and West Hendon Regeneration Area Development Framework – Supplementary Planning Guidance which was initially published in April 2004 and subsequently updated in December 2005.
- 5.30 The Development Framework identifies an Opportunity Area which runs from West Hendon in the North to Cricklewood Lane in the south, taking in the entire area between Edgware Road and Hendon Way including Brent Cross Shopping Centre. The area is bisected by the A406 North Circular Road. The Opportunity Area contains within it the Development Site as described above.
- 5.31 This document identifies it as an area of major opportunity for regeneration in the borough over the next 15 years and proceeds to outline how this transformation should be achieved.
- 5.32 It is intended that the regeneration area will be ‘the heart of a new mixed use development and provide a new town centre for Barnet’ (p.9). The site is seen to have huge potential for a range of different buildings at high densities, huge job creation and the provision of approximately 7,350 new homes. While the economic and social benefits of successfully regenerating Brent Cross Cricklewood are a key outcome, attention is also given to the provision of:
- High quality, useable green open space
  - Streets and routes for pedestrians and cyclists
  - High quality of life through improvements or additions to existing facilities and;
  - Accessibility.
- 5.33 Strategic principles have been established to underpin the Development Framework. These include:
- A new town centre with major new shopping and leisure development as part of a comprehensive mix of uses
  - A range of employment uses located around a new transport interchange
  - 7,350 new homes and a commitment to the provision of affordable housing and places of local employment for the existing and new communities
  - Improvements or additions to existing community facilities as part of the creation of a sustainable community
  - The provision of new public open space, enhancement of the existing green spaces and links to established neighbourhoods
  - A comprehensive approach to regeneration that embraces implementation on both sides of the A406 North Circular
  - A commitment to deliver sustainable development (p.26)

- 5.22 LB Barnet also has a range of policies that set out a vision for the Borough as a whole and Brent Cross Cricklewood specifically, and how the latter can contribute to the overall vision for the Borough and the wider sub-region.
- 5.23 The strategic policies in Barnet's Unitary Development Plan highlight the role Barnet could play in alleviating some of economic, social and environmental pressures currently being faced by London as a whole as a result of current international and national trends. The document also establishes the principles that will guide development in the borough. These include:
- To plan for sustainable development
  - To enhance the quality of the built and natural environment
  - To sustain local communities
  - To improve education and employment opportunities
  - Maintain and improve Barnet's transport network system
  - To promote the regeneration of the Cricklewood/West Hendon area.
- 5.24 The UDP identifies Cricklewood as an area of strategic importance. Policy GCrick emphasises that the area is 'a major focus for the creation of new jobs and homes, building upon (its) strategic location and its key rail facilities. All new development will be built to the highest standards of design as well as to the highest environmental standards. A new town centre, developed over the Plan period, will be fully integrated into the regeneration scheme.'
- 5.25 Barnet's wider role is also recognised in the Sustainable Community Strategy. It sets out a series of overarching objectives, including:
- Protecting natural resources while facilitating growth on homes services and travel
  - Recognising and valuing the diversity of the borough, working to ensure that everyone has the same life chances
  - Working in partnership with the community to reach common goals
  - Ensuring residents, businesses and visitors are seen as customers and the primary focus of our public services
- 5.26 It sets out four themes – Investing in Children and Young People; Safer, Stronger, and Cleaner Barnet; Growing Successfully; and Healthier Barnet. Under each theme is a set of ambitions. These include ambitions that children are healthy and achieve their educational potential; that Barnet is clean and green and residents feel safe in strong and cohesive communities. Under 'Growing Successfully' the ambitions include affordable and decent housing, keeping Barnet moving, and giving people skills to access employment.
- 5.27 These themes and ambitions are sets out in more detail in LB Barnet's Corporate Plan. This highlights the Brent Cross Cricklewood site as being key in the establishment of Barnet as a 'Successful Suburb'. The site is also used to demonstrate the council's ability to facilitate the delivery of high quality environments in which 'business wants to invest and people want to live.'
- 5.28 LB Barnet's policies set out a vision for the Borough as a whole and for development therein that is focused on being a First Class Suburb. LB Barnet's policies have two main implications for Brent Cross Cricklewood. Firstly, the

6.16 Table 6.1, below, shows the total gross numbers of jobs that it is anticipated will be employed in the new development, by each use. Jobs to floorspace ratios are based on research undertaken by Arup for English Partnerships and specific analysis by HDS of Rail Freight, Transport and Industrial uses. Floorspace ratios for business floorspace are deliberately conservative – ratios of 1 job to 16.7 metres of space have been used to inform the London Plan assessment of floorspace requirements.

Table 6.1: Gross Employment by Use

	Floorspace (sqm)	Sqm per Job	Jobs
Business	395,297	22	17,968
Leisure	26,078	50	522
Retail <sup>3</sup>	87,794	20	4,390
Hotels	61,264	35	1,750
Community (inc hospital)	53,195	50	1,064
Industrial (inc Rail freight)	61,314	56	1,095
Transport	2,533	85	30
TOTAL	705,595		26,817

Source: HDS Analysis

6.17 It is estimated that of these around 6,000 will be brought forward in the early stages of the development and of these, around 5,500 will be in retail and leisure sectors.

6.18 Next it is important to consider the extent to which this employment is additional. Economic analysis of developments also often consider the “**deadweight**” impacts of development – that is what would have happened anyway without the development and “**displacement**” activity that comes to Brent Cross Cricklewood and is displaced from elsewhere.

6.19 As noted in Section 5 above, there are already a significant number of jobs located in the Brent Cross Cricklewood Development site and without the development they would remain. It is difficult to be precise about the number as there is no single source of data. We have used data from the 2001 Census, combined with the Annual Business Inquiry and a range of business databases such as Dun & Bradstreet. We estimate that there are 600 retail and public sector jobs and 900 industrial and distribution/warehouse jobs within the development site.

6.20 With the exception of the jobs currently within the Brent Cross Shopping Centre and the Hilton Hotel (total employment 4,000 between them) the other employment uses are likely to be re-located or replaced and are therefore **deadweight** and should therefore be subtracted from the total.

6.21 Given the proposed timescale of the development, and the fact that the London Plan identifies retail capacity and the need to provide significant floorspace for

<sup>3</sup> Assumes approximately 80% GEA to Net Lettable

employment uses we have assumed that **displacement** is not significant in this context.

Table 6.2: Net Employment

	<b>Business</b>	<b>Retail/ Leisure</b>	<b>Other</b>	<b>All</b>
<b>Total Employment</b>	18,000	6,200	1,100	25,300

Source: HDS Analysis, *Rounded*

### Spatial Impact

- 6.22 In order to assess travel to work patterns that can be expected in the new Brent Cross Cricklewood Regeneration area current commuting patterns were analysed and mapped. This was set out in Section 5.
- 6.23 In total 65.5% of current employees in the BXC area live in the Wider Impact Area, although only a very small proportion live in Camden. For the Shopping Centre this rises to 67.2%, excluding the Shopping Centre it totals 61%.
- 6.24 At present however there are very few employees in commercial office jobs. In order to assess this we have undertaken a review of locations in outer London which have significant proportions of office employment to assess travel to work distances. Using data for the selected areas, travel to work patterns were analysed for those living within given distance bands. This analysis found that approximately half of employees lived within 5km of their workplace, with a further 16% within 10km. We have therefore assumed that around 50% of employees in office employment would come from the Wider Impact Area.
- 6.25 In assessing likely spatial impacts of the new employment we have then applied the 65% employment for the Wider Impact area to retail, industrial and other jobs and 50% to the business jobs. This shows total employment from the new development, in the Wider Impact Zone as approximately 15,000.

Table 6.3: Net Additional Employment in Wider Impact Zone

	<b>Business</b>	<b>Retail/ Leisure</b>	<b>Industrial</b>	<b>All</b>
<b>Total Employment</b>	9,000	5,070	1,300	15,370

Source: HDS Analysis

### Catalytic Impact

- 6.26 The analysis above shows how Brent Cross Cricklewood will become a new town centre bringing 25,000 net new jobs to the area. This in itself will provide not only a major focal point for the North London area but also contribute significantly to the continuing economic growth of London as a whole.

- 6.27 On top of the employment impacts set out above, additional economic output (GDP) will be brought to the local area through three main factors:
- Additional demand created by residents and employees on site – there will be approximately 7,35500 new residential units at Brent Cross Cricklewood. The average household weekly expenditure on goods and local services is approximately £310. The 7,35500 net additional dwellings in the development would therefore be expected to account for around £11824m a year in household spending, including convenience and comparison shopping.
  - Additional demand created by increased employment opportunities at Brent Cross Cricklewood – economic activity will be stimulated by the increase in employment at Brent Cross Cricklewood. This increased employment will result in an increase in disposable income which will in turn be spent and thus generate more economic activity.
  - Additional demand created by visitors to Brent Cross Cricklewood – largely generated as a result of the consolidated and extended retail facilities
- 6.28 The employment will be associated with productive economic activity that will contribute to GDP. According to the latest ONS statistics GDP per worker in London was approximately £43,500. At this average, the 25,000 jobs at Brent Cross/Cricklewood would be associated with £1.1bn of GDP.

- Principle 3: Fair financial contribution from all users of the services and areas on the estate, allowing for limitations arising within those contributions to enable some elements of the housing to be affordable, not only in respect of rent or price, but also in terms of costs of ongoing maintenance and service charges.
  - Principle 4: A sound commercial approach which understands that there will be a requirement to create a mechanism to make up any revenue shortfall and which is realistic in terms of the balance between planning gain at the outset and the long term success of the development.
  - Principle 5: Providing the facilities and focus for transport coordination with key stakeholder involvement including LB Barnet and TfL.
- 7.18 The creation of a new BXC Estate Management Company is likely to be independent of the existing Brent Cross Shopping Centre Management Company, but would have the benefit of this team's extensive experience and expertise and proven track record.
- 7.19 In addition, it is suggested that a new role could be created as a 'Brent Cross Cricklewood Town Centre / Area Manager'. This role would be created in conjunction with the LB Barnet to oversee the newly developed area and would be in line with the findings of Government research set out at the start of this section.

## Jobs and Skills

- 7.20 The 'Growing Successfully' theme of LB Barnet's Community Strategy includes an aim to ensure that residents are equipped with the necessary skills to be able to access employment opportunities. This is particularly relevant to the BXC development given the enormous increase in jobs that it will bring to the Borough. At present there are around 110,000 jobs in Barnet and BXC will increase that by over 26,000.
- 7.21 Research undertaken by SQW for LB Barnet and partners included separate estimates for employment growth across the Borough. These included estimates for BXC that were based on broad parameters for development. The estimates included in this report reflect the greater specificity of Development Proposals but are not significantly different from SQW's estimates.
- 7.22 Overall SQW estimated that around half of the new jobs across the Borough would be filled by people resident in Barnet. Of those, around two-thirds would already be in employment, 20% would be residents new to the Borough, 8% would be currently unemployed and 6% would be currently economically inactive. At BXC this is the equivalent to over 1,000 jobs going to unemployed people and 750 to economically inactive people.
- 7.23 The report states that partners in Barnet recognise that it is advantageous for a significant proportion of new jobs in the Borough to be filled by Borough

residents. Perhaps more importantly, the increase in employment offers an opportunity for the Borough's less advantaged groups to enter the labour market. The report sets out three recommended areas for action.

- 7.24 Under "Supplying Skills" it sets out the following targets and actions:
- Increase the numbers of people with basic employability skills – primarily to help non-employed people into the new entry level jobs
  - Increase the number of people with intermediate skills – typically those working in mid-range positions
  - Ongoing training and skills development for the existing workforce
  - Particular targeting of young people who are not in employment, education or training
- 7.25 The second area for action is "Entry Into Employment" and recommends support for the estimated 5,000-6,000 "reserve" workforce currently claiming benefits. Actions include:
- Raising awareness of the large scale of job opportunities coming forward
  - Employability services focused on small pockets of low employment
  - Improved outreach
  - Specific tailored efforts to groups facing particular barriers to joining the workforce (eg lone parents)
- 7.26 The third area for action is "Meeting demand for construction jobs". This states that it is a realistic aim is for 25% of new jobs to go to Barnet residents and that this implies an additional 70-80 construction trainees per year.
- 7.27 These themes were then expanded in the Skills Development Plan (SDP) that was funded by the Brent Cross Cricklewood Development Partners. The report highlights four findings in relation to construction and skills in the Borough.
- First, it finds a significant and increasing population of young people not in education, employment and training who aren't well served by current provision.
  - Second, that although general language teaching and basic skills are adequate, there is a need for more vocationally targeted provision.
  - Third, there is a shortage of vocationally specific training in relation to key growth sectors, particularly finance and business services and retail and hospitality.
  - Fourth, training is currently targeted at lower rather than the higher level qualifications which will be increasingly required in the future.
- 7.28 It then highlights a number of interventions which could target key groups. These include:
- Targeted initiatives in the west of the Borough to link unemployed and economically active residents into new jobs
  - Activities to increase the number of residents with basic employability skills
  - Support for employees to gain intermediate skills (Level 2, 3 and above) linked to key growth sectors

- Work with schools and colleges in curriculum development to ensure that provision is relevant and that there are progression routes
- A workforce agency providing employer focussed activity to ensure a commercially focussed service
- Awareness training amongst local residents of the opportunities on offer
- Outreach to local communities to provide information on jobs, training and education opportunities
- Targeted activities to address the needs of specific groups such as recipients of incapacity benefits or lone parents
- A specific construction industry initiative to target local needs
- The possibility of provision of “new facilities and learning channels” to provide services in community and/or work based settings.

### **Engaging with the SDP Framework**

7.29 The Brent Cross Cricklewood Development Partners welcome the findings of the SDP and believe that it provides a good framework for engagement between employers (including contractors), tenants in the new development, training and education providers and local people. The Partners are committed to working with LB Barnet, and others, to seek to maximise the employment benefits of the proposals.

7.30 The Partners have three main target areas for activities and monitoring. These are:

- the 13,260 residents of Brent Cross Cricklewood
- the residents and businesses of the London Borough of Barnet, in which the development is located
- the Wider Impact Area of Barnet, Camden and Brent

7.31 To maximise the benefits of the opportunities described above a series of objectives will be used to define the key strands of the strategy and to measure the success of interventions. They are:

- That local people get jobs at Brent Cross Cricklewood
- That employers can recruit people with the skills they require locally
- That people who live at Brent Cross Cricklewood have access to excellent education, training and employment opportunities
- That Brent Cross Cricklewood is home to a thriving community which maximises employment and enterprise with businesses ranging from one person companies to international employers
- That Brent Cross Cricklewood businesses are an integral part of a wider thriving North London economy
- That schools in Barnet are fully aware of the training and employment opportunities at Brent Cross Cricklewood
- To use employment as a means to aid integration at Brent Cross Cricklewood

- 7.32 Achieving this will require a pro-active approach, seeking out opportunities and developing projects and programmes through positive engagement in partnerships, working with a wide range of partners to achieve joint objectives.
- 7.33 The Development Partners believe that they can most strongly contribute to achieving the proposed objectives in the following ways:
- Engagement with schools, colleges and local people to inform and engage them on the career opportunities the Development will bring;
  - Encouragement of contractors and tenants to engage with the proposed Workforce Agency, both in broadly guiding training provision and also in developing specific customised and recruitment activities;
  - Links with outreach activities in Barnet and with activities in neighbouring boroughs to ensure access to opportunities for local people
- 7.34 The Development Partners believe that by promoting and assisting in the implementation of types of activities identified for the construction element of the SDP (together with LB Barnet and partners such as Barnet College), the demand-led focus for skills development set out in the Government's Leitch Review (published in December 2006) can be encouraged.
- 7.35 To do this, workforce development activities will need to be demand-led; deliver relevant skills training; be focused on supporting individuals to success; and, integrated.

## **Construction Jobs**

- 7.36 The first jobs available will be in the construction phase and therefore training and job brokerage will initially be largely focused on this sector. The Development Partners believe these activities should start now to maximise the skills and employment opportunities.
- 7.37 It is anticipated that Brent Cross Cricklewood will require in excess of 14,000 construction-years to build which equates to around 1,400 full time equivalent jobs. The peak headcount on site will be around 1,800 construction workers though the number actually on-site will vary over time and through different phases. The work will be carried out by a range of contractors and sub-contractors which can provide job opportunities for residents over a wide area.
- 7.38 The Development Partners are keen to build on existing successful projects in Barnet and the Wider Impact area. The SDP identifies the success of the Building One Stop Shop (BOSS) in neighbouring Brent and aims to replicate its success in Barnet. The BOSS has been successful in engaging with contractors and developers and would be a good model to adopt. Given the importance to the BOSS of the College of North West London (CNWL) as a Centre of Vocational Excellence (COVE) in construction it would be sensible to work with partners to extend existing services rather than create an entirely new initiative.

- 7.39 An early initiative could be the appointment of a Brent Cross Cricklewood “Skills Champion” to begin the planning activities in more detail. This would include identifying how the employment requirements of the developers, contractors and sub-contractors would be identified and notified to the Council and the BOSS. This would need to include a breakdown of the likely construction skills required for the development.
- 7.40 On the labour supply side, LB Barnet and partners will need to assess the training needs arising from the breakdown of skills required to ensure that local people are trained to be able to access the opportunities at Brent Cross Cricklewood as they arrive. The Skills Champion could start this work.
- 7.41 Further tasks would include addressing how local residents will be engaged and the drafting of a development agreement between the Development Partners, LB Barnet, Barnet College, Jobcentre Plus, the Learning and Skills Council and other partners. This would set out the key roles of the Development Partners (and their contractors) and LB Barnet (and training delivery partners).
- 7.42 The key roles of the Development Partners (and contractors) will be:
- Provision of information to the Council to ensure that appropriate training is in place to provide residents with the right kinds of skills and qualifications
  - The active involvement of contractors and sub-contractors in defining their needs and offering specific opportunities, through apprenticeships and other support to residents
  - Participating in the funding for training and job brokerage services and possible provision of an on-site practical training facility
- 7.43 LB Barnet (and partners) key roles will be:
- Provision of bespoke training to enable local residents to gain the skills they require
  - Providing linkages to and clear routes into Brent Cross Cricklewood opportunities from training providers and brokerage services in the area
  - Coordination of a jobs brokerage service to ensure that local residents and intermediary agencies are aware of the vacancies at Brent Cross Cricklewood

## **Other Training**

- 7.44 Through the provision of social infrastructure the Development Partners will be providing new facilities which can support education, training and recruitment activities. A Community campus, to the north of the market square, south of the A406, will provide access to education and training rooms, ICT facilities and meeting and exhibition space.
- 7.45 In addition the Development Partners are also examining the feasibility of providing on-site training facilities at Brent Cross Cricklewood which would be available to tenants to use for their staff training and to external training bodies to run retail and leisure-related courses.

7.46 Training by tenants is particularly important, especially in the retail sector. As set out in Section 6, the early employment at Brent Cross Cricklewood will mainly be in the retail and leisure sectors, with around 5,500 jobs in those sectors in the early stages of development. Much of this will go to people who live relatively locally because, as was set out in Section 5, travel to work distances are relatively short in these sectors. This means the jobs present a major opportunity to address some of the issues identified in the SDP and help ensure local people can access employment at Brent Cross Cricklewood.

### Community Facilities

7.47 A separate report – the Social Infrastructure Strategy (BXC Volume 10) – accompanies this application that deals with community facilities and social infrastructure. This report is based on extensive analysis of likely demand for various types of facility and consultation with key partners, delivery organisations and user groups and sets out the likely mix of facilities that will be provided as part of the development.

7.48 The Social Infrastructure Strategy describes how education, health and other community facilities will be provided in the development. The production of the strategy involved:

- Undertaking detailed reviews of school sites to identify how best schools can be provided and re-provided as part of the Proposals; and
- Work with LB Barnet and other partners in the area to develop models for the delivery of the range community facilities, with a particular focus on location and co-location of facilities and the management of facilities.

7.49 The strategy defines community provision, and assesses the current population and provision of facilities in the area. It then identifies the development proposals and their population impacts and draws out the implications of population projections for social infrastructure provision. It reviews place making and strategic policy issues and identifies implications for social infrastructure provision arising from these.

7.50 It concludes that the Proposals need to address problems with current provision, mitigate the impacts of the development proposals, and anticipating and incorporating major strategic requirements in creating a new centre and providing for new forms of service delivery.

7.51 The assessment of current provision found that in quantitative terms the wider Cricklewood/Brent Cross/West Hendon area is well provided with community facilities, particularly focused on existing town centres. The development area itself has very limited provision due, in part, to a very low residential population, and the isolated nature of the current Brent Cross Shopping Centre. One of the key challenges for the development therefore is to create a public and civic focus to the regeneration area to supplement its commercial role.

7.52 A range of provision is required as a direct result of the development proposals.

- 7.53 First, this involves the re-provision of the Mapledown and Whitefield Schools and the Hendon Leisure Centre which are being re-located as a result of the development proposals. In the case of Mapledown School this offers the opportunity to address the currently poor provision.
- 7.54 Second, a range of provision is required to mitigate the impact of the development of around 7,323 ~~additional~~new housing units. This will require:
- ~~Pre-school provision for up to 130 to 180 full time places~~
  - ~~657 to 950 primary school places, with an additional 100 from West Hendon~~
  - ~~Around 319 to 507 secondary places, plus 110 to 160 sixth form places, although the net figure could be significantly lower~~
  - ~~Pre-school provision for up to 130 to 180 full time places~~
  - ~~700 to 950 primary school places, with an additional 100 from West Hendon~~
  - ~~Around 354 to 507 secondary places, plus 120 to 160 sixth form places, although the net figure could be significantly lower~~
  - An 8 GP surgery and perhaps 14 additional primary care staff (including mental health services, and 5 adult social services staff
  - A small library facility
  - Safer Neighbourhood provision for the Metropolitan Police
  - Other community provision providing a range of room types, which can be used for general community use, faith provision, access to information technology, and arts and cultural uses. This has the potential to be co-located with the facilities described above and/or through multi-functional space.
- 7.55 In creating a new centre the proposals need to address a range of strategic policy objectives. In particular they need to take into account the future strategic role of Brent Cross Cricklewood as a “New Town Centre” – providing community and leisure facilities for a wider population than solely the development itself and second it needs to provide local facilities easily accessible to new residential populations. This suggests the clustering of facilities in selected locations within the development.
- 7.56 The proposals also need to take into account wider policy developments and likely future trends in the delivery of public services. In relation to services for children and those providing learning opportunities there is a need to see provision as part of an overall package of services for children and families in the area. This will involve all schools being extended schools and providing wider provision, and the need for the development not only of Children’s Centres and public provision of pre-school education but also support for and stimulation of voluntary, community and private provision. Given the extensive plans for new and improved school provision within the development area they will play a central role as community hubs for the new development.
- 7.57 Primary care facilities are also likely to play an increasingly important role in the local area, working with social services and the services for children and families described above. The Primary Care Trust wish to see flexibility in the provision of a “hub and spoke” model which could include a major primary care centre serving a wider strategic function working alongside a smaller local centre. These will need to relate to the other proposed facilities.

- 7.58 In addition to this specific provision there is also an identified need for a range of flexible spaces which can provide for the diverse needs of a range of groups, organisations and service providers. This could involve halls, meeting rooms, training rooms, and public space which can play host to a range of activities including various community and faith activities as well as learning, arts, sports and recreation provision.
- 7.59 The strategy sets out the timing and phasing of this provision as well as addressing issues of location and co-location of facilities. It draws strong links with the Estate Management Strategy, describing how the provision and management of social infrastructure can be integrated with the management of the area and overall estate.

## Summary and Conclusions

- 7.60 The introduction to this report set out a series of regeneration objectives the achievement of which would ensure that local people and businesses and the wider Borough of Barnet and North London can benefit from the opportunities that the development offers. These were:
- To create a new strategic mixed used centre for North London
  - To provide new shops, business space, homes and facilities to meet strategic and local needs
  - To deliver around 7,350 new homes to meet a range of household needs, and provide affordable homes
  - To deliver first rate community facilities which can support the integration of existing and new communities and provide excellent public services for local people
  - To create a high quality environment, which is managed and sustained over the long term
  - To provide opportunities for the communities of north London, including those in deprived areas and facing exclusion from the labour market
- 7.61 These are key elements of a sustainable community and LB Barnet's vision of a first class suburb. This report has set out how each of these will be achieved or delivered and this section has focused in particular on providing community facilities, creating and maintaining a high quality environment and providing opportunities for those excluded from the labour market.
- 7.62 The vision for the Development is to create a new town centre made up of new homes, jobs, shops, public spaces, leisure, cultural and community facilities. The scheme will involve a retail offer with an expansion of the Brent Cross Shopping Centre and the provision of retail floorspace in the new designated 'high street' area which crosses the A406 North Circular Road. It is intended that the retail space created will not only be of high physical quality but in addition be set in a thriving and vibrant environment.

- 7.63 The development will bring around 7,350 homes and over 25,000 new jobs to the area. This is in line with the policy aspirations of the Mayor and LB Barnet for the area to play a much more significant socio-economic role.
- 7.64 At present part of the site is playing no socio-economic role at all, and part is supporting relatively low-grade employment uses. The Development will therefore bring brownfield land that is currently un-used or underused into (more) productive uses. In doing so, it will increase both the amount and the range of employment on offer.
- 7.65 In the later stages of development BXC will significantly increase the amount of office employment in the area. This is likely to be within the business services sector, a sector that is forecast to grow quickly in London over the next 15 years and is slightly under-represented in the area at the moment. In earlier phases it will also increase retail employment which is slightly over-represented in the area at the moment. Total new employment is estimated at slightly over 25,000. In turn this will have a wider catalytic effect – through employing people from a wide area, through the spending of residents and workers and through the stimulation of significant economic activity.
- 7.66 Before that, the development will create significant construction employment. The construction phase for the Development is expected to account for around 14,000 person years of employment. A significant proportion of the construction employment forecast is expected to be on-site (typically around half), with the rest being elsewhere in the construction supply chain.
- 7.67 In later stages, there is a mismatch between the jobs that will be located at the Development and the usual occupations of local unemployed people. This reflects the fact that most of the new employment will be in offices and therefore at higher skill levels whereas unemployed people tend to have lower-level or no skills. However, in absolute terms the number of jobs is higher than the number of unemployed people in the Immediate and Inner Impact Areas at all skill levels. The Development will therefore offer opportunities to local unemployed residents.
- 7.68 In addition, the activities identified in the Skills Development Plan to increase the skills of local residents and to which the development partners will contribute will address this issue. The Development Partners are committed to playing a full and active role in these types of activity and doing what they can to ensure that local residents are able to access employment at Brent Cross Cricklewood.
- 7.69 When completed, the Brent Cross Cricklewood area will be seen to be a sustainable community providing much needed housing and an extensive employment offer within a well-designed, well-managed neighbourhood. It will be a place where people want to live and work, now and in the future.