

Date: 22 January 2015

Item 9: Brent Cross Redevelopment

This paper will be considered in public

## 1 Summary

ID/UIPXXX Brent Cross Redevelopment				
Existing Financial Authority	Estimated Final Cost (EFC)	Existing Project Authority	Additional Project Authority Provided	Total Project Authority
£286m <sup>1</sup>	£39.3m <sup>1</sup>	£1.9m	£4.5m	£6.4m

### Authority Approval:

The Committee is asked to note that:

- Financial Authority of £286m exists;
- the current intention is for Hammerson and Standard Life (together the Developer) to deliver the works to TfL’s highways and the M1, subject to negotiating sufficient protections and controls for TfL;
- Project Authority of £1.9m exists and, in accordance with Standing Orders, the Commissioner has granted additional Project Authority of £4.5m (which is fully funded by the Developer) to proceed with investigation works and pre-construction planning until completion of the concept design for the scheme; and
- Procurement Authority of £1.5m exists and will be increased if necessary in due course in accordance with Standing Orders.

**Outputs and Schedule:** The scheme is part of the Brent Cross Cricklewood Regeneration programme. It will allow for additional traffic capacity at the junctions between the A5/M1/A406 and A41/A406, provide a new pedestrian and cycle “living bridge” and a bridge replacement across the A406 to increase permeability between the southern development and the new Brent Cross shopping centre. The highways improvements will be delivered between 2016 and mid 2021.

- 1.1 Brent Cross Cricklewood Regeneration Programme is a key part of the London Plan (2011) and the London Borough of Barnet’s Core Strategy (2012). The scheme aligns with the Mayor’s Road Task Force’s aspirations by providing for efficient and reliable movements, unlocking growth and development potential and supporting economic, cultural and social activity.

<sup>1</sup> Fully third party funded

- 1.2 Hammerson (Brent Cross) Limited and Standard Life Investments (together the Developer) has received consent to deliver Phase 1 of the redevelopment, comprising highway infrastructure works and the expansion of the shopping centre. The Developer will fully fund Phase 1. TfL will recover from the Developer all its costs properly and reasonably incurred in relation to the development.
- 1.3 The planned approach is to permit the Developer to carry out the works to the TfL network, provided that TfL can secure strong controls over the Developer's activities, particularly in relation to reliability of the roads network, and adequate financial security.
- 1.4 A Memorandum of Understanding (MoU) between the Developer, TfL and other highway authorities is under negotiation. It will set out the relationships between all parties and the respective commitments to deliver the project.
- 1.5 A section 106 agreement is in place and establishes the Developer's obligations in relation to the highways.
- 1.6 It is envisaged that agreements under the section 278 of the Highways Act 1980) and other agreements will be required between TfL and the Developer for each of the work packages. These will confirm TfL's requirements, provide for reimbursement of TfL's cost, establish step-in rights and require a bond to be established to fund completion of works should the Developer default.
- 1.7 TfL's costs through completion of the concept design stage are forecasted to be £6.4m. The full EFC of TfL's costs is currently being estimated; it is likely to be approximately £39.3m.
- 1.8 The project currently has 'seed funding' Project Authority of £1.9m and Procurement Authority of £1.5m. The Commissioner [has also recently given/will shortly give] additional Project Authority of £4.5m.

## **2 Recommendation**

### **2.1 The Committee is asked to:**

- (a) note the current intention for the Developer to deliver the works to TfL's highways and the M1, provided that strong controls for TfL (especially in relation to network reliability) and adequate financial security can be established;**
- (b) note that there is existing Financial Authority of £286m;**
- (c) note that there is existing Project Authority of £6.4m to proceed with investigation works and pre-construction planning until completion of concept design, recognising that all TfL's costs in relation to the development will be recovered from the Developer; and**
- (d) note that there is existing Procurement Authority of £1.5m and that this will be increased if necessary in due course in accordance with Standing Orders.**

### **3 Background**

#### **Strategic context of request**

- 3.1 The Brent Cross Cricklewood Regeneration Programme forms the core of the London Plan's Opportunity Area of the same name, involving £4.5bn investment and creation of 7,500 homes and 27,000 jobs.
- 3.2 The development site comprises 151 hectares straddling the A406 North Circular Road, bounded by the A41 to the east and the A5/M1 to the west, and represents a significantly underused area of brown field land. The site is identified in the London Plan (2011), the adopted London Borough of Barnet Core Strategy (2012) and Chapter 12 of the London Borough of Barnet Unitary Development Plan (UDP) (2006) as an appropriate location to accommodate significant new homes and jobs.
- 3.3 Planning permission for the comprehensive regeneration of the Brent Cross Cricklewood site was granted on 28 October 2010. It was subsequently varied to adjust the phasing of the development, add a 'Living' bridge and a pedestrian and cycling bridge over the A406 linking the new residential area to the shopping centre.
- 3.4 The overall aim of the scheme is to create a sustainable new town centre for Barnet, with a commercial core and a retail environment along a new High Street. To the north of the A406, the development will consist of mixed use retail extensions to Brent Cross Shopping Centre around the new pedestrian High Street, the relocation and expansion of Brent Cross bus station, the re-alignment of the River Brent as well as new residential, leisure, hotel and business buildings. This development will generally occur upon the existing areas of surface level car parking, which are to be provided in either underground or multi storey facilities. On the south side of the A406, development will involve the demolition of existing buildings and the construction of new residential, office, industrial, retail, school and community buildings, all with improved car parking facilities as well as new waste recycling / energy generating plant. The High Street will break down barriers to movement within the site, especially across the A406, and also ensure integration with existing surrounding areas, thus allowing the benefits of the redevelopment to extend beyond the boundaries of the application site.
- 3.5 All of the strategic road network changes and the new bus station, designed to cater for full site build out, have to be provided during the first phase of development. A new Network Rail train station is due to be provided at a later stage of the development.
- 3.6 The London Borough of Barnet is now seeking to identify and secure a development partner to help realise the potential of the southern section of the wider Cricklewood master plan.

#### **Contribution to Mayoral Strategy**

- 3.7 The Mayoral Strategy is embodied in the Surface Transport Outcomes. The Developer's investment in Phase 1 of the Brent Cross Cricklewood Regeneration Programme will enable TfL to obtain positive outcomes, as summarised in Table 1.










Principal Outcomes		Commentary
	Quality Bus network	Creating a new bus station at Brent Cross will provide more capacity, enhance the passenger environment and enable improved bus operation. Improvements to bus stop access and information will also help passengers and improve schedule reliability.
	Reliable Roads	Increasing road capacity at major junctions to accommodate future growth associated with the development and the new shopping centre. New road layouts for Staples Corner, the M1 junction and A41 junction will enable more efficient movement through these junction and on the North Circular, reducing congestion and improving journey time reliability for all road users. Reducing rat-running and improving junctions on the local road network will reduce congestion and improve the environment for residents.
	More and safer cycling	Providing new segregated cycleways and new routes across the A406 North Circular will increase permeability through the area and boost cycling and cycle safety. New cycle routes and upgraded routes will be direct and continuous. They will integrate with TfL's wider network, including Cycle Superhighways and Quietways.
	More and safer walking	New pedestrian bridges, simpler routes and segregation, will greatly enhance the experience for pedestrians and will be coordinated with existing networks. The new and upgraded routes will be safer, more accessible and attractive to use. Improved permeability and way-finding will encourage more walking in the area.
	Efficient deliveries	Additional capacity provided on the M1 off-slip and new slip roads to access/egress Brent Cross will enable greater efficiency for the operation of the shopping centre, other local businesses and local residents.
	Reduced casualties	Greater segregation and improved walking and cycling permeability across the North Circular will reduce the number of conflicts between non-motorised users and general traffic. The entire infrastructure design is intended to enhance safety for the travelling public, particularly at collision hotspots (Staples Corner and Brent Cross Interchange).
	Harnessing river's potential	The River Brent will be relocated and transformed from a dull concrete culvert into a thriving and welcoming green artery, combining leisure space with pedestrian and cycling routes.
	Reduced Crime	Improved lighting, more welcoming access and surroundings of the shopping centre, and redevelopment to the south, will provide a more attractive landscape and contribute to a feeling of safety for residents, workers and visitors.
	Improving the environment	Pedestrians, residents, businesses and visitors will benefit from reduced congestion, an improved urban design, including tree planting, new and improved green spaces and the revitalisation of the River Brent.

Table 1 - contribution to the Surface Transport Outcomes

### Funding and Authority Strategy – previous and/or future Submissions

3.8 The project currently has 'seed funding' Project Authority of £1.9m and Procurement Authority of £1.5m. The Commissioner has also approved additional Project Authority of £4.5m in advance of the meeting of the Finance and Policy Committee on 22 January 2015, which will allow the project to process until the completion of the concept design stage, including the following activities:

- (a) defining requirements, establishing governance, progressing the negotiation of legal agreements (MoU, section 278, land acquisition);
- (b) design review (including traffic modelling, highways and structures);

- (c) pre-construction planning; and
- (d) investigation works (utilities and structures).

- 3.9 TfL's costs properly and reasonably incurred in performing these activities will be recovered from the Developer pursuant to a Cost Letter, dated 29 October 2014. Under that agreement, TfL provides an annual forecast of its costs, and the Developer transfers the necessary funds to an escrow account from which TfL draws down reimbursement of the actual costs incurred. Both TfL and the Developer are satisfied that the necessary arrangements are in place and working satisfactorily.
- 3.10 TfL's costs related to Town Planning, including the Reserved Matters Applications, will be recovered from the Developer pursuant to the section 106 Agreement signed in July 2014 by TfL and the Developer.
- 3.11 It is envisaged that section 278 Agreements will be required between TfL and the Developer for each work package. These agreements will confirm funding for TfL's costs, payment of commuted sums for increased operational costs, define the scope of works, and set out payment mechanisms, indemnities, warranties, bonds and other contractual arrangements.
- 3.12 Further Project Authority and Procurement Authority will be sought at the end of the concept design stage, by which time the scope of TfL's responsibilities and estimated costs will be more certain.

#### **Life cycle stage, delivery status and progress**

- 3.13 Initiation, feasibility and option selection stages of the project have been led by the Developer as part of the planning application process. The authorities granted will allow TfL to progress through the feasibility and concept design stages of the scheme.

## **4 Proposal**

### **Preferred design solution**

#### **Summary and scope of preferred option**

- 4.1 The highway works associated with the Brent Cross Cricklewood Regeneration Programme are illustrated in Appendix 1 and Annex 1. They include:
- (a) M1/A5/A406 – Staples Corner roundabout to be amended with an enlarged signalised junction, which will join major improvements through to the M1 junction;
  - (b) ingress/egress to Brent Cross Shopping Centre off the A406 to be amended and a new slip-road to the A406 formed; enlargement of the internal roads and roundabouts;
  - (c) A41/A406 – roundabout improvement works with capacity enhancements and major structures; and
  - (d) replacement of the existing Temple of Avenue Bridge with a wider one and construction of a new pedestrian and cycling "Living" bridge over the A406 to provide access to Brent Cross.

## **Impact on Operations**

- 4.2 Brent Cross Cricklewood is situated on the main arterial routes in North West London including the M1, A406, A5 and A41. The current road network is usually congested during peak times due to the volume of traffic. As a result it constitutes a Congestion Management Area, making any on-carriageway works liable to lane rental restrictions. Additionally it will be essential to mitigate any impact on the bus network. The unmitigated impacts will be identified as part of the traffic modelling. Mitigation will then be planned and managed proactively during the design and delivery stages.
- 4.3 The scope of regeneration includes the creation of a new bus station, which will be constructed and fully funded by the Developer. Continuity of bus services will be assured during the construction period by providing a temporary bus station. The temporary and permanent designs, and any operational constraints on bus operation, will be subject to TfL having no objection.
- 4.4 TfL will assess the likely cost of operational impacts and negotiate compensation in the form of commuted sums included in the section 278 Agreements.

## **Equality issues**

- 4.5 The beneficiaries of the Brent Cross Regeneration Programme include the current users of the shopping centre, road and bus users interchanging between the new bus station and the shopping centre, and the local and wider community.
- 4.6 The new shopping centre will become an iconic building and act as a gateway, with transport links to central London and beyond. The road infrastructure upgrade includes larger freer access into the shopping centre complex and encourages free movement of traffic in the area. The new shopping centre and the new bus station will improve step free access. These improvements will enhance the shopping centre environment and make parts of the associated Transport for London Road Network accessible to disabled people for the first time.
- 4.7 A detailed Equality Impact Assessment has been prepared and was reviewed during the Integrated Assurance Review for Stage 1.

## **Benefits (and Value)**

### **High level summary of the business case and value for money considerations derived from the business case document**

- 4.8 The business case will be used by TfL as the basis for assessing options and to optimise the outcomes from TfL's perspective.
- 4.9 Table 1 provides a high level summary of the benefits to TfL, to the road network and the local environment. TfL may have the opportunity to integrate its other programmes with Phase 1, provided Procurement Regulations permit and the Developer is willing to accept the inclusion of the works in their scope. Such integration would enhance the value derived from the Developer's investment. Examples include CS11 and remedial works to the A41/A406 structures.
- 4.10 The Business Case and Benefits and Value Management Strategy have been created in Stage 1 of the project (Outcome Definition). These are being developed during Stages 2 and 3 (Feasibility and Concept Design), as the traffic modelling and concept design mature.

## **Design Solutions Analysis.**

- 4.11 Over the past few years work has been undertaken under TfL's normal development control processes, dealing with the planning application issues including Transport Assessment, necessary highway and transport works and environmental impacts. This process has established the broad scope of work required to the strategic highway network, which was agreed in principle as part of the planning process.
- 4.12 TfL will review the highway, structural and traffic management scheme design and gain assurance that TfL's requirements are satisfied.
- 4.13 There is not a do-nothing option: at the insistence of the local planning authority, under the section 106 Agreement, the Developer will be obliged to commence legal proceedings against any Highway Authority which unreasonably delays or refuses to enter into a Highways Agreement.
- 4.14 The preferred option is the outcome of the integrated transport strategy that formed part of the section 73 application approved in October 2013 by the London Borough of Barnet.

## **Delivery of Preferred Option**

- 4.15 Given the highly interdependent nature of the works, and the consequences of potential additional congestion of the road network, all the parties agree that an integrated approach would be beneficial and that an overall Delivery Strategy should be agreed.
- 4.16 Two main options for the Delivery Strategy were considered:
  - (a) Option A: For TfL to deliver the works to its network and the M1; the London Borough of Barnet to deliver the works to its network; and the Developer to deliver works to the shopping centre site. The parties would coordinate and control the works in a joint team; and
  - (b) Option B: For the Developer to deliver the infrastructure works to its highway network, to the TfL network and the M1, whilst TfL retains rights to ensure that our design, integration and operational requirements are met.
- 4.17 The London Borough of Barnet perceives a high risk that the Developer may disregard consents and permits for works to its network. It perceives that the Developer will seek to minimise disruption to access to the shopping centre and that this is consistent with TfL's interests. However, it perceives that the Developer will be less concerned about congestion on local roads that do not affect access to the shopping centre. Therefore, the London Borough of Barnet will undertake the works on its highway network irrespective of whether Option A or B is adopted.
- 4.18 The Developer has remained firm that it requires direct recourse to the supply chain for the Phase 1 works, and the opportunity to levy very substantial Liquidated Damages (LDs) upon suppliers in the event that late delivery delays opening of the shopping centre. The Developer has stated that it would be unable to obtain finance for the entire scheme if such controls and LDs were not procured. TfL is not able to commit to such arrangements with its supply chain and is not able or willing to take the risk directly.
- 4.19 Hence the preferred option is to pursue Option B, providing that stringent controls and adequate financial security measures are established through the agreements,

particularly in relation to the risk to network reliability. This preference has been discussed with the London Borough of Barnet, which understands TfL's position. The London Borough of Barnet remains keen to collaborate to obtain the optimum overall outcome but has restated its determination to deliver the works to its own network.

- 4.20 TfL has also discussed its position with the Highways Agency (HA). The HA is happy that the Developer undertakes the works to the HA network. It has a suitable framework in place that the Developer can utilise and has good recent experience of works undertaken by developers on its network. The HA is also keen to collaborate as highways authorities.
- 4.21 On 12 December 2014, the Developer was made aware of TfL's proposal to pursue Option B. It has also been advised of the key risks for which TfL will require controls to be agreed in advance of entering into any further agreement. Further meetings are planned with the Developer early in 2015.
- 4.22 The key risks from TfL's perspective are set out in Table 2. The controls proposed in Table 2 will be developed further and will form the basis for negotiation of agreements with the Developer.

	<b>Risk Description</b>	<b>TfL Controls</b>
1	Traffic congestion and poor reliability of transport services during construction or following completion. Impacts reputation of TfL and other authorities.	TfL applies Statutory Powers to control access and works. Right of step-in if the Developer disregards highways consents and permits. TfL obtains assurance through appropriate governance and controls.
2	TfL is unable to change requirements to optimise TfL's outcomes.	Establish the requirements, including for the Structures and Tunnels Improvement Programme (STIP2) and Cycle Superhighway 11 (CS11), in advance of section 278 agreements and procurements. TfL influence procurement and change control.
3	The Developer may fail to deliver the works as planned.	Right of step-in if the Developer fails to deliver the works. TfL to benefit from bonds sufficient to cover the remaining works or reinstatement (as applicable). TfL to benefit from collateral warranties from the Developer and its key suppliers. All authorities and consents remain in TfL/London Borough of Barnet control. TfL fully involved in the procurement process.
4	Construction is not of the required quality.	Assurance provided by quality audit teams independent of the Developer. TfL to benefit from collateral warranties from the Developer and its key suppliers.
5	TfL's other investment programmes may not be integrated with Phase 1A.	TfL to set out its requirements early to enable the Developer to develop efficient designs and delivery plans. TfL requirements to be included in section 278 agreements and procurements.



	<b>Risk Description</b>	<b>TfL Controls</b>
6	TfL may not be able to recover the entirety of its costs.	Cost is fully recovered under the Cost Letter and section 278 agreements. TfL to record and account for its full costs.

**Table 2: Key Risks and TfL Controls**

### **Impact or dependency on other programmes**

- 4.23 The A41/A406 mid-level structure is part of the Structures and Tunnels Investment Programme 2 (STIP2). The scope of structural investigations has been extended to assess the current condition of the structure as an input to the design of an integrated solution. TfL and the Developer have agreed that the cost of the survey will be shared equally between them. STIP2 has in place Project and Procurement Authority for TfL's share of the cost of the structural investigations. The STIP2 Programme will seek authorities for any structural improvement works that are not necessitated by the Developer's proposals.
- 4.24 Cycle Superhighway Route 11 is currently planned to end on the A41 Hendon Way. The cumulative traffic impacts will be assessed to identify potential conflicts on completion of the Brent Cross traffic model. The Developer has committed to maximise the value TfL derives from the Developer's investment in cycling and walking.
- 4.25 In addition to enhancing transport capacity, which is central to the success of this Opportunity Area, an Outcome Plan is being developed to set out the additional desired outcomes that the scheme is to deliver in the context of the TfL Surface Transport Outcomes and commitments to the Roads Task Force.

### **Key milestones**

- 4.26 The milestones currently proposed by the Developer are:

<b>Milestone</b>	<b>Target Date</b>
Submission of Compulsory Purchase Order requirement to the London Borough of Barnet's Committee	January 2015
Modelling and concept design complete	March 2015
Compulsory Purchase Order public enquiry	July 2015
Longstop Reserved Matters Application consent (transport infrastructure)	October 2015
Detailed design complete	October 2015
Construction Commence	June 2016
Longstop start on site (transport infrastructure)	October 2017
Construction Complete	April 2021

**Table 3 – the Developer's Key Milestones**

## **Resources and staffing considerations**

4.27 The Sponsor team and the delivery team have been strengthened through Stage 1, and further resources are being recruited and procured for Stages 2 and 3. It is expected that other departments in Surface Transport will support the project with a total of approximately seven FTE of effort.

4.28 In Stages 2 and 3 the Developer will:

- (a) prepare and submit Compulsory Purchase Order applications to the London Borough of Barnet;
- (b) complete the Modelling and Concept Design;
- (c) make Reserved Matters Applications;
- (d) commence Detailed Design; and
- (e) plan future Stages and establish its team.

4.29 In Stages 2 and 3 TfL will obtain assurance that its requirements will be met. TfL and the Developer will jointly agree the Delivery Strategy, Procurement Strategy and Project Execution Plan.

## **5 Legal Implications**

5.1 The framework of legal agreements is being developed jointly with the London Borough of Barnet, the Highways Agency, the London Borough of Brent and the Developer.

5.2 A MoU is being drafted and negotiated to formalise the working arrangements and delivery strategy between the Developer and the four highway authorities.

5.3 It is likely that the following suite of agreements will be required:

- (a) agreements under section 278 of the Highways Act 1980 between TfL and the Developer;
- (a) agreements under section 8 of the Highways Act 1980 between TfL and the London Borough of Barnet, and between TfL and the London Borough of Brent; and
- (b) agreements under section 38 of the Highways Act 1980 to adopt new elements of highway created by the scheme.

5.4 Given TfL's involvement in this project and the proposal that TfL should adopt certain sections of the works, consideration will be given to the extent of the application of the procurement rules in respect of the appointment of contractors.

## **6 Financial Implications**

6.1 The scheme is fully funded by the Developer, other than structural works TfL may require to the A41/A406 junction as part of its STIP2 programme.

### **Cost estimate development**

6.2 The validated cost estimate will form the basis of annual budgets to be agreed with the Developer in accordance with the Cost Letter.

- 6.3 The hourly rates of all TfL members of staff who are engaged on the project have been calculated to include overheads. The overhead rate is agreed with the Developer.

### **Summary of the costs and funding**

- 6.4 Estimated Final Cost: £39,315k
- 6.5 Funding contribution from the Developer: £39,315k
- 6.6 TfL and the Developer have agreed to increase the scope of the structural investigations and to share equally the associated cost. The surveys will allow TfL Asset Management Directorate to consider the possibility of an integrated solution that would include future planned improvement works in concert with the STIP2 Programme.
- 6.7 The Developer will procure works contracts for the A41/A406 junction (approximately £35m), the TempleHof and Living Bridges (approximately £68m), the M1/A406/A5 junction (approximately £52m) and utility diversions (approximately £39m).

### **Operational costs that are included in Project costs**

- 6.8 No significant ongoing cost changes are anticipated. There may be a temporary increase in operating costs for bus services during construction; this will be assessed once the traffic management is identified, and additional costs will be recouped from the Developer via the agreement under section 106 of the Town Planning Act signed in July 2014 by TfL, the London Borough of Barnet and the Developer.

### **Whole life and ongoing/future costs not included in Project cost**

- 6.9 The Living Bridge is a new structure that will span over the A406. The whole life cost will be analysed in the next phase to determine the commuted sum should the structure be adopted by TfL.
- 6.10 A commuted sum for future maintenance of the new assets will be calculated for each work package, taking into account planned maintenance regimes.

### **Third Party Funding**

- 6.11 The project is fully funded by the Developer.
- 6.12 The significant capital investment is bound to deliver upgrade of existing assets, leading to savings in future maintenance budgets. Additionally, commuted sums to be paid by the Developer will be negotiated where expansion of the asset base (e.g. additional traffic signals, new structures) leads to additional future operation and maintenance liabilities.
- 6.13 The possibility of introducing advertising boards alongside the A406 is currently being explored by TfL Group Property in order to generate additional revenues.

### **Commercial – Procurement strategy**

- 6.14 TfL's design review, investigation works (structures and utilities) and specialists will be commissioned via the London Highways Alliance Contracts arrangements. If internal staff are not available to resource the Sponsor team, then these will be procured via the Engineering and Project Management Framework.
- 6.15 TfL will seek to negotiate in section 278 Agreements the right to be fully involved in the development of the procurement strategy, the procurement process and evaluation of tenders.

## **Commercial – Procurement Authority**

- 6.16 The Procurement Authority of £1.5m provided to date is considered sufficient for Stages 2 and 3. Should TfL staffing constraints require TfL to procure further external resources, then further authority will be sought.

## **7 Assurance**

- 7.1 An Integrated Assurance Review for Stage 1 was conducted by CH2MHill (the External Expert) and they were present with the Independent Investment Programme Advisory Group (IIPAG) and the TfL Programme Management Office at the review meeting with the project team on 24 September 2014.
- 7.2 The five recommendations from the review have been addressed by TfL.
- 7.3 The Sponsor team met with the IIPAG on 11 December 2014. Members of the IIPAG expressed their satisfaction that each of their recommendations had been addressed positively by TfL.
- 7.4 The IIPAG Report and associated PMO report for Stage 1 was based on TfL's assumption at the time that TfL would deliver the works to its network. In the 11 December 2014 meeting, the IIPAG also expressed their satisfaction with TfL's decision to pursue Delivery Strategy Option B.

### **List of appendices to this paper:**

Appendix 1: Project scope map

Appendix 2: Summary of costs and funding

### **List of background papers:**

Reports from the TfL Programme Management Office and the Independent Investment Programme Advisory Group and the management response to those reports.

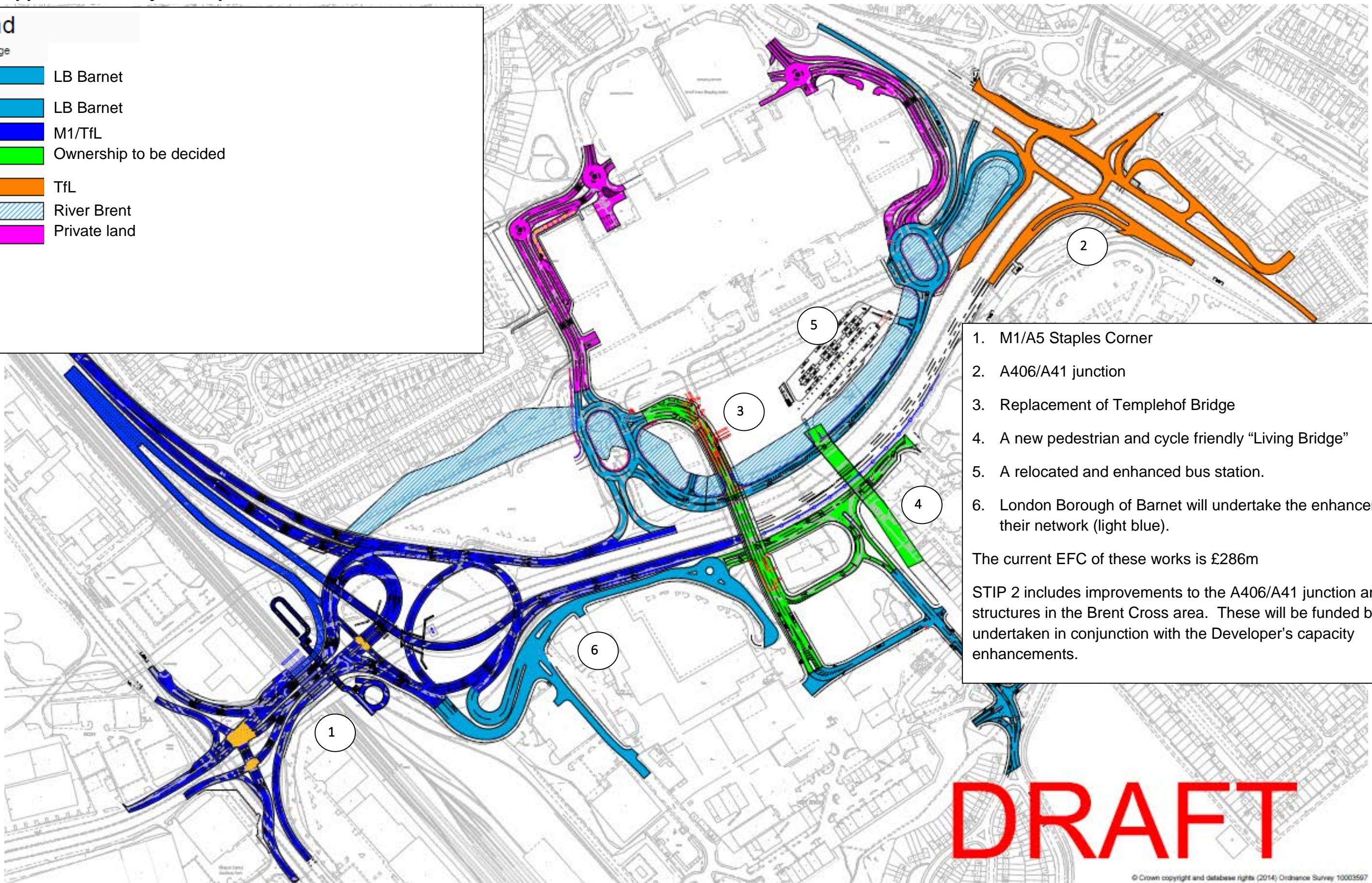
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## Appendix 1 – Project scope

### Legend

Works Package

- LB Barnet
- LB Barnet
- M1/TfL
- Ownership to be decided
- TfL
- River Brent
- Private land



1. M1/A5 Staples Corner
  2. A406/A41 junction
  3. Replacement of Templehof Bridge
  4. A new pedestrian and cycle friendly "Living Bridge"
  5. A relocated and enhanced bus station.
  6. London Borough of Barnet will undertake the enhancements to their network (light blue).
- The current EFC of these works is £286m
- STIP 2 includes improvements to the A406/A41 junction and other structures in the Brent Cross area. These will be funded by TfL and undertaken in conjunction with the Developer's capacity enhancements.

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Figure 1 – Scope of transport infrastructure works

## Appendix 2

### Summary of costs and funding

Costs and Funding £k	Prior Yrs	2014/15	2015/16	2016/17	2017/18	Future	Total
<b>Cost (Out-turn)</b>							
TfL Costs		1,700	3,700	5,500	6,490	15,950	33,340
Design – review of URS model			45				45
Design – review by Conway Aecom		80	110				190
Utility Services investigation		430					430
Structural Surveys		375					375
Specialist advisors			500				500
TfL risk provision		120	550	720	855	2,190	4,435
<b>Estimated Final Cost</b>	<b>0</b>	<b>2,705</b>	<b>4,905</b>	<b>6,220</b>	<b>7,345</b>	<b>18,140</b>	<b>39,315</b>
<b>Investment Funding</b>							
Third Party Funding		2,705	4,905	6,220	7,345	18,140	39,315
Net Cost to TfL		0	0	0	0	0	0
<b>Summary of Authority Requests</b>							
This Authority Request		5,212					
Future Requests (annual breakdown to be determined)			34,103				

Table 4 – Costs and funding summary

Project Authority request (£k)	2014/15	2015/16 (up to P10)	Total
TfL Costs	1,700	2,700	<b>4,400</b>
Design	80	110	<b>190</b>
Utility Services	430		<b>430</b>
Structural Surveys	375		<b>375</b>
Specialist Advisors		380	<b>380</b>
TfL Risk	120	520	<b>640</b>
<b>Total</b>	<b>2,700</b>	<b>3,710</b>	<b>6,415</b>
<b>Procurement Authority request</b>			
Design review	80	110	190
Utility Services investigation	430		430
Structural Surveys	375		375
Specialist Advisors		380	380
<b>Total</b>	<b>885</b>	<b>490</b>	<b>1,375</b>

Table 5 – Project and Procurement authorities