

LONDON BOROUGH OF CAMDEN	WARDS: Regents Park.
REPORT TITLE Maria Fidelis School, North Gower Street – Strategy for implementing temporary meanwhile uses (SC/2017/50)	
REPORT OF Cabinet Member for Investing in Communities	
FOR SUBMISSION TO Cabinet	DATE 6th December 2017
<p>SUMMARY OF REPORT</p> <p>The Maria Fidelis School in North Gower Street will be vacant in 2019 after the school relocates. The property is jointly owned by the London Borough of Camden and London & Continental Railways Ltd (LCR), with a legal Agreement in place that deals with the site’s management strategy and future disposal.</p> <p>The long-term strategy for the site is to realise its full redevelopment and disposal potential following the regeneration of the Euston area and near completion of the HS2 construction. In the interim period, the site will be used for meanwhile uses designed to mitigate the impact of HS2. The Council has completed a feasibility study to identify and recommend the optimal meanwhile uses, which it will implement in partnership with LCR.</p> <p>The proposed scheme includes temporary open space as well as the Euston Construction Skills Centre, that provide essential mitigation to the community from the impact of HS2. It also meets Camden Plan objectives regarding economic growth and investing in our communities.</p> <p>This report seeks Cabinet approval of the recommended meanwhile scheme, which is subject to detailed design and detailed agreement with LCR.</p> <p>Local Government Act 1972 – Access to Information Contact Officer: Andy Sadr - Asset Strategy and Valuations, Supporting Communities. London Borough of Camden, 5 Pancras Square, London N1C 4 AG Tel : 0207 974 6690 ; andy.sadr@camden.gov.uk</p> <p>WHAT DECISIONS ARE BEING ASKED FOR? This report seeks Cabinet to endorse the recommended scheme, subject to detailed design and detailed agreement with the co-owners London & Continental Railways Ltd. The implementation of the scheme is under delegated authority granted to Senior Officers by Cabinet in January 2014.</p>	



Signed:
Neil Vokes, Director Development
Date: 24.11.2017

1. WHAT IS THIS REPORT ABOUT?

1.1 The Maria Fidelis School in North Gower Street will be vacant in 2019 after the school relocates to Phoenix Road which is currently under construction. The London Borough of Camden has commissioned a detailed feasibility study to help identify options for the temporary meanwhile uses of the site which would be in place for a minimum of 10 years from 2017. The long term strategy for the site is to realise its full redevelopment and disposal potential following the regeneration of the Euston area and near completion of the HS2 construction. London and Continental Railway Ltd (“LCR”) are co-owners of the site and there is a legal Agreement between the two parties setting out the site’s management strategy and future disposal. The feasibility study has enabled the Council to identify the optimal option that mitigates the impact of HS2 on our communities. This scheme comprises a Euston Construction Skills Centre, temporary open space, and use of the main building for managed workspace and pop-up retail. The scheme meets Camden Plan objectives regarding economic growth and investing in our communities.

1.2 This report seeks Cabinet to endorse the recommended meanwhile scheme, subject to detailed design and detailed agreement with LCR. The implementation of the scheme is under delegated authority granted to Senior Officers by Cabinet in January 2014.

1.3 Existing Cabinet Approval and Delegated Authority

1.3.1 In November 2014, under delegated authority granted by Cabinet on 22 January 2014, the Council agreed terms of a transaction with LCR and the School Trustees relating to the relocation of the Lower School situated at the Property, owing to the adverse impact of HS2 on the School.

1.3.2 The School Trustees had secured Government funding to rebuild a larger consolidated school at its other site at Phoenix Road, allowing the relocation. However, this required the acquisition of the adjacent garages at Drummond Crescent. LCR were instrumental in this relocation and development by acquiring these garages, and subsequently transferring them to the School Trustees subject to receiving an equity stake in the Property. LCR are a property regeneration agency of Department for Transport, and are part of the HS2 Growth Partnership.

1.3.3 The transactions that have completed and which are now effective, are:

- (A) The three parties entering into a “land-swap” agreement involving (1) LCR transferring the land at Drummond Crescent to School Trustees, (2) School Trustees surrendering its long lease of the Property to the Council and taking a temporary lease and (3) LCR taking a 39% share of the Property; and
- (B) The Council and LCR entering into a Bi-Partite Agreement governing the management of the site, prior to any future disposal.

1.4 Bi-Partite Agreement: Impact on Meanwhile Uses, prior to Future Disposal

1.4.1 The terms of the Bi-Partite Agreement (“legal Agreement”) between the Council and LCR, play a crucial role in the meanwhile uses of the site, and have therefore informed the feasibility study. Its provisions are aligned with the long-term strategy for the site, which is to ultimately maximise the disposal receipt. The legal Agreement deals with two specific matters; the temporary management of the site whilst in the ownership of both parties and its future disposal. The legal Agreement is confidential due to commercial sensitivity, but the salient provisions relevant to this report are set out below.

1.4.2 Under the legal Agreement, the parties must effectively retain the Property for a minimum of 10 years from 2017. Whilst there are pre-emptive rights of first refusal in case of an earlier sale by either party, it serves both parties best to retain the site for this minimum period for two important reasons. Firstly, it is to realise the maximum disposal receipt after regeneration. Secondly, in order to realise the full benefits of the meanwhile uses. LCR have said they intend to retain the site for this period. Accordingly, the feasibility study and the recommended option have due regard to the “Management Strategy” in the legal Agreement during this period.

1.4.3 The main objective of the Agreement, that apply to both the Management and Disposal Strategies, are: (i) Promote regeneration of the Euston area; (ii) Pre-disposal activities to achieve the regeneration objectives and improve planning certainty; (iii) Manage the Property to minimise management costs; (iv) Maximise income; (v) Maximise disposal receipt. It also includes a commercial lettings policy, which focuses on securing lettings on the best terms reasonably possible.

1.5 Feasibility study, HS2 Mitigations and the Recommended Scheme.

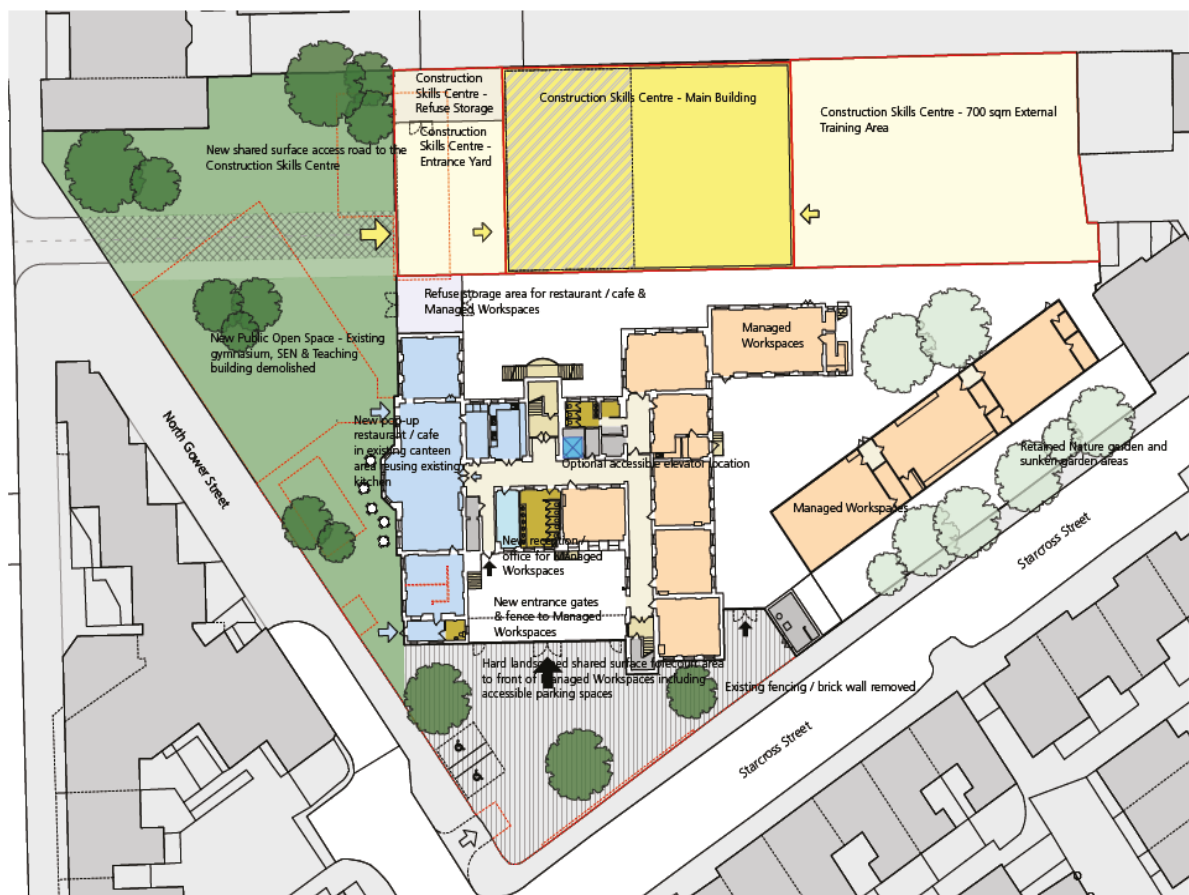
1.5.1 The Council commissioned a detailed feasibility and options study to identify a range of viable options for the meanwhile uses of the site which would also mitigate against the impacts of HS2. This study has particular regard to the physical and planning constraints of the site, the legal Agreement and the Council’s wider objectives, some of which are also encompassed within the legal Agreement. These objectives are as follows:

- Maximise income in line with s.123 of Local Government Act 1972
- Minimise management and security issues from ongoing ownership
- Promote regeneration benefits for the area
- Support the liveability of the area during HS2 construction by providing Temporary open space
- Promote HS2 business mitigation through the Euston Construction Skills Centre (CSC)

1.5.2 The provision of a Euston Construction Skills Centre and temporary open space were pivotal to the feasibility study in respect of much needed HS2 mitigation measures. The Euston CSC is an essential facility that will provide education, training and employment opportunities to Camden residents in relation to HS2, as well as other Council wide construction projects. The current CSC in Kings Cross needs to fully relocate from their current premises to suitable premises. The Council secured £4.1M for its set up and running for a minimum period of 10 years through assurances provided by the Secretary of State for Transport.

1.5.3 Two hectares of temporary open space is being lost during the HS2 construction period of circa 15 years, including St. James' Gardens adjacent to the Property and smaller neighbourhood green spaces. Open space is a vital component in ensuring the health and well-being of communities, as well as offering a range of environmental functions, eg reducing air pollution. To mitigate for this loss, the Council secured an assurance from HS2 to invest in the creation and improvement of open space.

1.5.4 The feasibility study produced a shortlist of four scheme options, and allowed the Council to select and recommend the optimal scheme, referred to as the "Maximum HS2 Mitigation" scheme. This comprises the provisions of the Euston CSC and temporary open space, and the use of the main building for managed work space and pop-up retail. The method of selecting the shortlisted options and the reasons for selecting the recommended scheme are explained in Section 3. The following plan shows the Recommended Option¹: "Maximum HS2 Mitigation" Scheme:



1.5.5 In accordance with the legal agreement, the Council and LCR have to agree on the selected scheme, especially as both will need to fund the development. The Council has provided LCR with full details of the feasibility study, and both have had a number of detailed discussions regarding the scheme. LCR have given their approval to the principle of the recommended scheme, notably the provision of a CSC and temporary open space, and the temporary uses for the main building. After receiving Cabinet approval, the intention is for both parties to jointly procure a

¹ Subject to further refinement, following detailed design and detailed agreement with LCR

team to produce detailed design and cost plans for the scheme. Following this, some aspects and configuration of the recommended scheme may change, though without affecting the principle of the meanwhile uses. We understand from LCR, that under their governance process, they can receive official sign-off on the recommended scheme at Director level, although some aspects requiring capital expenditure may require their Board approval.

2. WHY IS THIS REPORT NECESSARY?

2.1 The approval sought by this report is within the terms of the delegated authority granted to Senior Officers by Cabinet on 22 January 2014 to manage the Property which included entering the legal agreement. However, in the interests of transparency the Council decided to seek Cabinet approval to ensure this decision is as robust and open as possible. This will then allow the Council and LCR to commence the implementation of the project at the earliest opportunity. This will initially involve the appointment of a design team by the end of January 2018, following procurement.

3. OPTIONS

3.1.1 The range of options is largely determined by the provisions of the legal Agreement however before considering the rationale behind selecting the various temporary meanwhile use options, it is prudent to consider the two alternative options for the site which is to either “do nothing” or dispose of the site in the short term.

3.1.2 The legal Agreement effectively provides that the Property cannot be sold for at least another 10 years. As explained in section 1.4.2, both parties can mutually agree to amend the terms to sell at an earlier date or sell their interest to the other party. However, in line with the long term strategy for the site, the Council and LCR intend to retain the site for as long as possible, to utilise the benefits of the meanwhile uses and optimise the future disposal receipt. Accordingly, the remaining options are concerned with potential uses and development schemes identified in the feasibility study. The following provides a summary of how the options were developed and shortlisted.

3.2 Development of Scheme Options

3.2.1 The following is a summary of the relevant findings from the feasibility study:

3.2.2 Constraints: It was initially recognised that the site would be heavily constrained during the construction of HS2, possibly up to 2027, for a series of reasons that are set out in Appendix 1.

3.2.3 Uses Considered: Initial due diligence has been carried out including planning enquiries to consider all potential meanwhile uses. Appendix 2 sets out the potential uses that were considered and either rejected or accepted. The conclusion drawn from the analysis of these uses as well as having regard to the legal Agreement and the Council’s wider objectives, established that the possible uses of the site can be narrowed down to include the Euston CSC, temporary open space, managed workspace, five-a-side sports pitches, gym, and pop up retail. It is noteworthy that

there were proposals by community members to use the site for HS2's Lorry Holding Area, instead of the car park at London Zoo. A separate detailed feasibility study concluded that this proposal would be unviable and unsustainable. This decision was endorsed by HS2 Ltd, and the reasons for the decision relayed to the community.

3.2.4 Scheme Principles: The principle behind the options development was to then identify how these viable uses could reasonably be incorporated on the site, in to a scheme. The schemes are based on three parcels that create a jigsaw of uses, as illustrated in Appendix 3. The next stage was to establish two scheme principles. The first was named "Maximum HS2 Mitigation", meaning a scheme that would include the main HS2 mitigations of temporary open space and CSC. The second was named "Maximum Commercial", i.e. commercial uses that would otherwise replace the HS2 mitigations. The rationale was based on identifying the widest range of uses that could then be combined, as explained in the next section. However, it is important to note that in the case of both scheme principles, the use of the main building would remain the same. Appendix 3 illustrates the two scheme principles.

3.2.5 Development Options Shortlisted: Taking these scheme principles and their respective different land uses within them, allowed a combination of land uses that could be incorporated into a scheme, including a mixture of "Maximum HS2 Mitigation" and "Maximum Commercial". For example, this would include *either* CSC *or* 5-a-side football /play; *either* temporary open space *or* gym. As a result, four options were effectively identified, which are as follows:

- Development Option 1: Maximum HS2 Mitigation – Temporary open space, Euston CSC, managed workspace and pop-up retail (*same as plan for Scheme Principle 1 in Appendix 3*)
- Development Option 2: Maximum Commercial – Gym, managed workspace, pop-up retail, 5-a-side/play (*same as plan for Scheme Principle 2 in Appendix 3*)
- Development Option 3 : Mixture – Temporary open space, managed workspace, pop-up retail, 5-a-side/play.
- Development Option 4: Mixture – Euston CSC, Gym, managed workspace, pop-up retail.

4. WHAT ARE THE REASONS FOR THE RECOMMENDED DECISIONS?

4.1 The provision of the Euston CSC and temporary open space are important to the Council, and one of its highest priorities to mitigate against HS2, for reasons set out in Section 1.5 of this report. Accordingly, being able to provide both these facilities on the site was the highest criteria in selecting a scheme. The only scheme that includes both these facilities is "Development Options 1 : Maximum HS2 Mitigation". The remaining three schemes have either none of the mitigation provisions (Development Option 2) or only one of the mitigation provisions (Development Options 3 & 4).

- 4.2 In selecting the optimal scheme, the Council needs to satisfy the legal agreement and the Council's obligation under section 123 of the Local Government Act 1972 concerning best consideration. This would also be a priority for LCR. Details of the financial analysis including projected income, capital expenditure and performance of the options are in the confidential Part II Appendix due to commercial sensitivity. However, the following provides an overview of the findings so far, with indicative range of figures.
- 4.3 The most notable financial feature of all four options is that the bulk of the income (81% to 91%) is from the main building, used for managed workspace and pop-up retail, ranging from c. £330K to £370K, depending on the option. The income from the remaining uses, whether mitigation uses or commercial gym or five-a-side / play, is a fraction of income from the main building, varying from 9% to 19% of total revenue. Indeed, the difference in income from Option 1 (Max. HS2 Mitigation) and Option 2 (Max. Commercial) is £43k (approx. 11%) assuming funding for the CSC & Temporary open space, from the assurances secured from HS2. Likewise compared with Option 3 (Mix with temporary open space), the difference is £60k (15%). This analysis indicates that the difference in projected income generation across the four options is relatively small.
- 4.4 As regards costs, the total cost of the Maximum HS2 Mitigation scheme is estimated at circa £3.5M, which is approximately £1M more than Options 2 & 3 (Max. Commercial and Mixture with Temporary open space respectively) and virtually identical to Option 4 (Mixture with CSC). However, one of the key aspects of the Maximum HS2 Mitigation scheme is that it benefits from funding pledged by HS2 Ltd for the provisions of CSC and temporary open space. This will reduce the investment needed in the project by c. £1.5M to £2M. Camden will have to fund 61% of this investment, equating to c. £1.25M. These are indicative figures that will be refined after completion of detailed design.
- 4.5 The feasibility study does provide indicators regarding net present value (NPV) and internal rate of return (IRR) for all the options, and whilst these suggest that over a period of 10 years, the schemes will make a return to the Council, these will require further consideration and testing, that will take place when detailed design has completed.
- 4.6 In light of the above comments and the findings of the feasibility study, it is the conclusion of this report that the optimal option is the Maximum HS2 Mitigation scheme that incorporates the Euston CSC, temporary open space and the use of the main building for managed workspace and pop-up uses, including restaurant / café. This scheme widely accords with the objectives set out above, namely the Council's primary objective of providing these two essential HS2 mitigation measures, as well as satisfying the provisions of the legal Agreement and producing a high projected revenue in excess of £350K pa. This scheme also meets various objectives of the Camden Plan as set out in section 6.

5 WHAT ARE THE KEY IMPACTS / RISKS?

- 5.1 The risk of not obtaining planning permission for the proposed scheme has so far been mitigated as the feasibility study has had due regard to the relevant planning

policies, with the Architects having liaised closely with the Council's planners. This risk will be further reduced, in the process of producing detailed design.

- 5.2 There is a risk of delay in the School relocating to the Phoenix Road site by mid 2019, leading to a delay in the Property becoming vacant that will impact on the implementation of the project. However, the construction of the Phoenix Road site is currently on schedule, and this risk is assessed as very low.
- 5.3 Risks relating to the financial viability of the scheme can only be assessed following detailed design, cost plan and more scrutinised income projections, following market testing. However, current indicators suggest that scheme will produce a positive return over a 10 year period.

6. WHAT ACTIONS WILL BE TAKEN AND WHEN FOLLOWING THE DECISION AND HOW WILL THIS BE MONITORED?

- 6.1 The Council and LCR plan to jointly procure a design team to produce detailed design and cost plan up to RIBA Stage 3 with the aim of confirming the appointment by the end December 2017 / start of January 2018.
- 6.2 The Council and LCR have arranged to meet community members before the end of 2017 to discuss their views on the proposed scheme. The feedback will be taken into consideration and also relayed to the design team, in the preparation of the detailed design. As stated in Section 8, this is not a formal consultation.
- 6.3 LCR will be carrying out their own due diligence and governance process to seek official sign-off on the scheme, which is expected prior to the end of 2017.
- 6.4 The Council and LCR will work with the design team to agree and develop the details of the recommended scheme, up to detailed design, expected to complete by April to May 2018. When this work has completed, the Council will know more accurately the total development cost of the entire project, up to its delivery. On the assumption that the project remains viable, the Council and LCR will procure a project management team to develop the project from RIBA Stage 4 (Technical Design) up to its completion and delivery, being RIBA Stage 6 (Handover and Close Out).
- 6.5 Following Cabinet approval, any decisions relating to this project will be made through the Council's Community Investment Programme governance process and under delegated authority already granted by Cabinet to Senior Officers.

7.0 LINKS TO THE CAMDEN PLAN OBJECTIVES

- 7.1 *Providing Democratic and Strategic Leadership:* HS2 construction has introduced some economic and environmental dis-benefits to the immediate locality of the site. Providing Temporary open space and the Euston CSC, which are to be largely funded by assurances secured through petitioning, will mitigate against these dis-benefits.

- 7.2. *Developing new solutions with partners to reduce inequality:* Temporary open space will reduce inequality of access to green space caused by HS2. It will benefit a deprived area of the borough, and help to overcome health inequalities by providing space for recreation and social activity. The Euston CSC will also help reduce inequality by providing training and education, and enhancing employment opportunities.
- 7.3 *Creating conditions for economic growth and harnessing the benefits of economic growth:* The Euston CSC will achieve this through supporting local residents and young people to access education, training and employment opportunities. The provision of managed work space and pop-up retail will also create conditions for economic growth and provide local employment.
- 7.4 *Investing in our communities to ensure sustainable neighbourhoods.* Whilst there is an initial capital expenditure, the scheme is forecast to be income producing and profitable prior to a future disposal, and allocation of funds for community investment, will contribute to the needs of the community. Temporary open space will provide a focus for community use and activity (and associated social ties) as well as contributing to the environmental quality of the neighbourhood.

8. CONSULTATION

- 8.1 There are some limits to the Council's ability to formally consult in this matter given the fact that ownership of the site is shared and subject to a legal Agreement. However the Council remains committed to engage to the full extent it can in these circumstances with the local community about the proposed meanwhile uses. The Council and LCR have arranged to meet community members to discuss the proposed scheme and to feed their comments into the design process. Additionally, there will be formal statutory consultation on planning applications for the proposed uses.
- 8.2 On 2nd November 2017, Officers met with representatives from the Drummond Street TRA, Drummond Street Business Association and Euston Mosque to discuss the proposed option. Cllr Beales and Cllr Johnson also attended along with the Development Director of LCR. The Council and LCR sought to receive the Euston community's feedback on the scheme, albeit it was made clear that this was not a formal consultation. General feedback from the community representatives was that they welcomed the recommended option for maximum HS2 mitigation. They stressed that any meanwhile uses would have to be complementary to the local area. Concerns were raised around the possibility of a restaurant business on the site which could impact on Drummond Street trade. They also requested that any meanwhile uses must be consistent with there being a mosque in the local area.

9. LEGAL IMPLICATIONS (comments of the Borough Solicitor)

- 9.1 Legal comments have been incorporated into this report

10. RESOURCE IMPLICATIONS (finance comments of the Executive Director Corporate Services)

- 10.1 This paper presents the findings of the feasibility study, and requests the endorsement of the recommended option to enable a project team to proceed to detailed design stage and cost plan.
- 10.2 The Property is jointly owned by the Council (61% share) and LCR (39% share). The disposal of the property is constrained by a number of clauses in the Agreement necessitating retention for 10 years. Hence, the Management Strategy aims to maximise income from the site, promote regeneration benefits for the area, promote HS2 mitigation by the provision of temporary open space & CSC. As per the Agreement, the income and cost liability of the parties is in proportion to their respective shares.
- 10.3 Given the Council's objectives and the constraints of the assumptions made in the financial appraisal, the recommended option appears to be best aligned to meeting the requirements of the legal agreement and aspirations of the Council and LCR. Financial modelling are high level estimates at this point and may change with time, detailed design and the economic environment. A number of variables may impact on the scheme's financial performance and these should be evaluated and considered carefully. Assumptions will need to be further tested, and examined for sensitivity and robustness. Detailed financial modelling to ascertain the operational sustainability of the CSC are still to be worked up.
- 10.4 HS2's commitment of funding towards the costs of the CSC will significantly de-risk the project and reduce the level of capital investment required by the Council. Managing the project through the CIP Governance process will ensure robust challenge and financial control.

11. APPENDICES

1. Appendix 1 : Constraints
2. Appendix 2 : Options Shortlisted
3. Appendix 3 : Scheme Principles
4. Part 2 Appendix (Confidential) containing confidential financial and commercially sensitive information in support of this Report

REPORT ENDS

Appendix 1 : Constraints

Type	Constraint	Timeline
Legal	The north eastern corner of the site is subject to easements benefitting London Underground Ltd. The northern line runs under the site.	
	Bi-Partite Agreement fetters letting and disposal	
Heritage & Planning	Locally listed building adjacent to the north eastern boundary.	
	Protected vista	
	Existing use D1	
	Potential location of future Temporary open space linked to HS2	
HS2	A utility trench will be built through the site along the northern boundary. Buildings may need to be demolished to accommodate this albeit these buildings unlikely to be reused / relet in any case.	2016
	Utilities diversion works around the site will likely cause noise and nuisance.	2016 – 2021/26
	Construction traffic on the roads bordering the site likely to cause noise, nuisance and Health and Safety concerns.	2016 - 2027
	Major site clearance and demolition works to the north and east of the site.	2017-2020
	Site clearance to the north will be replaced by the main Euston HS2 Site compound	2017-2027
	New road layout under construction	2021-2026
	Land to the north eastern corner of the site will be lost due to new road layout (shown on plan below – the area in question is circled in blue).	2027

Appendix 2 : Options Shortlisted

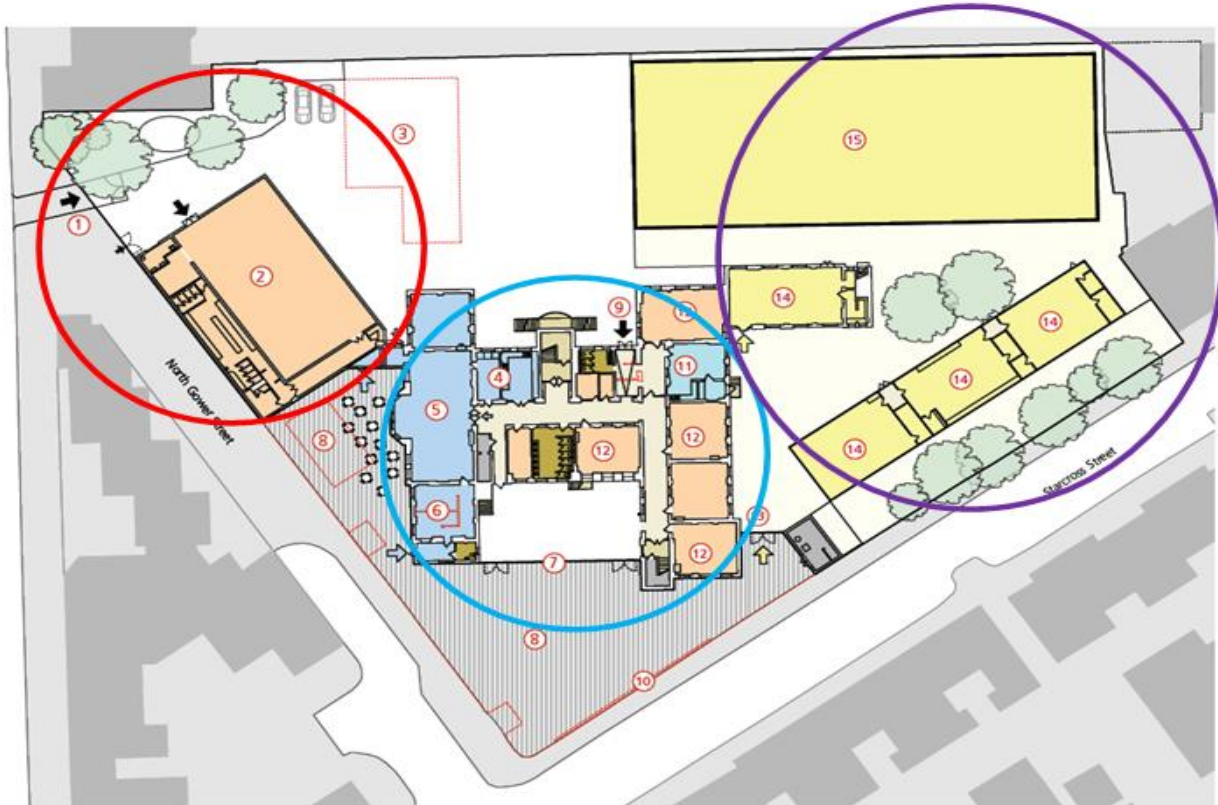
The following table sets out the options that were considered, and either rejected or accepted:

Use	Acceptable	Reasoning
Residential / hostel / hotel	No	<ul style="list-style-type: none"> Noise, nuisance from HS2 Long term uncertainty surrounding the site – not cost effective. Short term value generation likely to be severely impacted by adjacent uses.
Office	No	<ul style="list-style-type: none"> Noise, nuisance from HS2 Long term uncertainty surrounding the site – not cost effective. Lack of occupiers in the market for secondary, converted, office space.
Car Parking	No	<ul style="list-style-type: none"> Contentious in planning terms
Temporary open space	Maybe	<ul style="list-style-type: none"> No value attributable – unlikely to satisfy Bi-Partite Agreement. Funding available which would pay for demolition and construction / landscaping costs of the proposed facility. Security / health and safety concerns with adjacent users / HS2 Noise / nuisance from HS2 make space unlikely to be well used. Any use is intended to be temporary. Careful consideration required in relation to legal implications. Council would need to ensure that any use was temporary to prohibit fettering the site's potential in the future.
Retail / Leisure	Maybe	<ul style="list-style-type: none"> Lack of footfall / defined pitch Hard frontage of building, set back from main road, makes building unsuitable Small element (e.g. pop up) to support other uses on site possible. Could be delivered within some existing buildings or new temporary structures (e.g. shipping containers).
Skills Construction Centre	Yes	<ul style="list-style-type: none"> Could create buffer between HS2 compound and remainder of the site Nuisance / noise issues less of a concern to this user. Will require independent access / Health and Safety monitoring if sharing the site.

		<ul style="list-style-type: none"> • There is funding available to pay for the construction of the CSC, and to bear any rental and running costs for a period of 10 years. • A market rent will need to be paid (i.e. at least the equivalent of a commercial alternative) in order to satisfy Bi-Partite Agreement. • Funding may be used to build the facility, resulting in lower upfront costs to Council / LCR
D1 – Education	Maybe	<ul style="list-style-type: none"> • Planning use class already exists • Provided the D1 user is design or construction led (i.e. so that the noise from HS2 is manageable) • May lease entire building (existing) • For adult education would be able to collocate with other users. • Noise/nuisance from HS2 would be a major barrier to most education users. • Funding cuts to Higher Education / Further Education bodies may restrict market.
Managed Workspace (start-ups / studios etc)	Yes	<ul style="list-style-type: none"> • D1 to B1 likely to be arguable in planning terms. • Building requires minimal works to make usable. • Noise/nuisance from HS2 unlikely to be a major issue for design led businesses, start-ups, studios etc
Storage	No	<ul style="list-style-type: none"> • Can utilise existing building with addition of a goods lift. • Noise/nuisance not a concern. • Could locate next to other users. • Building may have insufficient floor loading to support this use. • May not satisfy parking restrictions and planning
Playing Fields / 5 a side sports pitches	Yes	<ul style="list-style-type: none"> • Noise / nuisance not a concern. • Could locate next to other users. • Relatively low cost of delivery. • Can utilise area of the site which has limited other uses.

Appendix 3 : Scheme Principles

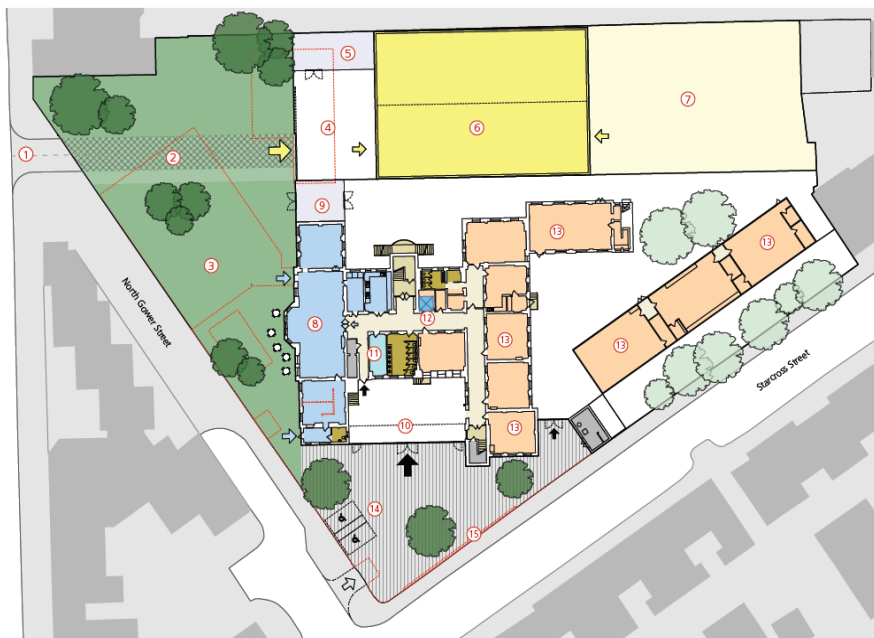
The schemes based on three parcels that create a “jigsaw” of uses



KEY: *Red Parcel: Gym, or POS. Blue Parcel: Managed Workspace, Pop-Up Retail Purple Parcel: CSC or 5-a-side football / play*

Scheme Principle 1 - Maximum Mitigation (delivery of temporary open space and a construction skills centre with other uses on the remaining land)

- ① Existing vehicle access from Hamstead Road upgraded - Fire gate removed
- ② New shared surface access road to the Construction Skills Centre
- ③ New Public Open Space - Existing gymnasium, SEN & Teaching building demolished
- ④ Construction Skills Centre - Entrance Yard
- ⑤ Construction Skills Centre - Refuse Storage
- ⑥ Construction Skills Centre - Main Building
- ⑦ Construction Skills Centre - 700 sqm External Training Area
- ⑧ New pop-up restaurant / cafe in existing canteen area reusing existing kitchen
- ⑨ Refuse storage area for restaurant / cafe & Managed Workspaces
- ⑩ New entrance gates & fence to Managed Workspaces
- ⑪ New reception / office for Managed Workspaces
- ⑫ Optional accessible elevator location
- ⑬ Managed Workspaces
- ⑭ Hard landscaped shared surface forecourt area to front of Managed Workspaces including accessible parking spaces
- ⑮ Existing fencing / brick wall removed
- ⑯ Roof Area



Appendix 3 : Scheme Principles (cont.)

Scheme Principle 2 - Maximum Commercial (the best income producing use for each land parcel)

