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| <b>LONDON BOROUGH OF CAMDEN</b>  | <b>WORK PLAN</b>  |
| <b>REPORT TITLE: CAMDEN COMMUNITY INVESTMENT PROGRAMME (CENV/2010/55)</b>  |   |
| <b>REPORT OF:</b><br>Directors of Finance, Culture and Environment, Housing and Adult Social Care and Children, Schools and Families.  |   |
| <b>FOR SUBMISSION TO:</b><br>The Cabinet<br>Culture & Environment Scrutiny Committee<br>Housing & Adult Social Care Scrutiny Committee<br>Children Schools & Families Scrutiny Committee<br>Corporate Resources and Performance Scrutiny Committee   | <b>DATE:</b><br>1 December 2010<br>29 November<br>30 November<br>30 November<br>30 November |
| <p><b>SUMMARY OF REPORT:</b></p> <p>This report sets out a proposed community investment programme which provides significant potential to improve, shape and transform key places and services within Camden whilst contributing receipts to help fund the Council's capital priorities. It encompasses a wide range of Council assets and proposals for their redevelopment to provide a range of benefits. The programme set out (in Section 6) is organised by place, given that there are interdependencies between the projects and their implications for different parts of the borough.</p> <p><b>Local Government Act 1972 – Access to Information</b></p> <ul style="list-style-type: none"> <li>- Primary Strategy for Change</li> <li>- Camden Infrastructure Study: Social Infrastructure Needs (URS Corporation)</li> <li>- Primary Strategy for Change (PSfC) Update and Kentish Town School - Proposed Autistic Spectrum Disorder: Cabinet report 1 April 2009 (CSF/2009/09)</li> <li>- 'Better Homes', The Council's Housing Investment Strategy</li> <li>- The Camden Property Strategy</li> </ul> <p><b>Contact Officer:</b> Alison Griffin, AD – Regeneration &amp; Partnerships<br/> <b>Address:</b> Culture &amp; Environment Directorate, Town Hall Extension<br/> <b>Telephone:</b> 020 7974 6960<br/> <b>Email:</b> <a href="mailto:Alison.Griffin@camden.gov.uk">Alison.Griffin@camden.gov.uk</a></p> |   |
| <p><b>RECOMMENDATIONS:</b></p> <p>The Scrutiny Committees are asked to consider the report and forward any comments to the Cabinet on 1<sup>st</sup> December 2010.</p> <p>The Cabinet is asked to note the contents of this report and:</p>   |   |

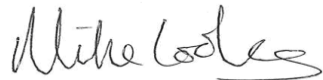
1. Agree that the consultation and engagement is carried out for each of the projects listed in section 6 of this report, in line with the consultation strategy as described in Appendix 1.
2. Agree, for St Pancras Community Centre; 43 Carol Street; Hawley Infants School; PRU/Netley Primary School; Greenwood Place; Cromer Street Mosque; the new primary school at Kings Cross Central; Gospel Oak; and Liddell Road the additional specific actions identified for projects detailed in section 6 of the report.
3. Note the government's change in priorities for schools funding to focus on places and condition in the primary and secondary sector and agree that officers should consult the wider school community regarding the capital investment strategy for schools over the term of the spending review period of 2011/12-2014/15 and report back to the Cabinet in February 2011 with agreed priorities for the strategy.
4. Agree that a design team framework is established in accordance with the procurement strategy outlined at section 6 of the report and set out in Appendix 3.

Signed:

Mike O'Donnell, Director of Finance



Rachel Stopard, Director Culture and Environment



Mike Cooke, Interim Director Housing and Adult Social Care



Ann Baxter, Director Children Schools and Families

Date: 17 November 2010

## **1 Background**

- 1.1 This report sets out the next stage of community investment proposals and required actions across a range of Council programmes which together provide significant potential to improve, shape and transform key places and services within Camden. The proposed programme will also help to ensure that the Council can continue to invest in its assets and services whilst responding to the implications of the recent Comprehensive Spending Review and the cancelling of aspects of major elements of Government capital programmes such as Building Schools for the Future.
- 1.2 The programme set out in this report (in Section 6) is organised by place, given that there are interdependencies between the projects and their implications for different parts of the borough. This fits with the Council's Placeshaping agenda to positively plan for and deliver the vision which residents and stakeholders have for places within Camden through setting out a deliverable set of actions based on an understanding of how these respond to local need and priorities. The report therefore sets out how the proposed community investment proposals respond to the needs of individual places as well as meeting borough wide requirements.

## **2 Placeshaping Approach**

- 2.1 The Council is preparing plans for nine Camden places and in doing so there is an opportunity to think and act strategically about future investment decisions and service improvements that will really make a difference to people in each of the areas. This will involve considering local services as well as physical changes to ensure that they meet the identified needs, resources and local concerns of an area. The nine areas are King's Cross, Euston, Kentish Town, Camden Town, Gospel Oak, St.Giles to Holborn, Swiss Cottage, West Hampstead and Kilburn and have been selected as they are areas where there is greatest opportunity for investment either because of the concentration of existing assets or the likelihood of private sector investment. The placeshaping approach is likely to be rolled out to other parts of the borough as well, such as Hampstead and Highgate.
- 2.2 The Community Investment Programme, of which the report forms part, includes a number of proposals which will lead to very real improvements to the environment of each of these places as well as contributing to providing improved services, facilities, more affordable housing and housing.
- 2.3 There will of course be investment proposals for other parts of the borough (not in placeshaping areas) and these will either be considered by individual reports or as part of future rounds of the community investment programme. Also for some of the placeshaping areas considered by this report there is still further work to be

done (e.g. in relation to the Property Area Review) which will be the subject of future reports. This includes the St. Giles to Holborn area for which various property reviews are still to take place and projects south of Euston Road more generally.

- 2.4 The community investment programme covers a 15 year time frame. During years 0-5, all areas of the borough will be reviewed and a number of key proposals (including many of those set out in this report) will be implemented. In years 0-2, decisions will need to be taken in relation to the entire programme to ensure the overall programme can be taken forward and delivered within the 15 year timeframe. This report marks the first stage of that process and the proposals contained reflect asset reviews (across a range of programmes) of parts of the Borough which have already taken place. It is noted that some of the specific projects that are listed within the report are currently at a very early stage of their development.
- 2.5 Years 5-15 of the programme will focus upon implementation of medium and longer term projects including the estate regeneration proposals and complex proposals relating to community facilities, some of which are not deliverable within the first five years of the programme.

### **3 Main drivers for Community Investment Programme**

- 3.1 Camden has a long history of strategic asset management to enable the use of assets to support community investment and through disposals/rationalisation, the creation of value to contribute to the funding of the Council's capital investment priorities. The vision of the Community Investment Programme is to continue this tradition but in a far more focussed way necessitated by the age and conditions of the Council's portfolio and the capital programme commitments which include schools' needs, £135 million required for Better Homes and the £100 million target which is included in the Council's Medium Term Financial Strategy elsewhere on the agenda for receipts from the Council's Property Area Review process. The Medium Term Financial Strategy report also recommends revenue savings of £2.488m per annum to be delivered through the Area Review programme in 2013/14.
- 3.2 Many of the Council's current property assets no longer fulfil the need and requirements of Camden's citizens. This programme envisages modernising the portfolio, making much better use of it and generating substantial capital to fund the Council's capital programme priorities including those in relation to schools. It also aims to provide opportunities for housing and improve the environment and places in which the Council's assets are located. With the serious squeeze upon the availability of funding, and the general economic climate it is the right time to review and bring forward mobilisation of assets to create a better place and

support services through improved buildings that are used to their maximum potential.

- 3.3 A programme of rationalisation and development will also help stimulate the local economy through private sector partnership or straight disposal for development to enhance the building fabric across the borough. It offers the potential to significantly reduce ongoing maintenance costs for both the Council and third sector/partner organisations to help the deliver more sustainable services.
- 3.4 This is a programme which is extremely complex and will require an intense work programme in order to deliver a very real difference to Camden citizens in the way the Council uses and mobilises its assets. The significant capital and revenue pressures which exist therefore sets the framework for an affordable and self funding property improvements programme that also delivers significant capital receipts and revenue savings. In time, Members will be presented with a series of choices on projects which indicate the 'opportunity costs' arising from each option, i.e. one option might be a sale to third party with closure and non replacement of the service provided which will give the Council a high capital receipt, whereas an alternative option for the same site might give a much lower receipt, but improved or new facilities for residents. Therefore in deciding how to proceed members will be aware of the cost of such decisions. In order to achieve the capital receipt and revenue targets there will need to be a significant number of unencumbered sales for the highest price possible.
- 3.5 Projects already underway help demonstrate the benefits of moving to a smaller portfolio but rebuilt to 21<sup>st</sup> Century sustainable standards that is fit for modern service needs. The size of the savings/receipts will depend on the extent of re-provision and this will be fully defined from detailed specification to be prepared for individual projects and subsequent planning applications. Services that occupy the redefined portfolio may also be able to use the opportunity to initiate changes to their operational arrangements and consequential revenue savings.
- 3.6 A substantial aspect of the community investment programme is about focussing upon using a better understanding of our communities to steer how we redesign and allocate our assets. We are delivering a range of services from a range of locations, and there could potentially be very significant savings through rationalisation. This will have the added benefit of simplifying, possibly greatly, the customer journey.
- 3.7 By looking at our options through a 'place lens' it is easier to see how opportunities can be used to reduce and improve the offer. A better understanding of the services provided in our 'places' will help us to see how certain services can achieve multiple outcomes (thus reducing the need for other services). Redesigning the use of our spaces for delivery can also allow us to provide better services and have additional benefits such as improved social

cohesion. This thinking and work, known as the 'universal offer' has helped inform the community investment programme set out in this report.

- 3.8 Improvements to Council housing are an important part of the Community Investment Programme, with the objective of making better use of Council homes and HRA assets, funding the Council's housing investment strategy, 'Better Homes' and delivery of the Council's 1,000 new homes/additional housing supply targets.
- 3.9 As part of this strategy, a programme of housing regeneration has commenced with the first phase comprising development proposals at Holly Lodge, Chester Road & Balmore Street, the Abbey and Belsize Roads Area and Maiden Lane Estate. Building work has commenced at Holly Lodge and will start shortly at Chester Road and Balmore Street. Subject to approval, an outline planning application for the Abbey Area project will be submitted in December 2010. That scheme is set out in detail in a separate report on this agenda.
- 3.10 These first three projects will deliver approximately 350 new homes of which around 200 are expected to be for affordable rent and affordable shared ownership. The projects will also deliver around £15m toward the target investment of £135m for the 'Better Homes' programme. At Maiden Lane Estate, consultation is underway and that project, focussing on an industrial site to the east of the estate and the York Way street frontage, could contribute a further £12m for investment in repair and improvement work at Maiden Lane Estate.
- 3.11 Each of these projects has been developed in close consultation with local residents and their representatives. This process is essential to the development of successful projects which have local support.
- 3.12 A second phase of housing projects is now proposed as a key part of this community investment programme with the same aim of delivering investment in both new and existing housing as well improving amenities and community facilities.
- 3.13 These projects will provide substantial new housing provision and in particular will help to address the lack of affordable large family accommodation and of 'intermediate housing' – affordable shared ownership schemes which are in particular demand in Camden as a result of high property prices within the borough. 53% of households in Camden have an income under £35,000 and are unable to access the private sector though over 28% would be able to afford intermediate housing.
- 3.14 It is too early to seek to estimate the likely outputs and benefits which might be derived from these projects and as outlined in the report recommendation there will be a significant period of consultation before any outline proposals are developed. The first step in that process is to consult with the local communities

and their representatives to ascertain their views on the needs of the area. This will help define the scope and parameters of a regeneration brief and from there, we can seek to develop detailed proposals which will deliver on community aspirations.

- 3.15 With an overall reduction in hostel space across the borough, proposals for Parker Street and Mount Pleasant Hostels are being developed to better use existing space. The aim is to improve the standard of hostel accommodation, creating higher quality rooms with en suite facilities. Proposals could include the creation of mixed tenure housing linked with other sites in the area to improve housing provision in the south of the borough.
- 3.16 Previous capital funding for schools and additional pupil places has been allocated through the Building Schools for the Future programme (BSF) for secondary provision and the Primary Strategy for Change (PSfC) for primary provision.
- 3.17 The BSF programme was designed to rebuild or remodel every maintained secondary school in England, providing transformational learning environments and community facilities. Secondary places were reviewed as part of the programme and pupil need of up to eight FE (one form of entry (FE) is 30 pupil places) was agreed up until 2017.
- 3.18 In July 2010 the Secretary of State for Education cancelled the majority of BSF projects and placed the phase 1 'sample' projects under review. In early August the authority was informed that the three sample projects (UCL Academy, Swiss Cottage Special School and South Camden Community School) had had their capital funding reinstated.
- 3.19 The schemes approved will create much-needed additional secondary school places in the borough including six FE (180 pupils per year) in the new UCL Academy to be co-located with the new and expanded Swiss Cottage Special school and the expansion of South Camden Community School by up to two FE (60 pupil places per year) including major remodelling. However, the announcement by the government to stop the BSF programme means that Camden will now only receive around one third of the BSF investment originally expected – so around £83million rather than £250million.
- 3.20 Expansion in secondary pupil places planned as part of the remaining BSF programme is anticipated to meet demand up until 2017.
- 3.21 An urgent review is now needed to identify capital funding for Camden's secondary schools. The building needs of these schools are set out within the MTFS elsewhere on the agenda.

- 3.22 The primary capital programme aimed to renew at least half of all primary schools in England by 2022/23, creating 21st century facilities with wider services for children and families at the heart of their communities. The primary capital programme priorities were agreed as part of Camden's Primary Strategy for Change (PSfC). Funding had been announced up to 2010/11 but later funding was subject to future spending decisions by the government. Following the government's spending review, the Department for Education (DfE) stated that they would announce future allocations to local authorities by mid January 2011. Camden's priority for the initial tranche of the programme was the creation of additional primary school places in order that the authority could meet its statutory duty of providing sufficient school places, and also improvements to schools prioritised by suitability, condition, deprivation and school improvement needs.
- 3.23 Since the PSfC was approved by the Executive, changes in our projections of the need for primary places and the changed public expenditure environment have required the authority to reassess its plans for primary school provision. Coupled with this, there have been a number of changes in education legislation which also need to be factored in to any future decisions on addressing the shortage of pupil places within the borough. These factors have led to the need to reconsider all primary capital spending and reassess the priorities set out in the PSfC. Officers held a schools primary places conference over the autumn which outlined the primary places pressures within the borough and discussed the challenges ahead which are outlined within this report.
- 3.24 Detailed analysis of need is contained within appendix 2 of this report.
- 3.25 Under the existing legislative framework, it remains the local authority's duty to provide sufficient school places. However, the Academies Act 2010 made provision for the establishment of free schools. These could provide additional school places which, depending on the size and character of the school, could reduce the need for the authority to provide additional places itself. One free school, St Luke's in the north of the borough, has had initial approval, subject to a business case, to open as a school in September 2011 for 15. It would be a Church of England school, but with admissions open to all. Pupil projections show that, despite the proposed new St Luke's free school, the level of need in this area of the borough is such that the Council will still need to provide a new 2FE school. The authority will need to continue to monitor the impact of free schools on the authority's school place planning need if further free schools are approved within Camden.
- 3.26 The need for school places is based on the following analysis:
- Although ideally all schools would be full, it is good practice to have a small number of surplus places across the borough to account for parental preference, pupil mobility and late applications. Camden's school places



show that whereas there is currently a reasonable level of surplus overall, there are particular pressures in the north west of the borough, with a low and reducing surplus, at only 1.9% in 2010.

- School census returns have shown an increasing pressure on places in reception classes. In January 2009 and 2010, there were no unfilled places in schools located in the north west of the borough.
- The concentration of children who did not get a place in a reception class for 2009/10 by the end of the summer term (2008/09) was in the north west of the borough. Just over half of the children without a place on 26th June 2009 (53 of 101) lived west of the Finchley Road. In 2010/11, although there were fewer unplaced children the percentage of those living west of the Finchley road was higher than the previous year.
- 2009 GLA school roll projections indicate a need of up to two FE in the north of the borough by 2011/12. Projections show that up to one FE could be needed in the north and west of the borough, and that a further one FE could be required in the north east. However, there is already clear pressure on reception places in the north west, and demand for reception places in 2009/10 could not be met by existing provision. This pressure on places together with the further projected increase in demand and the location of planned housing development indicate the requirement for up to two FE in the north west. Numbers in the north east of the borough will continue to be monitored.
- The Council's Local Development Framework (LDF) and Core Strategy looks at future development in the borough. It identifies five growth areas for concentrated development. One of these is the West Hampstead Interchange, which is in the north west of the borough, west of the Finchley Road.
- Neighbouring boroughs are projecting growth, and in some cases are already experiencing demand higher than capacity for reception places. There are no plans that would have a significant impact in terms of meeting the need of Camden residents.

3.26 The points above highlight the immediate need for additional places in north west to ease pressure on existing reception classes and to enable the authority to fulfil its statutory duty. These factors in combination indicate that by 2011/12 the authority will need up to 2 FE in the north west. After that there may be a need to meet the need of growing population in other areas of intensification to ease pressure on existing reception classes and to enable the local authority to fulfil its statutory duty of providing sufficient school places in areas of need.

3.27 In addition to the need for new pupil places, there is urgent ongoing need for investment in primary schools and childrens centres to enable them to continue to provide suitable learning environments which is likely to be no longer met by

central government funding. The investment need is set out in the MTFS elsewhere on the agenda.

- 3.28 The programme set out in this report will help deliver the Council's LDF which sets out a clear strategy for how Camden can accommodate growth in homes, jobs and visitors. The placeshaping areas which this report focuses on are closely aligned with the areas of the borough which the LDF envisages can accommodate substantial amounts of growth and indeed individual proposals will help contribute to providing the homes, jobs and facilities which are required to help deliver growth in a sustainable way. Individual proposals will of course be subject to the planning application process to assess scheme suitability in line with the Council's spatial planning policies.
- 3.29 In conclusion, it is clear that there are a number of important drivers for this Community Investment Programme. These include the need to generate funding for the Council's capital programme including for Better Homes and meeting the need for additional school places, the need to rationalise and improve the quality of existing community buildings many of which are no longer fit for purpose, the opportunity to reorganise service provision to make more sense for customers and the opportunity to increase housing and affordable housing provision in the borough

## **4 Consultation & Engagement**

- 4.1 The delivery of the Community Investment Programme is to a large extent dependent on successful communication with and engagement of local communities and stakeholders. In order to achieve this, community stakeholder and engagement strategies are being developed for individual projects and stages of the programme within the overall framework set out in Appendix 1.
- 4.2 The strategies include activities to communicate the aims of the programme to residents, stakeholders and service users. All communication will emphasise our key messages of:
- Delivering excellent services to our residents and customers from fit for the future schools and community facilities
  - Working in partnership with local people and colleagues in the voluntary and community sector to ensure that our services continue to improve and meet the needs of Camden's population
  - Ensuring best value for local residents by making efficiency savings that secure otherwise unavailable resources for investing in Camden's future
  - Improving our environment by replacing or upgrading out of date buildings and investing in excellent open spaces and public realm
  - Releasing land for much-needed new homes and to create new employment opportunities

- 4.3 In addition to this high level communication, specific and tailored engagement has in some cases already taken place with groups who have a direct interest in relation to the projects and the wider local communities concerned.
- 4.4 The engagement work that has been carried out to date on these projects has informed the Stakeholder and Community Engagement process set out in appendix 1 which sets out the approach which will be followed for all projects in this report.
- 4.5 This approach ensures Council officers work together, with partners in other organisations, local communities and service users to help ensure the process is transparent and that there is maximum engagement in all our projects.
- 4.6 There will also be additional statutory consultation procedures which may apply to specific proposals – for example the requirement to consult Council tenants, leaseholders and schools affected by proposals.
- 4.7 Subject to Cabinet approval of the actions identified in this report, approval is sought for engagement and consultation work on all of the projects listed in Section 6 of this report to be carried out in line with the Stakeholder and Community Engagement Process at appendix 1.
- 4.8 The principles of a structured approach to Equalities Impact Assessment are integrated within the engagement process; this provides the opportunity to identify negative or adverse impacts on the themes set out in our Sustainable Community Strategy.

## **5 Governance**

- 5.1 The Cabinet Placeshaping Steering Group (Cabinet Members for Communities, Regeneration and Equalities, Housing, Children Schools and Families and resources) will continue to have oversight of the Community Investment Programme as a whole. Future phases of the programme will also be reported to Cabinet for decision.
- 5.2 For individual projects within the programme (not including those which fall within the categories listed in Paragraph 5.3) it is intended that specific key decisions (such as the preparation and submission of planning applications) will be taken by the relevant Director in consultation with the appropriate Cabinet Member, on the basis of a formal report. This would mean that decisions on schools projects would be taken by the Director of Children, Schools and Families in consultation with the Cabinet Member for Children, Schools and Families; decisions on projects on estates and housing (HRA) land would be taken by the Director of Housing and Adult Social Care in consultation with the Cabinet Member for

Housing; and decisions relating to property review sites held within the Council's General Fund would be taken by the Director of Finance in consultation with the Cabinet Member for Finance.

- 5.3 It is recognised that a number of the projects described within Section 6 may involve more than one of these portfolios, in which case a report to Cabinet would be required. Decisions on Regeneration Strategy including Estate Regeneration proposals will be the subject of reports to Cabinet as required by the Constitution.

## **6 Proposed Community Investment Programme**

- 6.1 The detail of the proposed community investment programme is set out in this section of the report, with projects and proposals organised by placeshaping area of focus. This is in order to show the links between projects within these areas and their contribution to the overall placeshaping approach for each area. However, it is also noted that some of the linkages between projects extend beyond these areas and some parts of the programme address wider issues and needs or in the case of schools programmes, catchments. There will be many other projects coming forward to members for consideration at subsequent meetings as further areas of the borough are reviewed. Some of the areas still to be reviewed will fall into the placeshaping areas described in section 6.

The main characteristics of each area and important issues identified from placeshaping work carried out to date for each of these is summarised. This is followed by a description of how the proposed projects respond to the identified issues and needs of these places, before the detail of individual proposals within the programme is set out on a project by project basis.

Generally, approval is sought for consultation on each of the proposals listed, in line with recommendation 2 of this report and the approach outlined at Appendix 1. Where approval is sought for additional actions for specific projects, this is noted under the relevant project and clearly identified within a box.

### **6.2 Camden Town**

#### **6.2.2 Overview of proposals**

Projects proposed in the Camden Town area include schemes arising from the review of corporate property and some small opportunity sites on housing estate land. The proposals address important identified issues in the area in the following ways:

- Improving and consolidating community facilities to better meet the needs of the community, including young people and children.

- Exploring opportunities to develop new housing and affordable housing.
- Exploring opportunities to generate receipts for investment in the wider programme.

These principles have been translated into the proposed project concepts outlined below

### 6.2.3 Specific Projects

A range of specific opportunities have been identified in the Camden Town area, arising from the corporate property review and exploration of opportunities on housing estate land and planning for primary school places, as set out below.

#### *St Pancras Community Centre, 30 Camden Street*

The St Pancras Community Centre site at 30 Camden Street is an ageing community centre that is no longer fit-for-purpose, with a small number of residential units/studios to the rear. The centre is occupied by the active and well supported St Pancras Community Association (SPCA) who provide services to the elderly, young people and the under 5s. The units to the rear were originally designed as artists' studios with living accommodation and are occupied by a mix of Camden tenants and leaseholders.

The site presents an opportunity to redevelop to provide an expanded and improved community centre along with additional housing units. This could involve consolidating the activities of the SPCA on this site which would allow for the disposal of the St Martin's Community Centre at 43 Carol Street.

The transformed community centre may include re-provision of space for existing services with more flexible community spaces, touchdown and meeting space for other voluntary and community organisations, a home for the SPCA's independently funded youth service, increased outdoor space with opportunities for community gardening and food growing. The Centre was originally developed as a community for artists and opportunities will be explored for providing flexible art facilities in the complex.

These improved facilities and the introduction of more organisations to the site could provide the SPCA with opportunities for generating more external revenue, and strengthening its financial independence as well as widening the range of services and activities available to local residents. This could also assist the Council to optimise service provision in this locality via increased capacity in a new building. New housing could also be provided above a new community centre and potentially on part of the the site of the existing studio units subject to resident consultation and could be designed to accommodate studio space or live / work if there is demand from relevant stakeholders.

Consultation with tenants, leaseholders and freeholders has been initiated and is on-going following Cabinet approval to proceed in July 2010.

In addition to consultation in line with recommendation 1, approval is sought for the following in relation to this site:

- Officers continue to work on proposals and report with a financial appraisal of the options, in line with the governance arrangements in Section 5, in early 2011.

### *43 Carol Street*

The site comprises 23 workshops built in the 1950s, which are currently used for a range of purposes including artist workspaces and multimedia operations. The SPCA uses a large unit to deliver services for the under 5s.

The redevelopment of the St Pancras Community Centre site at 30 Camden Street provides an opportunity to consolidate community uses on that site and to consider redevelopment options for 43 Carol Street. Preliminary work indicates that a redevelopment of the site could produce a development with around 30 residential units, although further work will be required to consider the future of the workshops and the employment floorspace it provides.

Redevelopment or disposal for redevelopment has the potential to provide funding for the Camden Street SPCC development and also to generate a significant receipt for investment in the wider programme.

It is proposed to prepare a proposal to outline planning application stage before seeking authority to dispose of the site, to provide some certainty regarding the site's potential and resolve the future of the employment floorspace on the site.

In addition to consultation in line with recommendation 1, approval is sought for the following in relation to this site:

- Preparation of a joint strategy to look at the impact of development proposals on employment uses
- Officers to continue to work on proposals and report with a financial appraisal of the options, in line with the governance arrangements in Section 5, in early 2011.

### *Hawley Infants School*

Hawley Infants School is located on the north side of Buck Street. The school's site is tightly constrained leaving little room for expansion. The school caters for 87 children from reception to Year 2 and also has a school Nursery. It is a

popular school and prides itself on being a 'village school' in the heart of Camden Town.

Officers have been investigating relocating Hawley Infants School for some time. The existing school only caters for infant aged pupils which means children have to transfer to a different school once they reach junior school age. This creates problems for parents in finding a junior school place and is also disruptive to the education of pupils at the school who are often split up from their friends in the process. In the last three years pupils at the school have transferred to between nine and eleven different junior schools. In addition, the existing building is over one hundred years old, in poor condition and is expensive to run as it is such a small school.

Relocating the school would provide scope for an expansion to encompass a junior school facility. The existing site could generate a significant receipt, given there is developer interest in adjoining privately-owned sites, and the school site could potentially unlock a more meaningful redevelopment in the area.

An opportunity has recently arisen for a possible new school to be provided as part of the re-development of Hawley Wharf, less than half a mile from the school's existing site. Some initial discussions have taken place between officers and the developers regarding this proposal. The developers have stated that they may be able to provide a one FE stand-alone school building that meets the building bulletin guidance as part of their redevelopment proposals if this is what is needed in the local community and is acceptable in planning terms. Given the complexity of delivering a school on the Hawley Wharf site as part of a mixed use scheme, the involvement of a third party landowner and the relatively recent emergence of the option to include a school on the site, detailed work will be required to assess the feasibility of this option.

Officers have considered whether the expansion in age range at Hawley to include junior years would affect any other schools. Based on current levels of demand and current patterns of transfer from Hawley, several schools could be affected to a relatively small degree. However there are currently low or decreasing levels of unfilled junior school places at most nearby schools. Expansion of the school is therefore unlikely to have a significant impact on any of Camden's other primary schools. These issues will be considered as part of the statutory consultation process.

It is anticipated that there could be increased demand in the junior year groups in the future. Pupil numbers in this age range are expected to rise as the increase in birth rate rolls through and from planned housing development. A further aspect that is difficult to quantify in advance is the introduction of new secondary places in the borough. It is also anticipated that, as additional secondary places become available fewer pupils will leave Camden for secondary schools outside the

borough, or for independent schools. This should promote retention in the older age ranges in Camden primary schools.

Certain changes to schools are categorised as prescribed alterations and require the Local Authority to follow a statutory process in line with the requirements of The School Organisation (Prescribed Alterations to Maintained Schools)(England) Regulations 2007 (as amended). The expansion of Hawley Infant School and the increase in the school age range to include Junior aged pupils will require the authority to publish statutory proposals. It is anticipated that, subject to approval of the Cabinet, consultation regarding this proposal could begin in the New Year.

Specific approval is sought for the following in relation to this project:

- Agree that the authority commence statutory consultation on the proposal in line with the requirements of The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2007 (as amended).
- Agree that the results of the consultation undertaken as part of the statutory proposals process for a possible new one FE primary school as part of the Hawley Wharf redevelopment should be reported back to the Director for Children, Schools and Families and delegated authority be given to the director of CSF in consultation with the Cabinet Member to decide whether to issue a statutory notice regarding this proposal.

#### *62- 67 Plender Street*

This site comprises a small parade of five single-storey shop units (currently occupied by a laundrette, hair salon, halal butcher, newsagent and off licence) on the southern side of Plender Street with a two storey doctor's surgery at its eastern end.

It is likely that the existing doctor's surgery will be vacating their premises in the short to medium terms and the whole site presents an opportunity for redevelopment at a higher density to provide modern retail floorspace with housing above. Such redevelopment has the potential to increase the value of the site, improve the sites relationship with the street and provide much-needed new housing in the area.

#### *Miller Street*

The site is located on Miller Street within the Fairfield & Brierfield estate and currently consists of poorly laid out parking and garages. An opportunity exists to



reconfigure these to free up space for new homes and improve overlooking of pedestrian routes that provide a useful link between Arlington road and Camden high street.

#### *Crowndale Road*

The main site is located between 2-22 Crowndale Road and the neighbouring theatre and is currently vacant, has no amenity value and suffers from anti-social behaviour. The area is paved and fenced off, with no through route, and is located between two buildings both with blank facades. A small infill development between these two buildings would secure the surrounding boundaries and wider area, improving the street scene. There are further opportunities for new homes and improved amenity to the western side of the theatre, which would enable a comprehensive approach to regeneration in the locality.

#### *Hurdwick House, Harrington Square*

This site is an under-utilised parking area adjoining Hurdwick House and has excellent transport links with Mornington Crescent tube station less than 20 metres away. The site offers the opportunity for a landmark building on the corner of Harrington square, a designated London Square. Development here would extend the historic terrace and provide a link in the street scene between the Victorian terrace and post war Hurdwick House, whilst enabling re-provision of parking and improved landscaping.

#### *Cranleigh Street*

The site is located on the Mayford Estate in Cranleigh Street and comprises of two banks of garages. There is an opportunity to provide new homes in place of some of the garages, providing a more active frontage to the street whilst retaining garages for residents. This site is in reasonable proximity to Euston and could mitigate against the potential effects of the Government's High Speed 2 plans and the potential impact on existing homes. Care would need to be taken to address existing residents' parking needs and outlook.

#### *Clarkson Row Car Park*

This site comprises an open car park associated with the adjoining residential units. It is currently underutilised and suffers from anti-social behaviour. There is an opportunity to provide a modest number of new homes and improve the urban form at the junction of Clarkson Row and Mornington terrace. Consideration would need to be given to the parking needs of existing residents and the relationship with adjoining dwellings, but if these issues can be resolved the site has good potential for residential development.

#### *Hawley Mews*

This site is a small car park to the rear of Chalk Farm Road and has had ongoing problems with anti-social behaviour. Development here could provide new family

homes whilst improving the safety and amenity for existing residents and pedestrians.

## **6.3 Euston**

### **6.3.1 Area Background**

The Euston placeshaping area is focussed on Euston Station and the area north of the Euston Road. It covers a relatively wide area which includes the station area on Euston Road, Somers Town to the east, Amptill Square to the north, the Regents Park residential area and Drummond Street to the west.

It is an area where significant change and investment is planned, with a number of major development sites around Euston Road and longer term plans for the redevelopment of the station as part of the Government's High Speed 2 proposals. The area is home to established residential communities, with a predominance of social housing in Somers Town and the Amptill and Regents Park estates.

Placeshaping work in the area to date has identified the following:

- The area has a considerably higher proportion of children aged under 16 than the Camden average and parts of the area are amongst the most deprived in England.
- The predominant tenure is social rented and residents have highlighted the poor condition of some housing stock, overcrowding and a lack of affordable homes as an issue for the area.
- There is a perceived need for youth facilities and activities to address the needs of young people living in the area.
- The importance of local people being able to benefit from planned development through access to associated training and jobs has been highlighted.

### **6.3.2 Overview of proposals**

There are a range of proposals for the Euston Area arising from the area review and estate regeneration, housing small sites and schools. The proposals address important identified issues in the area in the following ways:

- Exploring options for improved provision for local schools, children's services and community learning.
- Examining options for the development of new homes, including affordable housing, which may help address issues of overcrowding and the impacts of High Speed 2 in the longer term.
- Making more efficient use of the Council's assets and resources to improve service delivery and impacts on the public realm.

These principles have been translated into the proposed project concepts outlined below. The proposals set out below (other than for Maria Fidelis RC Convent School as described) will not be impacted upon by High Speed 2 proposals.

### 6.3.3 Specific Projects

A wide range of opportunities have been identified in the Euston area which include proposals to assist the improvements to schools and education facilities in the area, opportunities to improve community facilities and sites which might have potential to accommodate new homes and improve the condition of housing estates.

#### *Primary Pupil Referral Unit, Netley primary school and Netley Community Learning Centre and the Surma Centre*

The scheme involves bringing together two separate sites to deliver a comprehensive mixed use development that could provide a range of community benefits.

The main site is bounded by William, Stanhope and Netley Streets and comprises education facilities including a primary Pupil Referral Unit (PRU) which admits children of a vulnerable nature, primary school, community learning centre and an autistic spectrum disorder resource base. However the site is poorly configured, and a number of the buildings are not fit for purpose and in poor condition. The educational facilities were identified as a priority under the Primary Strategy for Change, but did not yet have funding agreed.

The second site is located to the north east of the school site on Hampstead Road. It comprises a two storey community centre building known as the Surma Centre, and currently occupied by the Bengali Workers Association. The building is poorly configured and in need of improvement. This site has significant redevelopment potential, particularly for additional residential development.

Linking the two sites is a road known as Everton Buildings. However the environment along this road is unattractive and unsafe, encouraging crime.

There is an opportunity to address these issues by redeveloping both sites to deliver a comprehensive scheme providing new and improved education facilities and play space, new private and affordable housing, new community facilities, and improved public realm along Everton Buildings.

There is a further opportunity to incorporate an HRA site that runs along the northern boundary of Everton Buildings into the overall scheme. The site is currently used for storage but there is potential to redevelop for housing, which would generate additional capital value and further improve the environment along Everton Buildings.

The project would deliver operational and environmental benefits and foster closer links between the school and the local community. It would also enable the Council to maximise the economic value of its assets. The development would be self financing.

In addition to consultation in line with recommendation 1, approval is sought for the following in relation to this site:

- Further development of the proposals for the PPRU/Netley/community learning centre site with the Surma centre including a financial appraisal of the options, to be reported in line with the governance arrangements in Section 5 in early 2011.

#### *Maria Fidelis RC Convent School*

BSF funding for the proposed redevelopment of Maria Fidelis Covent School has been withdrawn by the DfE. The school currently operates on two separate sites in North Gower Street and Phoenix Road.

The initial BSF redevelopment scheme would have fully rebuilt and consolidated the school on the North Gower Street site. This proposal included the possible use of a part of St James Gardens as outdoor space for the pupils. However, the Government's published High Speed 2 (HS2) proposals would occupy approximately 60% of St James Gardens and the North Gower Street site would be adjacent to a construction site for HS2 for a minimum 10 years. This would be likely to have impacts of noise and disturbance on the pupils and disruption to the general functions of the school. Consequently a full rebuild utilising the Phoenix Road site with wider site assembly options is being explored with other landowners. This is the preferred option of the school. Maria Fidelis School is in poor condition with many buildings not fit for purpose therefore rebuilding is still required.

In view of the HS2 impact and the preference of the school, rebuilding proposals are likely to be focused around the Phoenix Road site if funding is secured however if this proves impractical then other sites may need to be considered. This would need to be considered alongside other priorities for investment in secondary schools given the removal of BSF funding from most of our schools.

#### *Regent's Park Children's Centre, Augustus Street/Stanhope Street Car Park*

The site is located in the heart of Regent's Park Estate, between Stanhope and Augustus Street, Mackworth House and Augustus House. The large site currently

comprises a children's nursery with car storage space commercially let, a neighbourhood shopping centre comprising six retail units, a public house and a small number of Council homes and residential parking spaces.

The site offers a range of redevelopment opportunities. Such possibilities may include residential development, both private and affordable housing, with replacement children's centre facilities and a small number of retail or other units.

There is a significant opportunity to provide enhanced community facilities and new homes in an area in close proximity to the proposed route of HS2. Appropriate development in this area can provide improved amenities for local residents and minimise the disturbance caused through the Euston HS2 proposals.

#### *Ampthill Square Estate, Eversholt Street*

Ampthill Square Estate has been subject of extensive improvements to homes in recent years. However, the retail area on the estate is characterised by poor quality buildings and public realm and provides a potential opportunity for improvement and possible redevelopment. The site contains a number of underutilised or vacant single-storey shop units, a public house, temporary fixed term exclusion project and medical centre, which is scheduled to be vacated under the planned relocation of the facility to the Crowndale Centre in April 2010.

The poor quality low-rise nature of the retail offer as well as the imminent vacation of the medical centre provide an opportunity to explore the options available for redevelopment which could involve a mix of uses including retail, community uses and additional housing.

#### *58-60 Hampstead Road*

This property comprises a former public house on the east side of Hampstead Road at the intersection with Drummond Street.

The lower floors of the building are currently occupied by the Camden Peoples Theatre which includes a studio theatre a gallery space rehearsal rooms. However, the upper floors of the building are currently unoccupied. There are a range of options to be explored for this property including the possible sale, although the future of the theatre would have to be considered if the site was to be disposed of.

#### *Metropolitan Police Station, 52-60 Albany Street*

Ongoing discussions with the Metropolitan Police Services are in hand to explore opportunities for comprehensive redevelopment of the police station and the Council's adjoining land used for car parking and other non residential purposes, potentially to undertake a comprehensive redevelopment and improve the retained police facilities.

*Dick Collins Hall, Redhill Street*

This site is a community hall that has potential as a residential redevelopment site with improved community facilities provided either on the existing site or relocated elsewhere.

*Varndell Street, Regent's Park Estate*

The site is located on the corner of Varndell and Stanhope Street and consists of undesignated open space. There is an opportunity here for the continuation of the modern terrace of houses fronting Varndell Street, to create new family houses with enclosed private and communal gardens to the rear. As an alternative built form, a separate terrace could be developed on the Stanhope frontage, providing an opportunity for a more architecturally distinctive terrace adding character to the street.

*South Camden Community School*

South Camden Community School is being expanded and extensively remodeled to provide an enhanced learning environment. Places for up to an additional two forms of entry (60 additional pupils per year) will be created, eventually providing up to 300 additional pupil places. In addition, the sixth form places at the school will increase to a maximum of 350 places. The proposed work at the school will help to meet the projected demand for secondary school places in the borough.

*Chalton Street*

This site is located at the northern end of Chalton Street, between the South Camden Community School and Godwin Court. The site is currently occupied by a closed road with poorly laid out over flow parking, play facilities and associated space. There is an opportunity to reduce parking provision currently let commercially, develop a new residential block fronting the old street and enclosing the estate to the rear. This proposal would improve security in the area and enable the re-provision of new or improved play facilities.

*Robert Street Car Parks, Regents Park Estate*

There are two near identical car parks to be considered, one adjacent to Browndale and one adjacent to the Rydal Water. The car parks are relatively well used but the surrounding estate offers a series of alternative areas which could be improved to take decanted parking demand, the key one being to the rear of Clarence Gardens. Depending on parking demand these sites could be developed fronting the street, creating safe communal amenity space for residents to the rear.

## 6.4 Kentish Town

### 6.4.1 Area Background

The Kentish Town placeshaping area is centred on Kentish Town Road, but also covers the surrounding residential and industrial areas. It includes parts of the industrial area in the northwest, Holmes Road and Talacre Gardens in the west and Leighton Road and Canteloves Gardens in the east.

Kentish Town is an area that has undergone a number of changes in recent years through new developments, improvements to parks and streets and investment in facilities such as the sports centre. It is an important town centre which provides a range of services and facilities that serve the needs of its diverse residential population and those from further afield. Residential communities in the area are well established, with some pockets of deprivation and unemployment. The Council owns a range of assets around this area including industrial sites, community facilities and housing estate land.

Placeshaping work in the area to date has identified the following:

- The area has higher numbers of the population out of work and those who have never worked than the borough average and a higher proportion with no qualifications than the Camden and national average.
- The area has the highest level of socially rented homes of any of the placeshaping areas, with a significant proportion renting directly from the council and higher than average levels of overcrowding.
- The area has a higher than average population of young people and although there are a number of youth facilities in the area, there is a perceived lack of provision for youth in the local community.

### 6.4.2 Overview of proposals

There are a range of proposals for the area arising from area review, estate regeneration and housing small sites which address the identified issues for the area in the following ways:

- Seeking to provide new and redeveloped facilities to deliver improved and consolidated services in a cost-effective manner
- Providing opportunities for new housing and affordable housing and the generation of funds for investment in the programme

### 6.4.3 Specific Projects

The principles outlined above have been translated into the proposed project concepts outlined below.

### *Greenwood Place*

The site comprises a dilapidated single storey industrial building and has significant redevelopment potential, with capacity to accommodate a new building of around 5,000m<sup>2</sup>.

The site provides an opportunity to develop new more efficient ways of providing Adult Social Care (ASC) services necessitated by the personalisation of care model and budget constraints. The project aims to provide dedicated space and support for people with specific needs (including autism, mental health and learning disabilities) whilst also giving these client groups the opportunity to integrate with the wider community and lead more independent lives.

Extensive joint working has taken place to develop proposals for a fit for purpose facility which would enable the co-location of other services to provide a comprehensive offer in an accessible location. This would facilitate the rationalisation of less suitable service properties to release capital funding, reduce running costs and support service efficiencies targets set out in ASC policy options work.

There is an opportunity to include wider community facilities for local residents which would provide a broad multi-use integrated offer. This could be further developed through other support services that could be provided from the facility, for example social enterprise activity, providing training and employment opportunities.

Discussions have taken place with Disabilities Services Camden (DISC) to establish a new Centre for Independent Living, which would deliver general advice and support. This would also provide an opportunity to lever s.106 funding into the scheme.

Initial feasibility work has been completed. The next step is to consult more widely and develop more detailed designs for a planning application. The planning application would also include proposals for related service properties which may become surplus.

In addition to consultation in line with recommendation 1, approval is sought for the following in relation to this site:

- Undertake consultation simultaneously with the consultation on ASC policy options.
- Continue to work on proposals and report with a financial appraisal of the options, in line with the governance arrangements in Section 5, in early 2011.



### *Peckwater Estate*

The Peckwater Estate is made up 7 blocks set around a large open space. The blocks range from 8 storey at the rear to 6 fronting the street, with the 3 smaller blocks being 5 storeys. It comprises a total of 174 units of which 144 are let to Council tenants and 33 are held by leaseholders.

The estate presents a number of infill development options, from minor to more significant intervention, all without the need for demolition. These options present sites with blank facades, ensuring minimal loss of outlook and light for existing residents. Development of these sites could remove areas of poor natural surveillance, improving overlooking and safety on the estate. The TRA hall and children's day centre could be re-provided at ground floor, along with enhanced play space re-provision within the central area

The new housing could help address overcrowding on the estate, giving families the opportunity to move to more appropriate housing whilst staying in their community. At the same time it will offer under occupying households attractive local alternatives which can be tailored to their needs, freeing up existing larger homes for new families.

Some initial feasibility work has been undertaken to identify a number of design options and establish a business case for the project, but further design work along with consultation are required.

### *Montpelier Nursery*

This voluntary sector nursery is situated within Montpelier Gardens on premises that are leased from the Council and currently provides 18 spaces for children between the ages of 2 to 5. There is significant demand for nursery places in the area and the existing nursery building is currently in poor condition and not fit for purpose. The structure and fabric of the building are beyond repair and there are several areas where the building does not meet statutory requirements and early years learning standards.

In order to address these issues it is proposed to redevelop the site to create a new larger fit for purpose building, which will improve and expand the services offered at the nursery, providing 6 additional places, and improve the amenity of the gardens.

The nursery has received funding from the central government Quality and Access grant, and the project is due to be completed by the end of March 2011.

Officers have been working with the architects commissioned by the nursery to agree the design proposals. Public consultation on the proposals has been undertaken and planning permission has been granted.

A new lease needs to be agreed with the nursery to facilitate the redevelopment of the building and agree terms for their future occupation of the property. This proposal will require the boundary of their demise being altered and will involve a land swap whereby part of the existing public open space will be incorporated into the demise of the nursery with an equivalent area being given back by the nursery to the park in order to ensure there is no net loss of public open space. Section 122 of the Local Government Act (LGA)1972 gives the Authority power to appropriate land from one of its statutory functions to another if the land is no longer required for the purposes of the previous function. Consultation has been undertaken as required under Section 122 and the results will be reported back to the Cabinet Member for Finance.

### *Ingestre Road Estate*

The Estate is located on high ground, north of Kentish Town, between Highgate Road and Fortress Road. The estate is made up of an 8 storeys block of flats and a row of 10 terrace houses, along with play and amenity space and provides a total of 113 units (83 tenanted and 30 leasehold). To the south is a community centre, old people's home and 7 residential blocks.

These blocks have an irregular layout, staggered over two storey parking voids, and are primarily single aspect, looking either east or west. The accommodation on the first two floors is accessed via internal corridors and the maisonettes above by an open staircase and walkway.

The old people's home is due to be decommissioned with re-provision off site. There is therefore an opportunity for intervention on either a minimal or more comprehensive scale. There are opportunities through partial redevelopment to provide existing residents with new homes to a much higher standard, provide a new community centre and reclaim some open space for the use of residents.

### *Falkland Road*

This is an underutilised garage site on the south side of Falkland Road, to the rear of properties fronting Lady Margaret Road. The site adjoins a Victorian terrace to the west and provides a modest opportunity for redevelopment to provide new bespoke family homes, integrated with the adjoining terrace.

### *Gottfried Mews*

This is a small site set within the commercially occupied Gottfried Mews, located between residential properties on Fortress Road and Lupton Street. The site is currently occupied by disused garages and often suffers from anti-social behaviour. The site could be developed as additional commercial space or as small scale residential development. Residential development here may resolve anti-social behaviour by providing natural surveillance outside working hours, but new homes may experience disturbance from nearby commercial uses. This site

has been identified as a potential decant opportunity for B1 occupiers and could compliment regeneration at Gospel Oak.

#### *Garages at Alpha Court, Raglan Street*

The site is currently occupied by garages, a significant proportion of which are disused. The development of new homes would improve the urban layout in the area, secure exposed rear gardens and create defined streets. New homes would have the benefit of being able to access extensive existing open space to the rear of the estate, which could be improved as a result of the development, whilst ample space is available for the re-provision of parking.

#### *Willingham Close, Leighton Road*

There are large areas of garages, parking and under utilised space on the estate which could be rationalised to enable new residential development. Such a development could be designed to improve enclosure and create overlooking at and passive surveillance of surrounding areas at ground floor. Care would need to be taken to meet the needs of parking for existing residents.

#### *Clarence Way, Castlehaven*

This garage site is located next to a public house on the corner of Castlehaven Road. The garage site has a large area of hard standing attached to it, making it highly inefficient, and is relatively independent of the surrounding estate. In addition there are various alternative garage and parking sites in the area making it ideal for development. The neighbouring public house has recently been extended to provide additional residential accommodation and development here would seek to further extend this building line, providing residential accommodation fronting the street and amenity space to the rear. This form of development could improve safety in the area and enable the continued investment in facilities.

#### *Ferdinand Street*

This small garage site is located close to Chalk Farm Road near to the access to Ferdinand Place. The neighbouring public house site on the corner of Ferdinand Place has recently been developed for residential and now partially overlooks the site. However, as the windows are mainly to the rear of the building significant development potential still remains on the site. Development here would front the street with a space between the neighbouring property to provide access and sufficient light. Sufficient space remains elsewhere on the estate for the re-provision of parking.

#### *Heybridge Garages, Hadley Street*

This site, on the corner of Lewis and Hadley Street, is occupied by a large underground car park covering the whole site, with no development at ground level. The space above the car park is poorly used and unattractive, significantly detracting from the street scene. There is a significant opportunity to regenerate

this site, providing residential development fronting the street, with new high quality communal space to the rear for both new and existing residents.

#### *Ashington Garages*

This garage site is located on the edge of West Kentish Town Estate, between Ashington and the railway. It benefits from two street frontages, Atherlone Street and Grafton Road, and there are nearby examples of successful infill development. Development here could front both streets and provide amenity space to the rear. This approach would ensure high quality light and outlook for the new and existing developments, whilst strengthening the street scene and improving security.

#### *Holmes Road Hostel*

Options for the Holmes Road Hostel are being explored which could include the partial rebuilding of the rear of the hostel to provide a much higher standard of accommodation with en suite facilities.

## **6.5 Kings Cross**

### **6.5.1 Area Background**

The Kings Cross placeshaping area of focus covers a relatively wide area around the Kings Cross Central development site, including the southern side of Euston Road, Somers Town to the west, the Camley Street area to the north-west and Maiden Lane estate to the north and extends to the borough boundary with Islington to the east.

It is an area undergoing significant changes and investment which is also home to long established residential communities, with pockets of relative deprivation and disadvantage. Placeshaping work in the Kings Cross area to date concludes that:

- Housing is an important issue for local people with concerns regarding the quality of stock and higher levels of overcrowding than the borough more generally.
- Significant development and growth is proposed in the area which will put demands on existing facilities and services as well as providing new facilities for new and existing communities.
- The area has fewer people of working age than elsewhere in the borough, with lower levels of employment.
- Fewer people in the area agree that the area has a good sense of community and perceptions of community safety are lower than elsewhere in the borough.
- Facilities for young people and the elderly, access to employment and training, and ensuring there is benefit in the wider area from the Kings Cross Central development have emerged as community priorities.

### 6.5.2 Overview of Proposals

There are a limited number of projects in the Kings Cross area, partly because the Area Review has not taken place in all parts of the area and therefore the full extent of the Council's assets in the area has not been examined. Therefore, further proposals may emerge that beyond those in this report that further address some of the identified issues, which would be subject to further reports. However, the area includes important estate regeneration proposals at Maiden Lane (a phase 1 estate where masterplanning is already underway) and Agar Grove which is a proposed phase 2 estate for which approval is sought to progress work and undertake consultation.

While the number of proposals is limited the programme responds to the identified needs in this area by:

- Examining options for improvements on key estates to improve the quality of accommodation and provide additional homes.
- Exploring the opportunity to improve accommodation for important local groups.
- Setting out the process for the delivery of new primary school places in the area to meet expected demand.
- Securing improvements to facilities for young people in the area through the delivery of a new primary school.
- 

### 6.5.3 Specific Projects

The number of proposals in Kings Cross is currently limited but may expand in the future as other parts of the area are studied in detail. Any further projects arising from these reviews will be the subject of separate reports to Cabinet in the future. Nevertheless, the principles outlined above have been translated into the proposed project concepts outlined below which include proposals for the Cromer Street Mosque, opportunities on two of the area's housing estates and the planned new primary school at Kings Cross.

#### *Cromer Street Mosque*

The Mosque in Cromer Street is located within the Sandfield housing block. It is very well used and sometimes too small to accommodate all visitors, particularly for Friday prayer when space outside is used. This space is not covered and is a particular problem for attendees in winter.

A Working Group has been established including members of the mosque, council officers and councillors. The objective is to review options for improving the facilities for the benefit of the wider community, as well as existing users.

Members of the mosque are working with architects and have developed a preferred option for planning submission. A key principle behind the design philosophy is to create a facility that is available to the wider community when not in use for worship and to limit the impact on residents of the Sandfield Block.

In addition to consultation in line with recommendation 1, approval is sought for the following in relation to this site:

- Continue the joint work already underway and report with a financial appraisal of the options, in line with the governance arrangements in Section 5, in early 2011.

### *Agar Grove Estate*

The Agar Grove estate is located in the northern part of the Kings Cross area to the west of Camley Street, on the opposite side of the railway lines from Maiden Lane estate on which masterplanning with the community has commenced as part of phase 1 of the estate regeneration programme. It comprises 266 units, of which 211 are let to Council tenants and 55 are occupied by leaseholders, and has a density of 94 units per hectare.

The estate, which has a minimum investment need of £2.83m, is located in the east of the borough, adjoining to the north of the Kings Cross regeneration area and the Camley Street cycle link. The site is bounded by mainline railways at to the south and east which form impermeable barriers, along with the busy Agar Grove to the north, leaving it isolated from its surroundings.

The estate consists of a mix of low rise flats with a single 19-storey high rise block in the centre of the neighbourhood. To the south of the site is a recently constructed children's centre. There are, subject to consultation, opportunities to better use the existing space on the estate and provide new homes for existing residents in a mixed tenure development. Existing recreation spaces could be re-provided in more accessible and safe spaces. Parking provision could be improved without dominating the open spaces as it does to some extent at present.

### *Ossulston Street Estate*

The estate is located between Ossulston Street to the east and Chalton Street to the west and lies at the heart of the Somers Town area. The estate is made up of a series of blocks dating from the 1920s and 30s arranged around central courtyard areas and provides a total of 403 units.

The 2007 stock condition survey identified a minimum stock investment requirement of £4.34m over the next 4-5 years without addressing community safety or consideration of internal modernisation, environmental improvements or

security issues. There is considerable synergy with Area Review and placeshaping considerations in the area and from which residents of the estate could also benefit. In particular:

- High speed 2 development
- The redevelopment of the adjacent Somers Town Community Centre to provide a community Campus, and potentially new homes.
- Commercial and residential redevelopment in Plender Street
- Discussion around options for Richard Cobden School

This site is however one which would be a net recipient of investment - there is little scope for development and the housing is Listed at Grade II.

#### *New Primary School within Kings Cross Central*

A new two FE school is proposed as part of a S106 agreement for the Kings Cross redevelopment to be co-located with a new Frank Barnes School. Frank Barnes was moved into interim accommodation at Jubilee Waterside Centre in September 2010 to make way for the proposed redevelopment of the Adelaide Road site as part of the BSF programme.

As the authority is proposing a new mainstream school, a competition must be organised, the process for which is outlined in part 3 of Appendix 2. The council must undertake a statutory consultation before inviting proposals for the school from potential interested providers. . The competition process is not required for the establishment of Academies. The authority could submit a bid for a community school as part of the process; in which case the final decision will be made by schools adjudicator.

A project manager has been appointed whose duties include identifying priorities and undertaking a feasibility study of how a co-located school of up to two FE would work on the site.

Specific approval is sought for the following in relation to this project:

- Agree that the authority commence statutory consultation on the proposal as part of the competition process for a new school as required under The School Organisation (Establishment and Discontinuance of Schools) (England) Regulations 2007 (as amended).
- Agree that the results of the statutory consultation undertaken as part of the competition process for a new school within the Kings Cross development should be reported back to the Director for Children, Schools and Families and delegated authority be given to the Director of CSF in consultation with the Cabinet Member to decide whether to proceed with the competition process.
- Agree that, subject to the outcome of statutory consultation undertaken as part of the competition process for a new school at Kings Cross, the authority should submit a proposal for a new Camden community school on the site.

## **6.6 Gospel Oak**

### **6.6.1 Area Background**

The Gospel Oak placeshaping area is quite extensive with a core area centred on the estates to the north of Queens Crescent in the area between Mansfield Road to the north, Malden Road to the West and Grafton Road to the east, although there are linked projects beyond this area.

The area is dominated by residential property, much of which is social rented, although there are some pockets of retail and employment floor space, as well as a range of community and service facilities throughout the area, including a District Housing Office. It comprises some of the most deprived areas in the borough, as indicated by the Index of Multiple Deprivation, and is surrounded by comparatively more affluent areas including Hampstead in the north and Belsize Park to the west and is an example of the classic London juxtaposition of wealth against deprivation, with contrasting life experiences and opportunities available for people living in close proximity.

Placeshaping work in the area to date has identified the following:

- Housing issues have been highlighted by residents including overcrowding, the condition of units and concerns over the quality of repairs. Stock condition surveys, Mechanical and Electrical and drainage surveys confirm



that substantial investment is needed in Gospel Oak estates c. £43m. (Cabinet report 3/9/2010).

- Community safety is identified as a major concern of residents; crime levels, anti social behaviour and the existence of 'no go' areas have been cited by residents.
- Queens Crescent, the equivalent of the area's local high street, is underused and poorly maintained as a retail area with empty shops and empty stall pitches in the market.
- The area has lower levels of male and female employment and there are a relatively larger proportion of people without any qualification than the average for Camden as a whole.
- Satisfaction with the quality of local health service provision is lower than the borough average.
- The majority of residents perceive provision of activities for local teenagers to be poor.
- Consultation exercises have also showed that many people like living in the area.

#### 6.6.2 Overview of Proposals

Given the nature of the area and particularly the Council's extensive land holdings across housing estates and the General Fund, joint work has been ongoing between officers in HASC and Property Services to look at options in the area.

Work to date has largely focused on the core area of social housing, and on the 6 estates and 1,260 properties which are Lamble Street, Weedington Road, Wendling and Bacton, Waxham and Ludham.

Housing regeneration work has shown that there are a wide range of issues and possible solutions ranging from refurbishment, remodelling and infill development through to wider redevelopment proposals.

In 2008 an expression of interest was submitted for the Government's Private Finance Initiative (PFI) and the Council is on a waiting list for £160 million PFI credits. The funds are only available for 'transformational change' in Gospel Oak which would mean new housing and not refurbishment. This forms part of the Single Conversation process with the Homes and Communities Agency and credits for Gospel Oak have been discussed with the HCA for over two years.

Meanwhile, opportunities have been identified to save money, raise money and improve community facilities, as set out in Cabinet reports of June 2009 and July 2010). The sites identified to provide the Council with opportunities to develop new services, housing and decant capacity and to generate capital receipts for investment in new homes and community facilities as part of the wider

regeneration of the area. There are however a number of options which produce different outcomes across these sites.

There are four sites, Queens Crescent, Lawn Road, Lismore Circus and Vicars/Wellesley Rd, including the District Housing Office where there is an opportunity to provide a mix of uses and potentially to include a new community campus. An option for these sites is to link them together and significant work has been undertaken to identify how mixed service use and housing could be configured; however the preferred and best value option will emerge from the forthcoming community master planning process.

The retail and market offer on Queens Crescent provides the main shopping location for the area and the Council-owned site bordered by Weedington Road and Queens Crescent, includes shops, workshops/office suites and a play centre providing services for families and children may offer potential for redevelopment.

The concept of the community services campus has been generated by the opportunity to rationalise and improve service delivery in Gospel Oak, a high needs service area. The objective is to provide residents with a single coherent point for a range of services delivered from fit-for purpose facilities exhibiting high standards in both design and sustainability. It is expected that improved joint working across services and external partners will not only bring efficiencies but also improved services, including for the most vulnerable who require easy-to-navigate services.

Sites at Lismore Circus and Vicars/Wellesley Road sites are under consideration for a possible community campus. Given that these sites are not currently developed for residential use, developing them out first could not only provide decant capacity for the Gospel Oak programme, but also deliver a new community facility for the residents ahead of further housing renewal work.

The impact of any proposals on school place planning will need to continue to be monitored.

### 6.6.3 Development of Proposals

As shown above, there are a range of options being explored for the Gospel Oak area across Area Review, Estate Regeneration and housing small sites. As noted previously, the area is predominantly made up of Camden housing estates and taken together with the other assets in the area this means that the Council is by far the largest landowner in the area and the biggest player in the regeneration of the area. Therefore opportunities in the area are being looked at jointly, through placeshaping work, to ensure a co-ordinated approach to regeneration and enhancement.

A review of options using master planning principles was commissioned in March 2010 in order to understand better the relationships between potential

programmes of work and looking at how to join up and take best advantage of the different investment potential, aiding the council to make decisions based on an understanding of financial implications of each option. Options need to show how they make Gospel Oak a better place to live, improve the public realm, reduce urban fragmentation and provide a healthy mix of tenures and land uses.

The study also shows that a 'do nothing' option is not advisable as millions are required to bring homes up to an acceptable standard and that buildings that deliver services are unviable. At the same time, even if investment can be found, on-going maintenance costs and challenges are likely to be high. It also shows that there is a strong case for transformational change leading to radical improvements in 'liveability' for residents, that there can be a number of deliverable regeneration options – ranging from combinations of infill, demolition, refurbishment and a variety of urban realm solutions and that there are strong financial reasons for redevelopment over refurbishment of housing.

The study shows a number of deliverable options, based on the need for a better urban environment, improved housing and better services and facilities for local residents and on the principal that there is no loss of council housing and potentially an increase in numbers of council and/or affordable housing. The study shows self funding solutions at a high level with the need for this to be the starting point for community and stakeholder consultation.

Cabinet members for Housing, for Communities, Regeneration and Equalities and for Resources as well as local Councillors for Gospel Oak have agreed in principal that Gospel Oak regeneration needs to be addressed and that consultation with local stakeholders needs to go ahead as soon as possible. This course of action follows briefings on the placeshaping report above, on the investment potential from Area Review and Housing Regeneration, as well as information from previous consultations. It has been agreed that a local reference group be set up, led by councillors, with a membership from a wide range of stakeholders from residents, businesses and community groups. Officers will work with the reference group with the expectation that master planners can be employed in early 2011. This reflects the Council's commitment to ensuring that residents help shape the future of the area.

In addition to consultation in line with recommendation 1, approval is sought for the following in relation to the Gospel Oak area:

- That a master plan is commissioned, in early 2010, with the purpose of defining and agreeing proposals for the future of Gospel Oak and engaging local stakeholders in the process of change.
- That a Gospel Oak reference group works with officers to appoint consultant master planners.

### 6.6.5 Other Sites

In addition to the strategic work outlined above, five small housing sites have been identified in the wider Gospel Oak area which provides potential opportunities for redevelopment, as set out below.

#### *Grafton Terrace & Land adjacent to Maitland Park Gym*

This site is occupied by garages, Maitland Park TRA Hall and associated space. This proposal would allow the extension of Grafton Terrace to the corner of Maitland Park, providing a mixture of additional accommodation, whilst recreating the traditional street scene. As part of the proposal the existing community facility would be re-provided on the garage site adjacent to the existing gym, providing an opportunity to improve both facilities and rationalise existing parking. This area is near to the Gospel Oak regeneration area and can complement the outcomes of community masterplanning.

#### *Lamble End*

There is an opportunity to provide a small number of new homes in keeping with the existing terraced housing adjacent to Waxham and Ludham estate. This would enable stakeholder involvement in a design pilot in the regeneration area and strengthen the urban design and integration of Gospel Oak into the wider neighbourhood.

#### *Mansfield End*

There is an opportunity to provide a small intervention at the northern point of the Gospel Oak regeneration area, at the junction between the estates and Mansfield road. Care would need to be taken to achieve high quality design and integration of new homes to the adjoining terrace and the character of Oak Village.

#### *Kiln Place*

There is potential for new family homes on the boundary of the estate which, along with the reconfiguration of parking facilities, could enable significant improvements to open space on the estate and improved community facilities. This area is near to the Gospel Oak regeneration area and can compliment the outcomes of community masterplanning.

## **6.7 West Hampstead**

### 6.7.1 Area Background

The West Hampstead placeshaping area is focussed on the 'interchange' area comprised of the three stations (Underground, Overground and Thameslink) located on West End Lane. It includes the West End Lane retail strip and adjoining residential areas and industrial sites.

The heart of the area is a relatively successful retail centre with established surrounding communities that tend to have low levels of relative deprivation. It is however an area that is expected to undergo significant growth and change in the future with a range of identified development opportunities around the centre. It is identified as an 'area for intensification' in the London Plan and a 'growth area' in the Local Development Framework (LDF) which suggests there is capacity for 1,400 homes and 7,000sqm business floor space to be developed over the next 15 or so years.

Placeshaping work undertaken in the area to date indicates the following:

- There is a lack of primary school places in this part of the borough and which will become even more pressing in the longer term as the population increases as envisaged by the LDF.
- The area has high levels of well being with low levels of deprivation and above average attainment for education, employment and income per head.
- Satisfaction with public services broadly reflects the Camden average, with notably higher levels for leisure and sports.
- There is strong community interest in progress with West Hampstead interchange and associated high street improvements, which are viewed as an opportunity to improve the local area for residents and businesses.
- Initial findings are that the key issues for the area relate to specific points that can be addressed by considering how services are delivered, joining up resources and working with partners where possible.

#### 6.7.2 Overview of proposals

The West Hampstead area review has identified a number of potential opportunities to make better use of the Council's portfolio in the area and address some of the issues identified above. There are also some small housing sites in the area which provide opportunities to meet local housing need

The emerging investment programme in the West Hampstead area will address the area's identified needs and issues in the following ways:

- Supporting the expansion of primary school places in the north of the borough.
- Creating new play centre facilities co-located with community space and a new nursery at Fortune Green Play Centre.
- Making surplus land available to allow development of housing, including affordable housing.

- Beginning a dialogue with Adult Social Care and Third Sector providers to provide new efficient buildings in which to co-locate services and simultaneously rationalise the property portfolio.
- Joint working between Property Services and HASC to look at interventions to improve the housing stock and urban geography of estate areas.
- Developing plans to generate a budget to invest and protect historic buildings in Hampstead Cemetery.

### 6.7.3 Specific projects

A number of opportunities have been identified in the West Hampstead area, particularly through the Area Review programme, which has also identified a potential site for a new school at Liddell Road.

#### *156 West End Lane*

156 West End Lane is currently occupied by the District Housing Office and various other office service functions of the Council. The ground floor and the large area of land at the rear of the building are let to Travis Perkins with the lease expiring in May 2012. Upon expiry or sooner the site will be sold as it forms part of the current accommodation strategy and financial rationale to relocate the Council's main administrative headquarters to a new building on the Kings Cross Central site.

Options are being explored to re-provide a front counter/access point for residents in the north western part of the borough. The site presents an opportunity for significant redevelopment. Initial work indicates that site could be redeveloped to provide around 150 new homes, both affordable and private. In addition the option exists to provide accommodation for ASC client groups in need of additional local supported tenancies, though this will have some impact on value. In addition, new retail frontage would improve facilities and appearance of this section of West End Lane. The site was considered, along with around 20 others, as a possible site for a new school but Liddell Road, which is discussed later in this report, was considered a more suitable site.

#### *Webheath Estate*

The Webheath Estate is located between Netherwood Street to the north and Palmerston Road to the south and comprises a series of linked low-rise blocks. Incorporated within the estate and also immediately adjacent are a number of other facilities including:

- **5 Netherwood Street Day Centre** providing services for people living with dementia
- **Kingsgate (Palmerston Road) Resource Centre** providing services for older people

- **Kilburn Grange Children's Centre** a facility providing family orientated services in the Sure Start format
- **Webheath Workshops** a set of industrial workshops located beneath residential accommodation on the estate.
- **Netherwood Street Day Centre** providing services for people living with dementia within a 1960s/70s building which is not in good order.

The variety of separate facilities within this small estate suggests there are opportunities to explore rationalisation to increase efficiency and reduce duplication of costs between facilities. This could involve consolidation of the community and operation buildings along Palmerston Road with a view to creating a "hub" style building in which to co-locate services.

In addition, the Day Centre site has significant potential for more intense use and could be redeveloped for residential use providing both affordable and private homes. The proposed Greenwood Centre in Kentish Town project could accommodate the services currently provided at Netherwood, with the capital receipt from the Netherwood site contributing towards the costs of the Greenwood development.

The undercroft workshops are unpopular with residents and are not fit for purpose. They are also difficult to let (currently 25% vacant) and secure a poor return upon investment by the Council. The option of changing the use of these to provide some form of community facility or refurbishment in order to provide residential accommodation could be considered.

#### *Kingsgate Community Centre*

The Kingsgate Community Centre at 107 Kingsgate Road is situated very close to Webheath Estate and is in poor condition, requiring extensive refurbishment. Preliminary work has been undertaken with stakeholders to explore the potential for a new purpose-built facility that could be funded by disposal of the current Kingsgate site to provide new housing. A possible location for a new Kingsgate Centre building could be with the Webheath Estate which would provide improved access to the residents of the estate to take full advantage of the Centre's services.

The potential relocation could be linked to the possible interventions outlined for the Webheath Estate providing opportunities for co-locating operational buildings with this third sector provider.

#### *Liddell Road*

As highlighted in the introduction to the investment programme and detailed in Appendix 2, there is a particular need for new primary school places of up to two forms of entry (FE) in the north-west of the borough.

Officers have commissioned a site search of this area to identify suitable sites for a new primary school as well as considering sites suggested by councillors and members of the parents' campaign working group which started in 2009 in response to the shortage of school places. There were very few sites available in Camden that could be suitable for a new school in terms of size, availability and location. Officers considered over 20 possible sites, many of them suggested to the authority by the campaign, including new sites both within and outside of ownership of the authority and expansion of existing school sites. Many of the sites officers considered are commercially sensitive, unavailable or very expensive options but all the sites that have been mentioned by the campaign group were looked at to some degree for their suitability for a new school.

Officers assessed all primary schools within the area of need and met with senior staff and governors at St Mary's Kilburn (NW6), Fleet (NW3) and St Paul's (NW3) primary schools. All three schools are currently one FE and may have sites that could be capable of expansion to two FE. Of the three schools, St Paul's was deemed to be best located to meet the demand for school places. St Mary's Kilburn would need to be fully re-built in order to expand which would be costly and is close to the borough boundary; Fleet is largely single storey on a large site so again would be costly to rebuild but the site does lend itself to expansion better than St Mary's Kilburn. However, it is not in the best location to meet the identified need at this stage but could be considered as a future possibility subject to funding if further expansion were needed in the future.

A feasibility study was undertaken which showed that St Paul's could be expanded to two FE. This would require rebuilding the school. Initial estimates indicate that this expansion would cost around £9million. The governing body has agreed that from September 2011 50% of all places offered in the school will be open generally as community places, instead of having 100% of admissions allocated purely on the basis of faith.

Expansion of St Paul's by one FE could be considered as a possible solution in helping meet the demand for primary places pressure in the future if funds permitted, however, officers feel that a more cost effective option in the current financial climate could be to provide a new two FE school and, having undertaken feasibility work, the most suitable site has been identified as Liddell Road.

The Liddell Road site is owned by the authority and is approximately 10,500 m<sup>2</sup>; and is occupied by 33 single story light industrial units. These are currently in use and let on a variety of leases with different provision for termination/renewal and there is also a very small street cleaner's store. The site has railway lines to the north and Maygrove Road to the south. The railway line carries the Thameslink service and Maygrove Road is a mainly residential street. There is adequate space around the site to address the increased pedestrian and vehicular traffic that a school could generate and Maygrove Park offers beneficial amenity space at the start and end of the school day. Maygrove Park is to the



west of the site and has recently been redeveloped and now has the Maygrove peace garden, areas of natural play, an outdoor gym and a ball court. The site is well placed for transport links, particularly for car-free residential accommodation. It is approximately 5 minutes walk from the numerous transport links on West End Lane, to the east and approximately 10 minutes walk from Kilburn underground and Brondesbury Overground stations to the west.

Architects were asked to assess the feasibility of accommodating either a one or two FE primary school at the site and were asked to look at options for how the whole site could be used. The feasibility study has shown that it would be possible to fit either size school on the site. The site size also allows for flexibility in design and provides the required amount of outdoor playspace.

Liddell Road is currently a large employment site and therefore the local loss of any employment land will need to be carefully balanced against the community benefits achieved by the additional school places. Any change of use would require detailed consultation. Detailed work on the scheme and continued discussions with planners would be needed to ensure it is acceptable in planning terms.

It may be possible to accommodate residential units on the site if the employment space can be relocated, however redeveloping Liddell Road will incur costs to secure possession due to the existing leases. This may be possible through Landlord and Tenant action and by negotiation with the tenants. If agreement with the tenants cannot be reached the authority would need to consider the use of Compulsory Purchase Order (CPO) powers to secure possession.

Officers support the site being changed from employment use to school use. A primary school would be a better suited neighbour to the Maygrove peace park and other community open space facilities. Officers are applying for a green flag for the adjacent open space; the setting would be suitable as an additional entrance to a school. Highway issues would need much more detailed work but initial discussion indicates that there would not be significant issues with this location.

In summary, the site is in the right location, in the north west of the borough where historically over the last few years pupils have struggled hardest to gain a place in a Camden school, and has sufficient space for a 2FE primary school. There may also be space on site to enable residential units to be built, which could help reduce the costs of the scheme.

The process for the authority setting up a new school is currently governed by the Education and Inspections Act 2006 and the School Organisation (Establishment and Discontinuance of Schools) (England) Regulations. This legislation states that the local authority must establish a new maintained school by a competition.

This will apply to Liddell Road and the proposed new school at Kings Cross as mentioned elsewhere in this report.

The competition process is set out in Part 3 of Appendix 2.

Due to the length of time of the competition and building process, it is unlikely that additional pupil places would be provided until September 2015. The time it will take to deliver new places compared with the projected rising demand from 2011/12 means that there is potentially a gap of up to five years where it will be challenging for the authority to meet the demand for primary pupil places, however, the addition of bulge classes will help ease the pressure in the interim period. Because a bulge class would consist of a 30 place 'bulge' for one year group only which would then move through the school, additional bulge classes will be needed every year until a longer term solution is ready.

Officers previously wrote to all primary schools about the shortage of primary school places, asking for their assistance in identifying suitable sites for possible temporary classrooms when there was a shortage of primary places in 2009. There was no agreement at that time for any school to take on a bulge class in 2009. As a result of this, the Courthope centre had to be opened to take unplaced pupils. This option will not be available for the authority in the future and therefore difficult decisions will need to be made regarding which schools take bulge classes. Due to some reluctance from schools in the past, it is likely to be necessary for the authority to direct governing bodies to take bulge classes. Sites will need to be identified for September 2011 and September 2012 and the authority will need to be ready to start the process as soon as possible in view of the length of time it may take to construct a bulge class on site. Schools have already been notified that officers will need to discuss bulge classes again with them.

Where premises are rationalised as part of the area review process these could also be considered to see if they could support a bulge class.

Specific approval is sought for the following next steps:

- Further development of the proposals for a possible new 2FE school at Liddell Road as set out above and in particular agree that the authority commence the competition process for a new school as required under The School Organisation (Establishment and Discontinuance of Schools) (England) Regulations 2007 (as amended) (subject to consultation on the authority's strategy for addressing capital needs within the borough with schools and neighbouring boroughs).
- Agree that the results of the statutory consultation undertaken as part of the competition process for a new school at Liddell Road should be reported back to the director of children, schools and families and delegated authority be given to the director of CSF in consultation with the cabinet member to decide whether to proceed with the competition process.
- Agree that, subject to the outcome of statutory consultation undertaken as part of the competition process for a new school at Liddell Road, that the authority should submit a proposal for a new Camden community school on the site.
- Agree that if Members wish to consider further the possibility of a school on this site, officers will bring forward a more detailed report with a business case and a strategy to secure possession of the site to meet timescales for the construction of a school.

### *Emmanuel CofE Primary School*

The Executive approved proposals to expand Emmanuel from 0.5FE to one FE on 22 July 2009, conditional on receiving planning permission. This project was the top priority of the first tranche of the PSfC. Planning permission was granted at a meeting of the development control committee on 3<sup>rd</sup> June 2010 subject to conditions and a s106 legal agreement. The Cabinet approved the award of the contract for the building works to the London Diocesan Board for Schools in July 2010 and the land earmarked for the school was transferred to the Trustees of the school (as required by school organisation legislation) in August 2010. It is anticipated that works on the new school will commence over the winter with a view to the new school building opening in September 2012.

## 6.8 Kilburn

### 6.8.1 Area Background

The Kilburn area is focussed on the High Road, which marks the borough boundary with LB Brent. For placeshaping purposes the area straddles the boundary and will involve some form of joint work with Brent. However, all of the assets and properties referred to in this report are located within Camden's boundaries, mainly within the predominantly residential hinterland to the east. The area adjoins and is closely related to the nearby West Hampstead and Swiss Cottage areas of focus.

The High Road is the heart of the Kilburn area and an important retail centre, which has been underperforming for a number of years. Opportunities to expand the retail offer is limited as there are few units with large floor space and opportunities to provide larger units is limited due to the scarcity of suitable development sites. The residential areas to the east of the High Road are characterised by high levels of owner occupancy and low levels of social renting, although there is a high concentration of social renting around the Alexandra & Ainsworth and Abbey estates in the south-east part of the area.

Placeshaping work undertaken in the area to date indicates the following:

- The proportion of local people who are employed is higher than the averages across Camden and the area has higher levels of educational attainment than the borough generally
- Much of the area is not defined as being deprived, but there are pockets of relative deprivation in the north and particularly the south around the large housing estate areas.
- There are community concerns regarding crime and safety, opportunities for young people, access to open spaces and the quality of the urban environment.
- There are a range of community facilities and potentially some duplication of services around the Alexandra & Ainsworth and Abbey estates.

### 6.8.2 Overview of proposals

There are a range of proposals for the area identified through the Area Review as well as a housing small site which has been identified as an opportunity. These projects seek to address the identified issues and needs of the area in the following ways:

- Working in a joined-up and manner to look at the range of opportunities in the Abbey Area and how they can contribute to potential regeneration.

- Exploring opportunities to provide better facilities to support more efficient provision of services to the community.
- Exploring the potential to release surplus sites for new housing and affordable housing as part of the wider regeneration of the area

These principles have been translated into the proposed project concepts outlined below.

### 6.8.3 Specific Projects

There are a range of opportunities in the Kilburn area, with a particular cluster around the Abbey Area estates, where a masterplanning process is underway, as well as a variety of other stand alone opportunities.

#### *Abbey Area*

This area comprises the Alexandra and Ainsworth and Abbey estates and is Phase 1 housing estate regeneration area which is subject of an integrated master plan consultation programme which is due to complete in December 2010.

The master planning process incorporates both HRA and General Fund land, and its results are described separately on this agenda. Relevant recommendations and approvals are covered in that report. However, the relevant individual sites within the area are described below as they form an important component of the community investment approach to the Kilburn area.

- a) *1- 8 Langtry Walk / 61- 63 Loudoun Road*  
This site comprises a small shopping parade with workshop and ancillary residential uses above. It represents an opportunity to explore redevelopment, and the possible provision of an improved primary care centre for NHS Camden and extra care homes for older people, although this proposal may be under review. However, if an alternative site to relocate the primary centre can be found, then the premises at Langtry Walk and Loudoun Road could provide a valuable range of other redevelopment opportunities.
- b) *Belsize Priory Health Clinic, 208 Belsize Road*  
This health centre is located between adjoining housing blocks which form part of the regeneration study. There may be an opportunity to redevelop this site for housing and other uses as part of the wider regeneration of the area, particularly if the Langtry Walk primary care centre were to go ahead.
- c) *Abbey Road Car Park, Belsize Road*  
This multi-storey car park formerly provided parking space for residents, but is now let commercially and occupied by a range of car-related and light industrial uses. It represents a major redevelopment opportunity site

in conjunction with housing regeneration, and could provide a mixed use development comprising residential, commercial and community space. It could also provide decant capacity to assist wider regeneration and redevelopment in the area.

- d) *Abbey Community Centre, 222C Belsize Road*  
The community centre is a stand-alone building on the north side of Belsize Road which provides a range of services to the local community including children's activities, activities for the over 60s, community education classes and advice. However, the existing structure is in a poor condition and there may be opportunities to redevelop to provide a mix of uses alongside improved community facilities.
- e) *Langtry Children's Centre, 11-29 Langtry Road*  
The children's centre is located between Langtry Road and the railway lines to the north. It occupies a large site and offers possible opportunities to redevelop the site for new homes alongside the re-provision the Children's Centre either on or off the current site.
- f) *Abbey Hive Community Centre, 84-86 Abbey Road*  
This site was previously used as a community centre, but was vacant and is now used on a temporary basis in relation to the ongoing consultation on regeneration options in the area. Although not listed, the building was constructed in conjunction with the development of the listed Alexandra Road estate so redevelopment options may be limited. However, the site could be considered for relocation or consolidation of existing community uses and there may be scope for some redevelopment.

The impact of any proposals on school place planning will need to continue to be monitored.

#### *194 / 194a Goldhurst Terrace, NW6*

Number 194 is a residential property currently occupied by residents with autistic special needs and 194a is a vacant former day centre. There are a range of options that could be explored to improve the accommodation either by refurbishment or by providing it elsewhere, thereby releasing this site, with potentially high residential value for alternative use or disposal

#### *Retail units in Kingsgate Road, Belsize Road, Hemstal Road shops*

A number of vacant long term void retail units which could be potential disposals and/or opportunities for change of use.

### *Kingsgate Place*

This is a small row of warehouse premises let to a range of external occupiers and there may be a redevelopment opportunity or potential disposal. However, consideration would need to be given to re-provision of the services currently run from one of the units, the Kilburn Youth Station, which has a large take up of young people using the facilities and following the programmes.

### *Eresby Place Underground Car Park*

This is an underutilised underground parking area beneath a housing estate which has potential for alternative use. This could be in the form of a commercial letting for a business use (e.g. self storage) or creation of a centre for social enterprise or possibly for other community or operational purposes to bring the premises into more beneficial use.

### *Kilburn Vale Estate*

There is some potential to provide a small number of new homes on the edge of the estate using some inaccessible land adjoining a commercial building and incorporating a small number of storage sheds. In addition, it may be worthwhile to explore opportunities with adjoining landowners to see if combining sites presents greater value. On other parts of the estate there may be opportunities to convert underutilised space within buildings into new homes and invest in residents' amenity.

## **6.9 Swiss Cottage**

### **6.9.1 Area Background**

The Swiss Cottage placeshaping area is centred on the Swiss Cottage Library hub and includes predominantly residential areas either side of Finchley Road, extending northwards to Swiss Cottage tube and to the borough boundary with Westminster to the south. The area includes retail frontages along Finchley Road but other than the residential areas is mainly recognised as a cultural and leisure destination offering a mix of theatre, an arts centre, gallery and the landmark Swiss Cottage library and leisure centre itself.

Overall Swiss Cottage exhibits higher than average levels of educational attainment, health and employment. The local population has also expressed above average levels of satisfaction with many of the public services in the area particularly those relating to culture and leisure. The exception to the generally healthy picture of the area is the localised issues around a former Neighbourhood Renewal area which includes the Chalcots tower blocks. Issues specific to this area have been raised including the condition of housing stock and levels of educational attainment. Housing conditions are being improved through the Chalcots improvement programme.

Placeshaping work undertaken in the area to date indicates the following:

- There is a need to lobby and work in partnership with TfL to consider options for revising the road layout and traffic management on Finchley Road and the Swiss Cottage Gyrotory
- Safer pedestrian crossings are needed on Finchley Road and the planned UCL academy may present an opportunity to resolve some of the pedestrian crossing issues.
- Partnership work is required with local community groups to identify issues and reduce disparities between the former Neighbourhood Renewal area and the rest of the Swiss Cottage area.
- Issues highlighted as important to the community include the vision for Finchley Road and the public realm, and the availability of affordable housing.

### 6.9.2 Overview of proposals

There are a range of proposals for the area across Area Review, Estate Regeneration, Housing Small sites which address the identified issues for the area in the following ways:

- Exploring opportunities for better use of the Council's assets to enable deliver of new homes, including affordable housing, and improvements to the public realm.

These principles have been translated into the proposed project concepts outlined below.

### 6.9.3 Specific Projects

Opportunities identified in the Swiss Cottage area include a range of sites on housing estate land, commercial premises and a community centre.

#### *177 Finchley Road*

This is an HRA site is located on the west side of Finchley Road and comprises a block of flats containing 29 units of Council housing, with a large retail unit at ground floor level and an open residents car park to the rear

A number of opportunities are possible upon this site ranging from small scale infill residential development upon the underused car park to potentially a major mixed-use redevelopment of the site with new modernised retail and enhanced residential development.

A larger scheme could not only generate larger receipts, but also help improve the Finchley Road streetscape and encourage private investment in the southern part of the Finchley Town Centre. This has the potential to deliver an additional



housing supply and contribute to the delivery of the Council's Better Homes programme.

Network Rail has extensive property holdings adjacent to this site and there may be opportunities to explore a joint approach between the two organisations to invest in the area to deliver:

- An improved high street frontage
- Improvements to highways and pedestrian routes
- Improved shopping amenity
- New housing both affordable and private

There may also be the opportunity to link a redevelopment of this site with other land and buildings in the area and if this appears to be a viable option it will be brought back to a subsequent Cabinet meeting.

#### *Finchley Road Commercial Units*

The Council owns a small number of properties along, Finchley Road, Lithos Road and Rosemont Road. The properties have retail commercial units at the ground floor and some residential accommodation above. There is an opportunity to explore whether the properties offer suitable housing accommodation in a cost efficient manner. If so the properties may be viewed as primarily commercial assets which may be disposed of at a suitable time. These properties would also need to be reviewed in relation to their capacity to contribute to the delivery of the Council's Better Homes programme.

#### *Lithos Road*

The site is currently let to the Ethiopian Society as a cultural and community centre. The building is in poor condition and there is little potential for development of the site given its size and relationship to adjacent buildings.

The Council has been approached by a property company that owns a substantial volume of adjacent property which is currently providing office space, with a view to acquiring the site. This would allow the building to be redeveloped providing new employment space within the borough. The property company would appear to fulfil the conditions of a "special purchaser".

#### *Adelaide Road Estate*

The opportunities on this estate comprise two separate sites, one in the area around Blashford House and the other to the rear of the Bray tower.

The first site occupies an area of approximately 0.3 Ha bounded by Adelaide Road to the north, and the Adelaide Road Nature Reserve to the south occupying the northern slope of a deep railway line cutting. The site currently houses the 19-storey Blashford House tower block, the Adelaide Medical Centre and the Modern

Garage. Blashford House has recently been extensively refurbished as part of the Chalcots PFI programme.

There is scope for a new residential building, accommodating a new medical centre on the ground floor. The development could incorporate improved access to the nature reserve, along with improved landscaping and play facilities.

The second site is located to the rear of Bray tower where there is scope for a small low rise development. There is an opportunity to substantially improve the landscape, play facilities and community safety around the site.

#### *Hilgrove Garages*

Located between Hilgrove and Dobson Close, close to the Finchley Road, this site is dominated by a large ground and underground garage block which has been vacant for several years. Its redevelopment in connection with the reconfiguration of surrounding facilities could deliver a mixture of housing types, new play and open space facilities.

#### *Broadfield End, Broadhurst Gardens*

Located on the edge of the Broadfield Estate, not far from Finchley Road, this is an open site between two large existing buildings both with blank flanks. The estate has significant areas open space and this site makes little contribution to resident amenity. The site's development would be likely to strengthen the street scene, linking the estate building and Victorian Mansion block.

#### *Swiss Cottage School/UCL Academy*

As part of the remaining BSF programme there are two large scale school developments happening in Swiss Cottage.

Swiss Cottage special school is being rebuilt and expanded, providing much better facilities and much needed places for children with special educational needs. Jack Taylor special school is merging with Swiss Cottage special school and the children and staff at the school will transfer to the new Swiss Cottage School. Swiss Cottage will provide 230 places for children from 2-19 years old once the project is complete.

Swiss Cottage will be co-located with a new UCL Academy. The new Academy will provide an additional 6 forms of entry (180 pupils in each year group) from September 2012. This will help to meet the demand for secondary school places in the borough.

### **6.10 Other Projects**

The majority of projects within the Community Investment Programme are located within placeshaping areas of focus, which contributes towards a co-ordinated approach to the needs and issues relevant to these places. There are, however,

a small number of projects beyond the boundaries of the placeshaping areas, for which approval is required under this report and these are set out below.

#### *Old Westcroft Estate*

This estate is owned by Camden but located outside the borough boundary within LB Brent. The estate has substantial open space and extremely low-density 1930's housing. Site assembly would be difficult as there are a number of freehold plots across the site. However there is scope for increasing density by redeveloping existing low rise buildings or through infill.

This is likely to be a sensitive proposal and will require careful consideration of the opportunities and benefits which will accrue to Camden tenants and leaseholders on the site.

#### *Orde Hall Street, Tybalds Estate*

This site is located on the Tybalds Estate in the St Giles/Holborn area, which is a placeshaping area of focus, but not one where other parts of the community investment programme are currently active.

This estate, close to Great Ormond Street, is a typical post war development of buildings irregularly set out in open space. The estate suffers from poor urban design which is compounded by poor landscaping and large areas of under utilised hard surface and parking. Development could take place along the length of Orde Hall Street, providing large numbers a family houses and creating a strong new street frontage, whilst providing funds to re-landscape the estate and provide new, roads, parking, play facilities and landscaping.

## **6.12 Conclusion**

The Community Investment Programme is about taking a co-ordinated and joined up approach to the wide variety of Council-owned assets to ensure best use is made of these assets to deliver on the needs and priorities for local communities across the borough.

From looking at the various projects within the programme on an area-by-area basis, the following key themes can be identified:

- There are a range of opportunities within each of the placeshaping areas, which can be explored in a holistic manner to address identified local needs and priorities.
- Wider benefits will be achieved by looking at these opportunities in the round and so that potential linkages and interdependencies between individual projects can be exploited.

## **7 Procurement strategy**

7.1 The potential need for procurement of services contracts to deliver the Community Investment Programme has been assessed. This approach was approved by the Strategic Procurement Board on September 14<sup>th</sup> 2010.

The purpose is to carry out design work on schemes where it has been agreed that the Council will work up the planning application. The proposal is

- to set up a framework for design work for more specialist facilities e.g. facilities for dementia care and autistic spectrum disorder such as those proposed for Greenwood
- to use existing frameworks such as Homes and Communities Agency frameworks for the procurement of design work for more mainstream development including residential and general community facilities.

7.2 It is proposed that the framework is established by undertaking the restricted OJEU procurement process. It is envisaged this will take approximately six months.

7.3 Further work will be carried out to identify the most efficient delivery vehicle for each scheme.

7.4 Further detail on the business need and procurement process is provided in Appendix 3.

## **8 COMMENTS OF THE DIRECTOR OF FINANCE**

8.1 The Council is entering a period when Government financial support is going to be at a much lower level than in recent years. This will mean, firstly, that the Council will have to generate more capital resources itself if it is going to be in a position to fund the considerable investment needs it has with respect to its assets and, secondly, that savings in the costs of running the Council's services will have to be made.

8.2 The Community Investment Programme offers an opportunity to generate a significant surplus of capital receipts that could be used to fund our capital needs which are estimated at £403m over the period to 2014/15. Members will be considering options on how this funding can be provided and the expectation is that the CIP could generate £100m. In addition the CIP through the replacement of inefficient operational buildings with modern efficient buildings can be the mechanism whereby the revenue savings in property running costs of £2.488m

p.a. from 2013/14, proposed in the Medium Term Financial Strategy report elsewhere on the agenda, are delivered. The comments below relate to individual elements of the CIP.

### 8.3 Estate Regeneration

Two projects – Holly Lodge phase 1 and Chester/Balmore have received Cabinet approval and are included in the Capital Programme. The costs of £33m are being funded from a combination of grant from the Homes and Communities Agency, capital receipts from the sale of private dwellings, section 106 contributions for affordable housing and from prudential borrowing. The Capital Programme also includes a block provision of £94m for the Decent Homes works required at the other Estates the funding for which is to be provided by complementary development. As individual estate projects and their funding packages are agreed by the Cabinet they will be disaggregated from the block provision.

### 8.4 HRA Small Sites

The Cabinet on 8 September 2010 agreed to set a target of £35m over the next 4 years for capital receipts to be raised from the development of small sites to be used to fund the Better Homes programme. This report lists a number of sites that can contribute to meeting this target.

### 8.5 Schools

The two main drivers in the CIP are the need for additional primary school places and the requirement for refurbishment/redevelopment of the existing stock to remedy suitability and condition problems.

#### *New Primary School in the Kings Cross Development area co-located with the new Frank Barnes School*

A new primary school in shell form will be provided by the developer under the Section 106 agreement and there is a budget of £2.250m in the Capital Programme for the required fitting out. There is also a budget of £8.9m for a permanent replacement school for Frank Barnes.

#### *New Primary School at Liddell Road*

The building cost of a new 2 form of entry school is estimated at £10m. The land is council owned. Associated residential development on the site could generate significant capital receipts that could be used to fund the building costs in whole or part. The loss of the industrial units currently on the site, however, would result in a loss of income to the General Fund of approximately £450,000 p.a.

#### *Redevelopment of the Primary Pupil Referral Unit, Netley primary school, Netley Community Learning Centre and the Surma Centre.*

Complementary development of private housing on the site would generate capital receipts used to fund the new school and other operational buildings. The Cabinet will receive a financial appraisal in early 2011.

## 8.6 Other Projects

The Executive at its meeting on 24 June 2009 established a one-off budget of £3.5m (profiled over 3 years) to fund expenditure on carrying out Area Reviews and the costs so far incurred have been met from this budget. The cost of further reviews, consultations, feasibility studies, design work and the preparation of planning applications proposed in this report will also be funded from this budget. It will be possible later to capitalise eligible costs already incurred at the point approval is given to projects and their funding.

There are a number of options being considered for St. Pancras Community Centre. All the options involve the provision of a new bigger centre. The number of additional dwellings to be provided on the site range from 6 to 28 with a consequential range in the capital costs of £2.5m to £10m. Funding will be provided from the sale of some of the new dwellings and from the sale of two commercial sites – Carol Street and Plender Street. There will be a loss of commercial rent income from these two sites of £107,000 and £52,000 respectively. A financial appraisal will be presented to Members early in the New Year.

The capital costs for the Greenwood development are estimated at £10m. Funding would be provided partly or wholly from capital receipts from the disposals of those properties made redundant as the services provided from them transfer to the new Greenwood Centre. In addition, funding might be provided partly from prudential borrowing as there would be savings in running costs sufficient to fund the debt charges. A financial appraisal will be presented to Members early in the New Year.

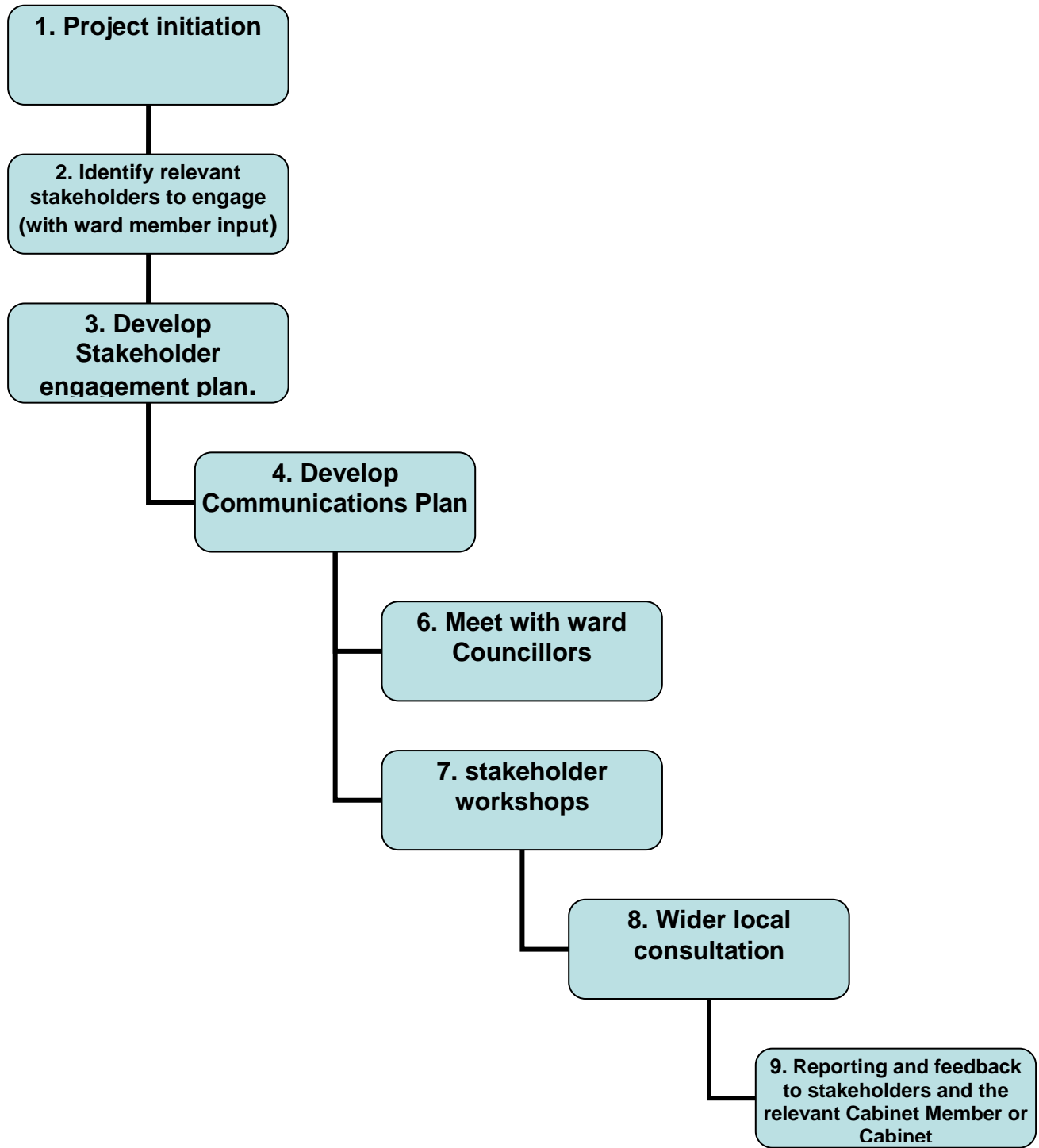
## 9 COMMENTS OF THE HEAD OF LEGAL SERVICES

- 9.1 This report sets out a wide variety of potential community investment projects. There will be legal implications for each of these, both in terms of property work and procurement of various consultants and contractors. In relation to the design team framework, any framework that the Council lets will need to comply with Contract Standing Orders and the EU procurement regime. Where the Council calls off from existing external frameworks, these will need to be carefully examined to ensure that they have been let in accordance with EU rules and the Council can legally purchase from them.
- 9.2 Recommendation 1 recommends consultation, as do a number of the recommendations relating to the projects listed in recommendation 2. Having carried out the consultation, including any statutory consultation where required, it

is important that the results of the consultation are properly taken into account in the Council's decision making process.

**APPENDIX 1 - Proposed Framework for Community and Stakeholder consultation and engagement on community investment proposal**

Cabinet Members are asked to approve this process as a framework for taking forward the programme.



**Nb – note that specific statutory requirements relating to stakeholders such as Council Tenants and schools will be built into the above process.**



### **Project Initiation**

Following decision by the Cabinet on which community investment projects the Council will take forward, ward members will be consulted on a proposed list of stakeholders to consult building on those who have been involved in previous consultation and databases such as CINDEX.

### **Stakeholder Engagement Strategy and Communications Plan**

Based on the nature of the project, the key messages to be conveyed and the input/options to be consulted/engaged upon a communications plan and stakeholder engagement plan will be drawn up with an approach tailored to the needs of individual projects, the likely interested parties and a range of consultation approaches (e.g. facilitated workshops, web-based consultation etc). In terms of communications, as well as working with the local press there will also be consideration of the use of local networks and newsletters and tapping into local community groups to help get people involved. The stakeholder engagement plan will indicate the nature of how people can get involved and at what stages. Critically will describe any statutory consultation processes which will be necessary for particular projects (e.g. in relation to consulting Council tenants or in relation to the planning application process). The approach set out will be agreed in consultation with relevant ward members.

### **Stakeholder Workshops and Wider Local Consultation**

A workshop based approach will be used to involve key stakeholders so that they can help shape projects, prior to wider consultation using methods such as letters, adverts and the internet to reach a wider audience. Depending on the nature of the project stakeholder workshops may be held throughout the project as well as at its conceptions. The precise nature of both the workshops and wider local consultation, as they apply to individual projects, will be set out in the aforementioned project engagement strategy and communications plan.

### **Providing clear feedback to stakeholders & reporting**

A stakeholder database and record of stakeholder engagement will be created for each project so that feedback can be given to stakeholders at relevant stages of each project (i.e. when key decisions are taken).

## **APPENDIX 2 - Detailed analysis of need for pupil places, recent changes in education legislation and the competition process for a new school**

### **Part 1: Pupil Places Pressure**

#### **1.0 Primary Schools**

- 1.1 The primary capital programme aimed to renew at least half of all primary schools in England by 2022/23. Funding has been announced up to 2010/11 but later funding is subject to future spending decisions by the government. The rest of this appendix now sets out the places pressure need within the borough.
- 1.2 The PSfC set out the school roll projections at the time. The analysis confirmed previous projections for Camden showing additional pressure for school places in the north-west and in the south, particularly around Kings Cross. The authority had existing plans to build a new school at Kings Cross as part of the s106 agreement with the Kings Cross partnership and this development was included in the PSfC. The Executive also agreed to the expansion of Emmanuel CofE primary school from 0.5 forms of entry (FE) to 1FE (30 pupils per year group) to meet places pressure in the north-west. The analysis contained in the PSfC and roll projections received in the following year, indicated that once these developments were taken into account, there would be a balance of need and supply of places in primary schools across the borough as a whole over the medium to long-term.
- 1.3 An analysis of the planned housing trajectory data up until 2026/27 (as used in the 'Camden Infrastructure Study: Social Infrastructure Needs' prepared by the URS Corporation for the authority in October 2009) looks at cumulative growth in terms of additional forms of entry (FE) based on estimates of child yield. High and 'recent' (i.e. based on recently observed pattern) estimates were given in the study.
- 1.4 Estimates based on this information were very different from projections made by the GLA (which take account of the whole population and a range of factors), but they similarly indicated a growing demand for school places. They indicate that, even taking account of the expansions already planned (i.e. Emmanuel and Kings Cross), the local authority would not be able to meet its statutory duty across the borough for sufficient school places without the creation of additional places, and that three to five additional FE could be required in the period up until 2026/27. This means that there may be a need for further expansion of school places in the future within the primary sector.
- 1.5 There is significant planned development across the borough as mentioned earlier. In the north west, an area which is already experiencing pupil places pressure, there is a planned increase of more than 1,100 homes between 2011

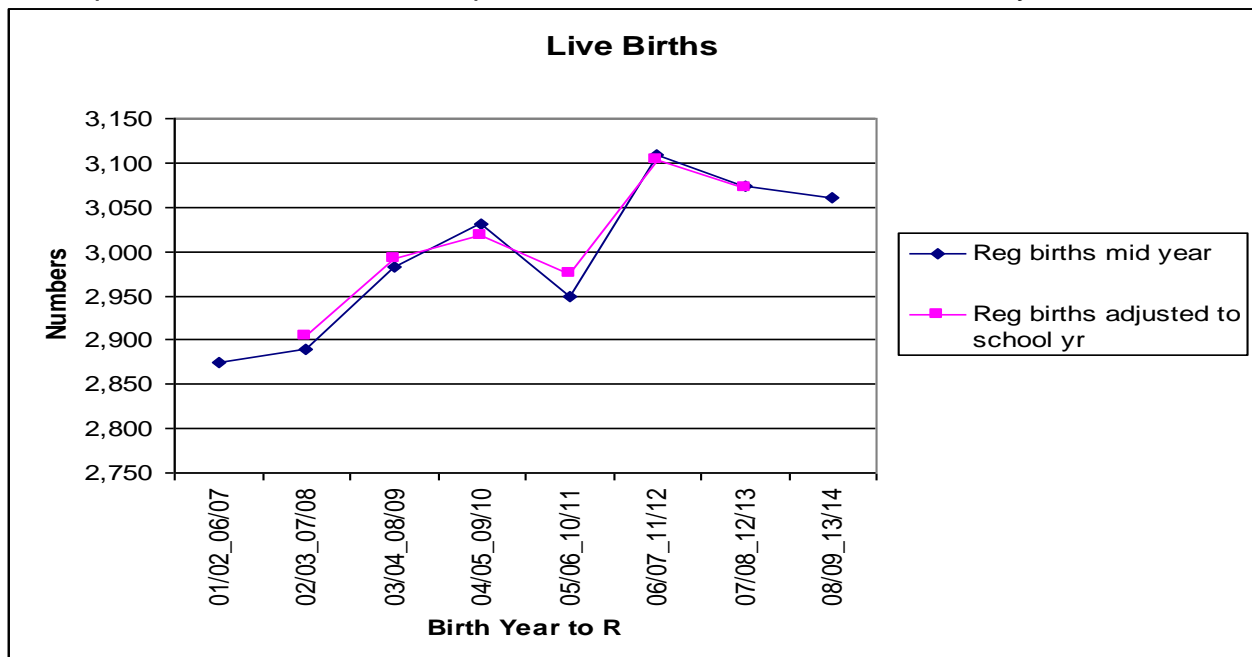
and 2026, the majority being in the West Hampstead interchange area. This will add to the demand for pupil places in the area.

- 1.6 As stated earlier in this report, the expansion of secondary provision by up to 8FE is anticipated to meet the need for additional secondary pupil places up to 2017. Officers agreed with the Department for Education that there would be a joint review of pupil places planning in the central London area from 2016 and beyond to assess whether there is a need for a new secondary school.

## 2.0 Current Places Pressure

- 2.1 In response to a lack of pupil places in the 2009 admission round, the authority set up the Camden Courthope Education Centre, as a directly managed educational provision, with the plan being that it would be needed for a maximum of two years. The centre was set up to take up to 30 children in September 2009 with a further 30 places available from January 2010.

- 2.2 The Courthope centre was closed in July 2010 as it had become clear there was not the same demand for pupil places in the 2010 admission round as there had been the previous year. This was in line with the authority's place planning projections which showed a dip in the registered births within the borough of children in this cohort for September 2010. The table below demonstrates this and shows that although there was a dip in the 2010 admission round, actual registered births for children in the next admissions round rise and are higher than for 2009/10 reception cohort. Mid 2009/10 figures are not yet available, but the number of registered births in the calendar year 2009 was 3094 compared with 3061 the previous year. Therefore, assuming similar patterns of parental preference, there is immediate need for the authority to create additional pupil places to ensure sufficient places are available over the next few years.



- 2.3 Analyses have pointed to particular pressure in the area west of the Finchley Road. The concentration of children unplaced in a reception class for 2009/10 by the end of the summer term (2008/09) was in the north west of the borough. Just over half of the children without a place on 26<sup>th</sup> June (53 of 101) lived west of the Finchley Road. Analysis of 2010 round admissions data at the offer date (4<sup>th</sup> May 2010) showed that, despite the lower overall demand linked to the dip in birth rate, of the 76 without an offer, 50 lived west and 26 east of the Finchley Road.
- 2.4 It is clear from the 2009 admission round that school places do become available between May and September as parents accept or reject offers. For example, on May 5<sup>th</sup> 2009 after allocation there were 133 children without an offer of a school place but this number went down to 64 by July. By January 2010 when the additional 30 places offered or allocated at Courthope could have been taken there were actually 40 vacancies in existing reception classes across the borough. However, these vacancies were in primary schools in the south and east, whereas the children without a school place were from the north west of the borough where there were no vacancies in either January 2010 or January 2009.

### **3.0 Future Places Need in the Short to Medium Term**

- 3.1 To assess whether there will be sustained additional pressures into future years within the primary sector, further analysis of projected demand for school places was carried out during 2009, based on additional information. The borough plans primary school places in five “planning areas” (PAs). School places planning uses a number of data sources, as explained below.
- 3.2 Pupil places pressures within secondary schools in the borough is expected to be met up to around 2020 by the increase in secondary places within the borough of up to eight FE as part of the remaining BSF programme. As a result, the rest of this section of the report specifically discusses primary places pressures.
- 3.3 Numbers on roll and vacancies in primary schools  
Whilst school admission numbers are probably the easiest data source to understand, the Department for Education (DfE) requires the use of net capacity (NC) figures for many planning purposes, and measures surplus places against these. The NC covers the whole primary age range from Reception to year 6.
- 3.4 The table below gives % trend figures based surplus places returns\* made from 2007-2010. A range of between 5% and 10% is considered as an acceptable margin for meeting a reasonable level of parental preference. Our own trend figures by PA show that whereas there is currently a reasonable level of surplus overall, there are particular pressures in PA1 in the north west of the borough, with a low and reducing surplus, at only 1.9% in 2010. As well as the need to fulfil

the authority's statutory duty to provide sufficient school places, it is regarded as good practice to have a small number of surplus places across the borough to account for parental preference, pupil mobility and late applications. The NC does not allow figures to be broken down by year group and therefore does not fully reflect the growing pressure particularly in the younger age groups.

#### Actuals - Net Capacity - Surplus 2010 with 20010/9/8/7 %

| PA      |              | *Pupils NOR (May) | Net Capacity 2010 | Actual Surplus Places (May) | 2010       | 2009       | 2008       | 2007       |
|---------|--------------|-------------------|-------------------|-----------------------------|------------|------------|------------|------------|
|         |              |                   |                   |                             | Surplus %  |            |            |            |
| Primary | PA1          | 2309              | 2314              | 43                          | 1.9        | 2.0        | 4.4        | 3.0        |
|         | PA2          | 2675              | 2936              | 261                         | 8.9        | 8.6        | 6.1        | 7.0        |
|         | PA3          | 2032              | 2208              | 215                         | 9.7        | 11.0       | 12.0       | 11.0       |
|         | PA4          | 2137              | 2275              | 138                         | 6.1        | 7.3        | 6.9        | 9.0        |
|         | PA5          | 1165              | 1271              | 106                         | 8.3        | 9.2        | 8.6        | 8.0        |
|         | <b>Total</b> | <b>10318</b>      | <b>11004</b>      | <b>763</b>                  | <b>6.9</b> | <b>7.5</b> | <b>7.3</b> | <b>7.4</b> |

Source: School Capacity Collection (Surplus Places) 2007/8/9/10;

\*provisional NOR, as used by DfE Jan07/08/09 and /May 2010 School Census years R-6

- 3.5 The table below shows the % of the admission capacity filled\*, by PA and year group. This shows that, for the borough as a whole, all years other than year 6 are at or above 90% capacity, and that there are very few places available in R and year 1, which are at 97% and 98% capacity overall. This confirms particular pressure in the younger age ranges and in the north west of the borough.

#### Admission Capacity Filled

| School Name                            | % in National Curriculum Year Group January 2010 |           |           |           |           |           |           |
|--|--|-----------|-----------|-----------|-----------|-----------|-----------|
|  | R  | 1         | 2         | 3         | 4         | 5         | 6         |
| PA1 % Places Filled                    | 100  | 99        | 97        | 98        | 96        | 94        | 94        |
| PA2 % Places Filled                    | 96   | 98        | 97        | 94        | 94        | 92        | 90        |
| PA3 % Places Filled                    | 96   | 94        | 89        | 88        | 92        | 89        | 85        |
| PA4 % Places Filled                    | 98   | 98        | 95        | 88        | 94        | 89        | 86        |
| PA5 % Places Filled                    | 97   | 98        | 89        | 91        | 93        | 89        | 88        |
| <b>Borough Primary % Places Filled</b> | <b>97</b>  | <b>98</b> | <b>94</b> | <b>90</b> | <b>94</b> | <b>91</b> | <b>89</b> |

\* based on school admission numbers for 2009/10. NB – admissions above capacity are shown as 100%

In January for the last two years there have been no vacancies in reception classes in any of the schools in the north west of the borough.

- 3.6 Information about unplaced reception pupils, and birth rates –  
Registered births feed into GLA population and school roll projections, but it is useful to look at trends separately. Births are an important element of change, but there is not always a clear and observable correspondence between registered

births and subsequent demand for reception class places. For example the number of registered births for the cohort entering reception classes in 2006/7 was 447 higher than for 1996/7, whereas the actual number on roll was 28 lower, and there were 135 unfilled reception places in Jan 2007.

- 3.7 Recent admissions rounds, however, have reflected birth trends. The increasing pressure on places, and unmet demand in 2009/10, has already been discussed in this report. There was a lower number of overall applicants for 2010/11 admissions, and a lower number of children unplaced on offer day. This reflects a dip in the registered births in Camden of children in this cohort. However registered births for children in the next admissions round rise, and they are higher than for the 2009/10 reception cohort, when demand exceeded places available. Mid 2009/10 figures are not yet available, but the number of registered births in the calendar year 2009 was 3094 compared with 3061 the previous year. This is again expected to put additional pressure on places. The authority's policy is to offer reception places to four year olds. The statutory duty is to provide places to pupils in the term after their fifth birthday. It is recommended by the DfE that places be offered to applicants within two miles, or a forty five minute walk.

### 3.8 Planned Housing Development

Camden's planned development data is provided by Camden planning officers to the GLA on an annual basis for use in computing population projections, which in turn feed school roll projections. GLA projections are based on a standard model that uses the data supplied, together with population and household formation patterns.

- 3.9 The Council's LDF and Core Strategy looks at future development in the borough. Residential growth is projected across the borough, and also with a concentration in specifically defined growth areas, such as King's Cross, Euston and the West Hampstead Interchange.
- 3.10 An analysis of the planned housing trajectory data up until 2026/27 as used in the 'Camden Infrastructure Study: Social Infrastructure Needs' URS October 2009 looks at cumulative growth in terms of additional forms of entry (FE) based on estimates of child yield. High and 'recent' (i.e. based on recently observed pattern) estimates are given. To date, child yield rates from the 'Wandsworth New Housing Survey 2004' have been used, but local estimates from a 2008 Camden study will be introduced shortly. For most sizes and types of dwelling, this gives higher rates, and therefore it is expected that estimated child yield from development will rise. Although estimates based on this methodology are very different from GLA projections, they both indicate a growing demand for school places.
- 3.11 Inevitably projected housing development data change as plans and timescales are modified. The number of overall units in 2010 round housing projections data is lower than in 2008 round housing projections, and that used for the

Infrastructure Study analysis, but there is still significant proposed development across the borough and in the growth areas defined.

3.12 GLA Population projections

Population projections show considerable variation over time. They include a number of factors and planning assumptions that can change. Whilst projections need to be carefully analysed and understood, it would be unwise to consider them in isolation from other data sources in looking at longer term planning solutions.

3.13 Camden, in common with most other London authorities, commissions the GLA to produce school roll projections (SRP). The SRP service draws on the more general demographic analyses of the GLA.

3.14 Population projections are normally produced by the GLA in October each year, and school roll projections (SRP), based on them, are computed after the January school census each year. However there has been a delay in population projections due in Oct 2009 (2009-round) and apparent inconsistencies are currently being queried. A detailed analysis of population and SRP was undertaken based on 2008-round population figures and 2009 school roll figures, and these are reported here. When 2009-round population projections are available, the SRP analysis will be updated based on these and 2010 numbers on roll.

3.15 GLA school roll projections (SRP)

As noted earlier, projections are not precise measures and places planning looks at the combined evidence from different sources of information in drawing conclusions. National government, to date, has required evidence from actual data and trends to confirm projected need where statements of case or bids are being made.

3.16 SRP are based on the underlying Camden resident population, and school roll figures from the January school census each year. A model is applied to distribute the underlying ward population according to the broad split of where Camden resident children live and go to school, as observed in a review of Pas based on individual pupil records. For example, although Belsize ward is located within PA3, the projected population is split 50% to PA3, 40% to PA1 and 10% to PA2 to reflect the observed school attendance patterns.

3.17 A general point that applies throughout is that SRP received in 2009 indicate a higher level and more sustained demand than SRP received in 2008, and in 2007. This is due to registered births giving a higher starting point, and the application of a higher fertility rate to short to medium term projections. Indications are that these factors will reduce in the next round of population projections.

### 3.18 Neighbouring authorities known pressures and plans

- 3.19 Understanding likely growth/decline in neighbouring boroughs and assessing the possible effect on imports/exports is clearly important to the analysis of likely demand in Camden.
- 3.20 Westminster reports a very low level of surplus in primary schools (information as at autumn 2009). They have made recent expansions and have no current plans for a further increase in primary places, although new demand could be generated by housing development. Population projections indicate growth in the primary age population.
- 3.21 Islington reports that projections show a steady rise in roll numbers until 2019, but that the projections show that there will be sufficient places in terms of capacity for primary provision through to 2019.
- 3.22 Brent are experiencing immediate pressure on Reception class places – in August 2009 they reported that they had put in two additional temporary classes with a further 209 children unplaced. A subsequent communication (Dec 2009) indicated that a number of existing schools were being expanded or considered for expansion. However, an analysis of the number of Camden residents on roll in reception classes in these schools in Jan 2009 indicates that it is unlikely that they would have a significant impact in terms of meeting the need of Camden residents.
- 3.23 Barnet has experienced very considerable pressure on reception places already. In September 2009, 175 additional reception places were added (60 permanent), for September 2010 an additional 210 temporary reception places (7FE) have been added, and by September 2011 it is anticipated that an additional 300 reception places (10 forms of entry) will be needed (a mix of temporary and permanent places is being considered). Although there were 60 reception places available (at August 2010), they are not in the areas of the borough experiencing pressure. The permanent expansions which have been implemented, and which are being considered are not close to Camden's borders.
- 3.24 Haringey reported in autumn 2009 that birth rates had risen sharply and that applications for reception class places had reflected this. Demand is projected to outstrip supply by 2011, creating a shortfall of around 200 reception places.

## **4.0 Places Need in the Longer Term**

- 4.1 An analysis of the planned housing trajectory data up until 2026/27 (as used in the 'Camden Infrastructure Study: Social Infrastructure Needs' prepared by the URS Corporation for the authority in October 2009) looks at cumulative growth in terms of additional forms of entry (FE) based on estimates of child yield. High and



'recent' (i.e. based on recently observed pattern) estimates were given in the study.

- 4.2 Estimates based on this information were very different from projections made by the GLA (which take account of the whole population and a range of factors), but they similarly indicated a growing demand for school places. They indicate that, even taking account of the expansions already planned (i.e. Emmanuel and Kings Cross), the local authority would not be able to meet its statutory duty across the borough for sufficient school places without the creation of additional places, and that three to five additional FE could be required in the period up until 2026/27. This means that there may be a need for further expansion of school places in the future within the primary sector.
- 4.3 There is significant planned development across the borough as mentioned earlier. In the north west, an area which is already experiencing pupil places pressure, there is a planned increase of more than 1,100 homes between 2011 and 2026, the majority being in the West Hampstead interchange area. This will add to the demand for pupil places in the area.
- 4.4 Secondary Schools  
As set out earlier in this report, the government has stopped the BSF programme which was designed to rebuild or remodel every maintained secondary school in England. Camden has lost around £167million earmarked for secondary schools as a result.
- 4.5 The expansions still going ahead under the remaining BSF programme are anticipated to meet the need for secondary places up to 2017 and officers are therefore not proposing any further expansions at this time.
- 4.6 Officers worked with the Holborn and St Pancras secondary school campaign group during the time of BSF which wanted a new school to be built south of the Euston Road. The Authority agreed with the Department for Education that there would be a joint review of pupil places planning in the central London area from 2016 and beyond to assess whether there is a need for a new secondary school. If there is a need, there will be an assessment as to whether there is a suitable site within the borough and the timescales for a possible new secondary school. In the meantime, a review of the community secondary schools admission criteria has been undertaken and the Executive approved establishing the Holborn and Covent Garden ward as a priority zone for entry into South Camden community school. Officers believe this change would increase the chances of those from south of the Euston Road in gaining a place at a Camden secondary school.
- 4.7 Officers have continued to meet the campaign to discuss the possibility of a new school south of the Euston Road. Officers understand that the campaign is considering the possibility of making a free school application to the Secretary of State.

- 4.8 Although no further expansions are planned at this time, there remains the need to identify urgent capital funding to address the condition needs within Camden's secondary schools.

## **Part 2: CHANGES IN EDUCATION LEGISLATION**

### 5.1 Academies Act 2010

On 27 July 2010, the Academies Bill received Royal Assent and became an Act of Parliament. Section 482 of the Education Act 1996, as amended by Section 65 of the Education Act 2002, already provides for the establishment of academies and specifies the core characteristics of academies.

5.2 The DfE state that the Academies Act 2010 is intended to:

- allow maintained schools to apply to become academies and permit the Secretary of State to issue an Academy Order requiring the local authority to cease to maintain the school
- allow the Secretary of State to require schools that are eligible for intervention to convert into academies
- provide for secondary, primary and special schools to become academies
- ensure there is no change of religious character as a result of the conversion process
- allow schools that apply to become academies to keep any surplus financial balance
- require the governing bodies of maintained schools to consult with those persons whom they think appropriate before converting into an academy
- ensure that for foundation and voluntary schools, with a foundation, there is consent from that school's foundation (often a diocesan board of education) before the school can apply to become an academy
- allow maintained schools that currently select to continue to do so as an academy
- deem academy trusts to be charities
- ensure that a converting school will continue, as an academy, to be able to occupy the land/buildings it had as a maintained school, and that the school's other assets may also transfer to the new academy for the benefit and use of the pupils of that school.

The legislation is proposed to open up the academies programme, allowing primary, secondary, and special schools to apply to become academies. Once a school has changed its status to an academy there are no provisions for this to be reversed at a later date.

5.3 Academies are publicly funded independent schools so are not under local authority control. These schools can set their own pay and conditions for staff, have freedom from following the National Curriculum and have the ability to change the lengths of terms and school days. When a school becomes an academy, the academy trust will become the admission authority. For some schools, such as voluntary aided schools, this will mean little change, but this would mean that the local authority was no longer the admission authority for community schools that changed status.

5.4 On 26 May June 2010, the Secretary of State for Education wrote to all schools and announced the introduction of the Academies Bill. Schools rated outstanding by Ofsted were told that they automatically met the criteria for applying for Academy status, with a view to the first Academies opening in September 2010. Special schools should be able to change their status for September 2011. Schools that have registered an interest in becoming an Academy but are not rated as outstanding by Ofsted have been told that they cannot apply yet but will be able to at a later date in the year

5.5 The Academies Act 2010 has a number of implications for local authorities particularly loss of land currently owned by the authority, at least on a long leasehold basis to the Academies Trusts of schools that convert. The Act gives the Secretary of State powers (without consultation with an authority) to transfer land where the land is "owned" (freehold or leasehold) by a local authority and the land has at any time within the last 8 years been used for a maintained school but is either no longer being used or is about to cease being used as a school. This provision is primarily directed at the situation where a maintained school changes its status and becomes an Academy. However, it would also enable the transfer of land where a maintained school has previously occupied the land and has closed or has ceased to occupy it but not become an Academy. The Act also gives the Secretary of State powers, in principle, to transfer land for use as an Academy where proposals for an Academy have been entered as part of a competition for a new school. However in these circumstances there is an express requirement for the Secretary of State to "consult" the local authority.

## 5.6 Free Schools

5.7 The SoS has announced the initial step towards the first Free Schools by inviting groups interested in setting up a new school to come forward and start developing their proposals by completing a proposal form. The DfE have stated that Free Schools will be all-ability state-funded schools set up in response to parental demand whereas academies created under the Academies Act 2010 will normally be existing maintained schools. These new schools will enjoy the same freedoms as academies and will be free from local authority control. Under the new plans it will become much easier for charities, universities, businesses, educational groups, teachers and groups of parents to get involved and start new schools. Ministers are working right across Government to remove the red tape

which can prevent new schools from setting up from planning laws, to the Department's own school premises rules. It is anticipated that the first Free Schools will open in September 2011.

- 5.8 Proposers wishing to set up a new Free School will not need the approval of the authority but are encouraged to discuss their plans with their local authority. Camden has a general policy to consider free schools on a case by case basis. Officers have been approached by St Luke's Church which is an Anglican Evangelical Church in Hampstead. The Church has applied to become a Free School subject to the successful submission of a business case and plan to the secretary of state. The Church has stated that they are keen to work with the authority in helping to ease the pupil places pressure in the north of the borough. St Luke's have formally partnered with the London Diocesan Board for Schools in the development of the school. The school will have an 'open admissions' policy meaning that children from all backgrounds will be able to apply for places at the school. The Church has also said that it will support Camden Council's Green Travel plan and encourage pupils, parents and staff to travel to and from the school on foot or by bicycle wherever possible. It is proposed that the new school will take 15 pupils in each year group up to a maximum of 105 pupils aged 4 to 11. After the admission of pupils with statements of Special Educational Needs where the school is named on the statement, the criteria will be applied in the following order:

1. Looked after children

2. Children with a sibling already on-roll at St Luke's C of E Primary School who will be on roll when the child is admitted. [from September 2012 only]

3. Other children, with priority to those living closest to the school, measured 'as the crow flies' from the home address to the entrance to the school.

Officers are supporting the school and are discussing how the authority can best forge links with the school to help address the places pressure in the borough. It is anticipated St Luke's Church of England Primary School will open in September 2011.

- 5.9 There is £50 million of funding available for Free Schools up to 31 March 2011 and the SoS has already stated that future funding for Free Schools will be a top priority for the Department for Education in the forthcoming Spending Review. The Cabinet will need to consider the possible expansion of free school provision in the borough when considering options for dealing with the places pressure in the borough. Officers will also continue to closely monitor the affect on pupil places planning of new Free Schools.
- 5.10 The Communities secretary has also unveiled new planning guidance for authorities to consider when determining planning applications for new schools. A

ministerial statement made in late July must now be taken into account as a material consideration when considering school applications.

In determining planning applications, local authorities should:

- attach very significant weight to the desirability of establishing new schools and to enabling local people to do so;
- adopt a positive and constructive approach towards applications to create new schools, and seek to mitigate any negative impacts of development through the use of planning conditions or planning obligations, as appropriate; and
- only refuse planning permission for a new school if the adverse planning impacts on the local area outweigh the desirability of establishing a school in that area. Where a local authority refuses permission on this basis, the government will ask the planning inspectorate to deal swiftly with any appeal that is lodged.

The government has announced that it will shortly be consulting on proposed changes to the Use Classes Order to make it easier for buildings currently used for other uses to be converted to schools.

#### 5.11 Other changes to legislation

- 5.14 The DfE have stated that they are looking at reducing bureaucracy for schools with a view to removing non-statutory guidance and documentation and taking forward legislative changes for primary and secondary legislation in the autumn. We do not yet know what the details of these changes will be but the anticipation is that the changes will come into force by the end of next year. This could affect existing school organisation legislation.

### **PART 3 – THE COMPETITION PROCESS**

- 6.1 The process for the authority setting up a new school is currently governed by the Education and Inspections Act 2006 and the School Organisation (Establishment and Discontinuance of Schools) (England) Regulations. This legislation states that the expected route by which a new maintained school will be set up is via a competition. This process therefore would apply to a new primary school in the north of the borough and the proposed new school at Kings Cross It does not apply to the establishment of Academies. The competition process takes approximately 18 months. The DfE has stated that by early 2011 it intends to announce how it will reduce bureaucracy, this could therefore mean changes in current school organisation legislation.
- 6.2 In essence the authority would need to firstly consult on a possible new school and, if having considered the consultation responses, it still wished to proceed,

proposals would then be invited from potential providers to run the new school. The authority could put forward a bid for a new community school but, if this happens, the schools adjudicator would make the final decision on which proposer could run the school. If the authority did not put forward a bid as part of the competition then the decision on which provider would run the school would lie with the authority rather than the schools adjudicator. Before the process starts, the authority would need to formulate an outline specification for the school including the number of places to be provided and proposed admission number, estimated capital costs, and any preferred specialism.

- 6.3 The authority must identify the proposed site for the new school although proposers may put forward proposals to establish the school on a different site. If the new school is to be built on the site identified by the authority and the proposals are approved for a new foundation, trust, voluntary-aided or voluntary controlled site then the authority must provide the school site. This is also likely to be the case if there is a proposal for an Academy (see Part 2 of this Appendix).
- 6.4 The Cabinet should note that for competitions, the authority will be expected to provide premises and meet the capital costs of implementing the winning proposal, and must include a statement to this effect in the notice inviting proposals. Where the premises requirements/costs exceed the initial cost estimate made by the authority the schools adjudicator would need to consider whether this would need to be met by the authority.
- 6.5 There is the mechanism for a local authority to propose a new school outside of a competition. The authority would need to apply to the Secretary of State for consent to publish proposals under section 10 of the Education and Inspections Act 2006. However, consent will only be given in very limited circumstances and officers feel it would be unlikely that the authority would be successful in this.

## **APPENDIX 3 - Procurement Strategy**

### **Business Need**

A number of projects within the Community Investment programme involve redeveloping the council's property portfolio in order to facilitate organisational change and create service efficiencies. It is important that the procurement process recognises this important aspect.

Whilst the precise nature of future projects cannot yet be predicted, current projects suggest that the need for services will fit into 3 broad categories:

- Less Complex; where the nature of the project is not as complex in nature, the mix of tenure is not unusual and 'normal duties' (perhaps with minor amendments) will adequately describe the services to be undertaken.
- More Complex; where the nature of the project is more complex, the mix of tenure is unusual, co-location and organisational change may be associated with the project and 'normal duties' will be insufficient (potentially resulting in additional costs if not properly briefed).
- Small scale; where the nature of the project is modest in scale and needs to respond appropriately to very local design issues at an appropriately scaled fee.

Two models of procurement are proposed:

- For the less complex projects the existing frameworks such as that provided by the Homes and Communities Agency (HCA), available for use by the Council, should be utilised. This route has both services and works frameworks, is considered well structured, offers good value and lowered risk levels.
- For the more complex & smaller scaled projects it is proposed to procure a bespoke framework arrangement through the European Procurement process.

Whilst new council-wide procurement processes and frameworks are being developed, it is expected that they will not be in place until at least mid-2012. Establishing a bespoke framework in the meantime that enables us to robustly test the market in order to meet the Council's requirements, will bridge that gap. It is proposed that the framework be in place for two years in order to provide some contingency until the council-wide procurement arrangements are in place, which will be utilised as they become available.

### **Procurement process - complex projects & small sites**

It is intended that the framework will be in place for two years (from spring 2011 to spring 2013).

It is proposed that the restricted OJEU procurement process is undertaken to set up the framework. This involves a two stage process where a notice is issued inviting expressions of interest, with shortlisted parties being invited to submit full tenders. It is envisaged this will take approximately six months.

This process will enable the council to thoroughly test the market during the expression of interest stage, based on our specific requirements and evaluation criteria. Given the potential volume of work that could be commissioned through the framework it is expected that a large number of bidding teams from a wide geographical profile will be attracted to the opportunity.

Projects being progressed under the Community Investment programme often involve one or several service departments across a number of directorates. Partnership working across all directorates will be embedded within the procurement process. An evaluation panel will be set up comprising officers/managers from HASC, CSF C&E and property services to assess the proposals and select the design teams that will form the framework.

Once the framework is established mini-competitions will be undertaken over a period of approximately four weeks on a project by project basis in order to select the design team best suited for specific projects.

### **Timeline to set up the framework**

2/12/2010 - Issue Pre Qualification Questionnaire

10/01/2011 – Receive Expressions of Interests (EOIs)

24/01/2011 – Evaluate EOIs and select shortlist to invite to tender

28/01/2011 – Issue tender brief

11/03/2011 – Receive tenders

06/05/2011 – Select design teams for the framework

23/05/2011 – Appoint suppliers to the framework