

King's Cross: Shaping the Future



A plan for the wider King's Cross area

Draft September 2011

Foreword



The King's Cross area is one of extraordinary contrasts and enormous change, with long established strong local communities living alongside a busy national and international transport interchange which is being made ready to receive the wider world for the start of the Olympics.

Famous institutions like University College London and the Wellcome Institute are well known far beyond the area and important historic buildings like St Pancras Station tell the story of the area's rich history. At the same time new buildings are in construction with King's Cross Central being one of the biggest regeneration sites in Europe which will provide new residential areas, new commercial development and public spaces that will transform this part of King's Cross.

Against this background it is important to ensure that this change brings real benefits for local people based on the range of identified local needs and that the opportunities are considered together to ensure that the Council's work is joined-up across its services and those of partner organisations.

This plan has been prepared to reflect the local needs and priorities and how they can be addressed, particularly in the parts of the area undergoing greatest change. It sets out a vision for the area and the actions and interventions we will make and encourage others to make, to work towards this vision. The plan recognises the importance of the communities that live in this area and its dynamic nature and seeks to ensure that the range of opportunities and challenges that arise from change are viewed strategically to maximise the benefits for local people.

We have worked with a range of community groups and stakeholders in the area to identify the important issues which have helped shape the vision of the kind of place we would like King's Cross to become. We will continue to work with others to ensure the actions that will contribute to the vision are delivered.



Councillor Sarah Hayward

Cabinet Member for Community,
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draft

Summary



This Place Plan has been prepared as part of Camden's placeshaping approach to understanding and addressing the needs, priorities and opportunities in different parts of the borough.

The King's Cross area has been chosen as an area of focus for this work because of the extensive development and investment taking place alongside existing communities with their own particular needs.

The plan is made up of four main elements which are summarised below:

What the area is like and what the issues are

The first part of the Plan (**pages 5 to 19**) describes the area based on the Council's work in this area and feedback from consultations with the local stakeholders and community representatives. It identifies key issues including the strong and vibrant nature of the community as well as the challenges the area faces in balancing its variety of roles and wide mix of uses. The area is undergoing substantial change as a

result of large redevelopment projects such as King's Cross Central, while investment is also needed in housing and community buildings to help meet the identified needs. The area is one of the best connected areas in the country with the major transport hubs, underground and buses but at the same time movement around the area can be difficult with barriers such as roads and railways which are difficult to cross.

Vision

Consideration of the area's characteristics and identified issues helped to inform the vision, which will guide the Council's approach to the area and the actions and interventions we will make and encourage our partners to make. The vision is set out in full on **page 21**, but in summary it envisages an area where:

- Local communities benefit from their central location and the major investment taking place in King's Cross
- Local people have access to employment and training and local businesses will be supported to grow
- Facilities, housing and services will match the needs of current and new communities

- Routes between parts of King's Cross will be improved and barriers overcome to enable communities to meet and access opportunities
- The appearance and image of the area will continue to improve and long term benefit will be secured from the Olympics in 2012
- The environment and air quality will see real improvements
- The distinct character and needs of different communities in the area will be recognised and addressed





Delivering the Vision

Having set out the vision, this section sets out how we will go about delivering it to support and promote the success of area. It discusses the actions that are already being taken and further actions that can be taken over the short, medium and long term to achieve aspirations for the area. This section is organised around four themes:

- **Community and living** - which discusses matters such as securing benefits for local people and minimising the impacts of development, supporting the voluntary sector, delivering new leisure facilities and tackling community safety.
- **Movement and spaces** - which discusses how east-west routes and connections to Maiden Lane estate can be improved, measures to improve Euston Road crossings, routes into and through King's Cross Central, making better use of the canal and delivering improved public spaces.

- **Local economy and image** - which discusses supporting business and access to employment and training, promoting the area as a creative and cultural hub, continuing improvements to the area's image and harnessing Olympic visitor opportunities for long term benefit.
- **Development and renewal** - which discusses the importance of planned major development being delivered with its associated community benefits, projects to make use of Council property to generate investment in schools and housing, and the longer term potential of the Camley Street area.

Action Plan

The action plan (**from page 51**) brings together the headline actions identified in the previous section in a table and details the various elements that will contribute their delivery. For example, improving east-west routes through the area will include delivering planned improvements along Phoenix Road and Brill Place, ensuring the new connection is provided through Francis Crick Institute (planned medical research facility) as well as exploring options for other complementary improvements. This approach will ensure that

the actions include clear and measurable steps to achieve the overall objective and identify the anticipated timeframes for delivery.

The actions will be monitored on a 6 monthly basis to ensure that progress is being made and to ensure that the plan can be responsive to change and new priorities and can be updated as necessary.



The Plan and what it covers



Why a Place Plan?

Camden is committed to addressing the needs of the diverse communities that live in, work in and visit the places that make up the borough, recognising that different places have their own particular needs and priorities that need to be addressed in ways that best suit them.

This **'placeshaping'** approach is about thinking and acting strategically about how to

address these needs in terms of investment decisions, service delivery and physical changes. Understanding local concerns and priorities is at the heart of this approach, particularly as this work takes place against a backdrop of reduced Council resources arising from reductions in central government funding.

Place Plans are being prepared for a number of areas of focus like King's Cross, to agree an overall vision for the area based on the priority issues identified with local communities and stakeholders. A set of actions then forms a key part of each plan to show what can be done to achieve the vision over the short, medium and long term.

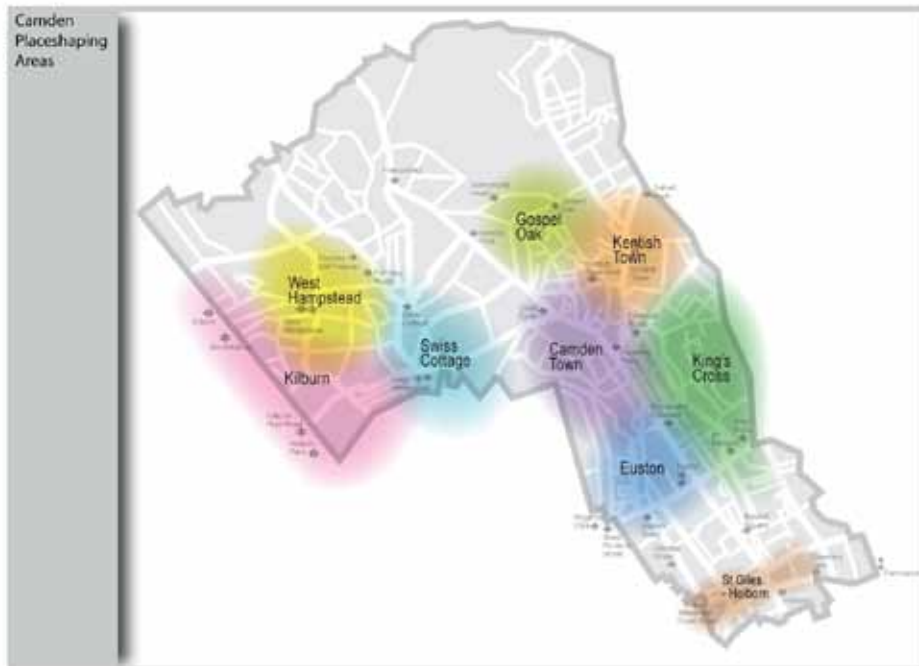
The plans will draw together the wide range of work the Council and its partners undertake in particular areas to encourage and ensure joined-up working to address the needs of people and places. The

wider King's Cross area is undergoing enormous change with significant investment in the area like the King's Cross Central regeneration with its national and international importance, major transport investments and the gateway to the Olympics about to open.

“Places are areas that draw people together to live, work, learn and play. Placeshaping for Camden focuses on places of change and opportunity, to bring strategies and investment together in deciding how best to 'shape' such areas.”

This is precisely the context of rapid and enormous change within which a placeshaping approach needs to operate to ensure that joined up working leads to the needs of local communities being addressed. This plan has been developed to try and ensure that this change is as much about opportunities for local communities as it is about international travel or large institutions.

Some of the communities around King's Cross are among the most deprived in





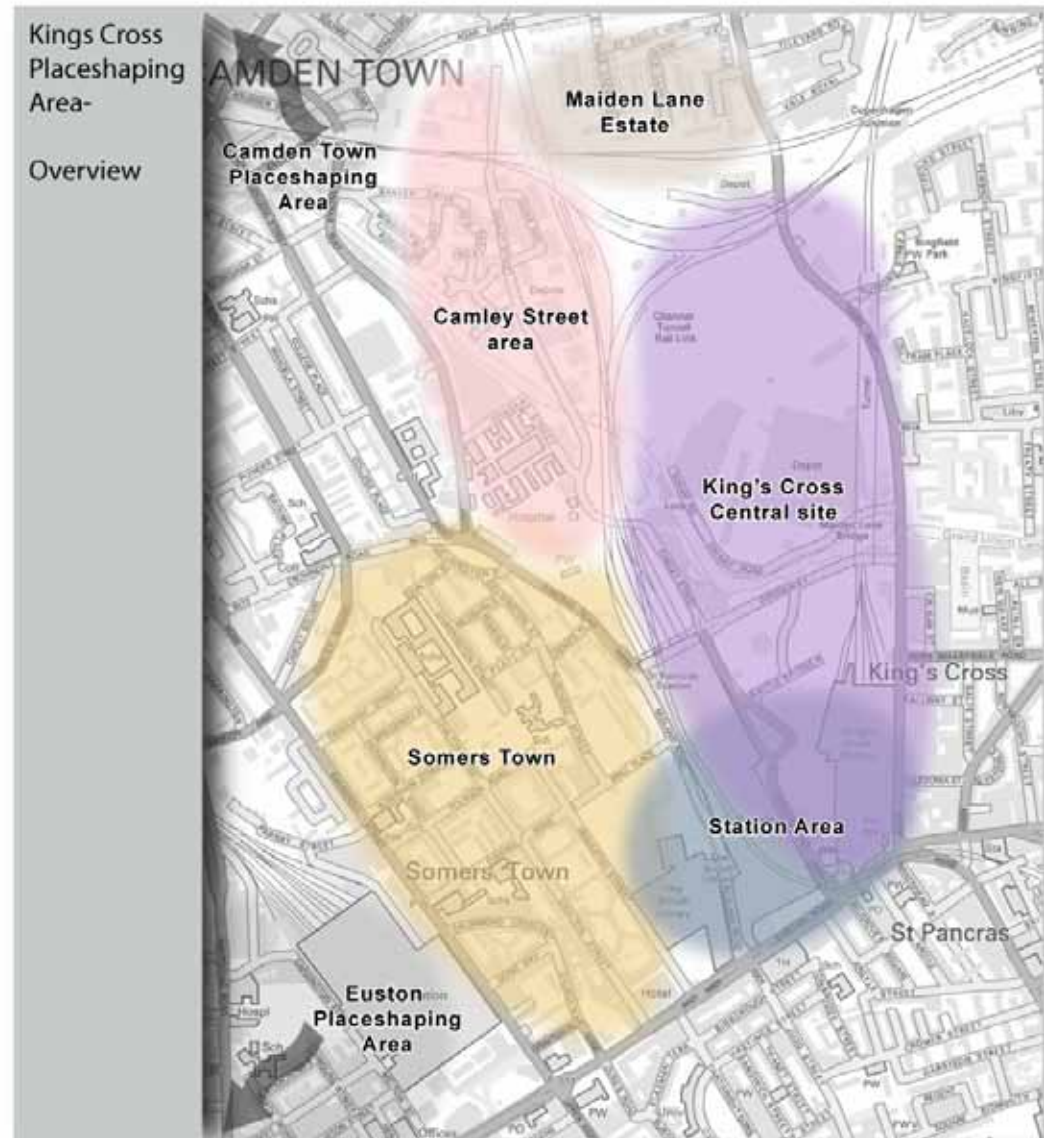
Camden and London with health deprivation in Somers Town being significantly high. Recent opportunities arising the new medical research facility (the Francis Crick Institute) being built behind the British Library can lead to ways of addressing these health issues in the community. By working with partners, in this way, the needs of local communities can have high priority alongside high profile development.

Other Place Plans are currently being prepared for West Hampstead, Kentish Town and St Giles-Holborn areas and a plan for Camden Town was completed in 2010 (web link). Further plans will be developed for Euston, Swiss Cottage, Kilburn and Gospel Oak.

What the plan covers

The King's Cross area straddles the boundary between the London Boroughs of Camden and Islington and areas north and south of the Euston Road.

For this plan the focus is mainly north of Euston Road, which is the area undergoing the greatest change, facing the greatest challenges and where there are the greatest opportunities.





The plan is centred on the impact of, and relationships between, the major transport interchange at King's Cross - St Pancras, the King's Cross Central development area and the communities that surround them. The area covered does not align with ward, statistical or borough boundaries and overlaps with areas that might be perceived separately as Somers Town, Euston or Camden Town. While the plan is mostly about Camden, we are working with Islington to ensure that there is consistency with initiatives on the eastern side of the borough boundary.

The area covered includes:-

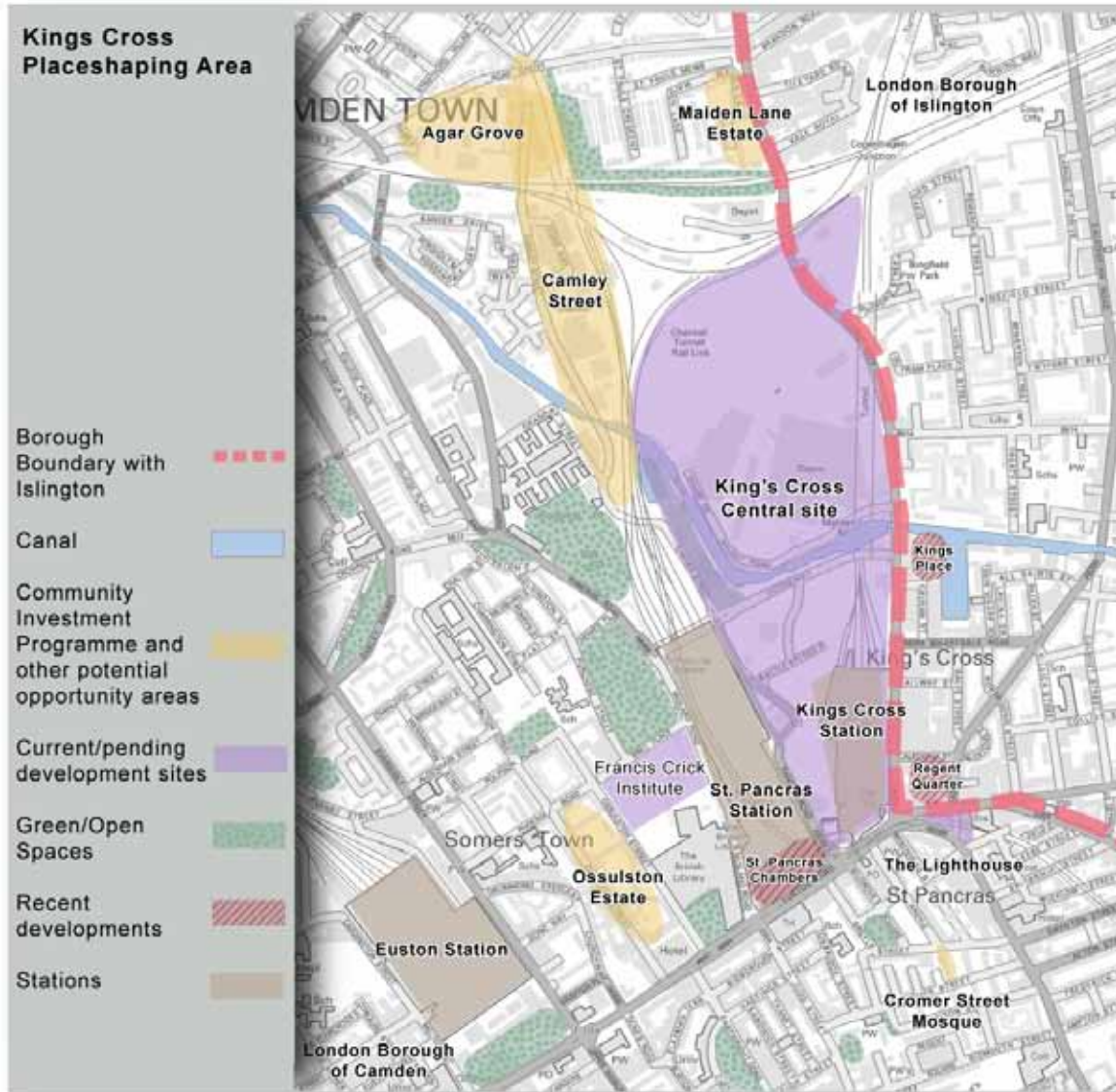
- The **King's Cross Central** development north of the mainline stations covers 67 hectares of former railway lands and is one of the largest regeneration sites in Europe. It will provide a range of housing, employment, education and community facilities over the next 15 years.

- **Somers Town**, west of St Pancras Station is mainly residential with a concentration of social housing and some important local shopping streets, schools and community facilities. This area also links with Euston further west and includes the land north of the British Library being developed for the new medical research facility.
- **Maiden Lane** estate, north of the King's Cross and the North London Line railway is a large purpose-built housing estate dating from the 1970s which needs investment and has poor links with the wider King's Cross area. There are plans for development and investment in the estate and opportunities to improve physical links with King's Cross.
- North and west of the King's Cross Central site, the mainly industrial area at the northern end of **Camley Street** provides a range of employment space but is a bit of a backwater currently with potential for development in the longer term.

The area covered in this plan is complex with a range of needs but is also rich in opportunities. The plan addresses the issues over which the Council has direct control as well as those where we can influence others including government agencies, major landowners and partners. The intention is that the plan is about the aspirations the Council and its partners have for the kind of place they would like to see and covers short, medium and long term actions that can be taken to achieve the vision.



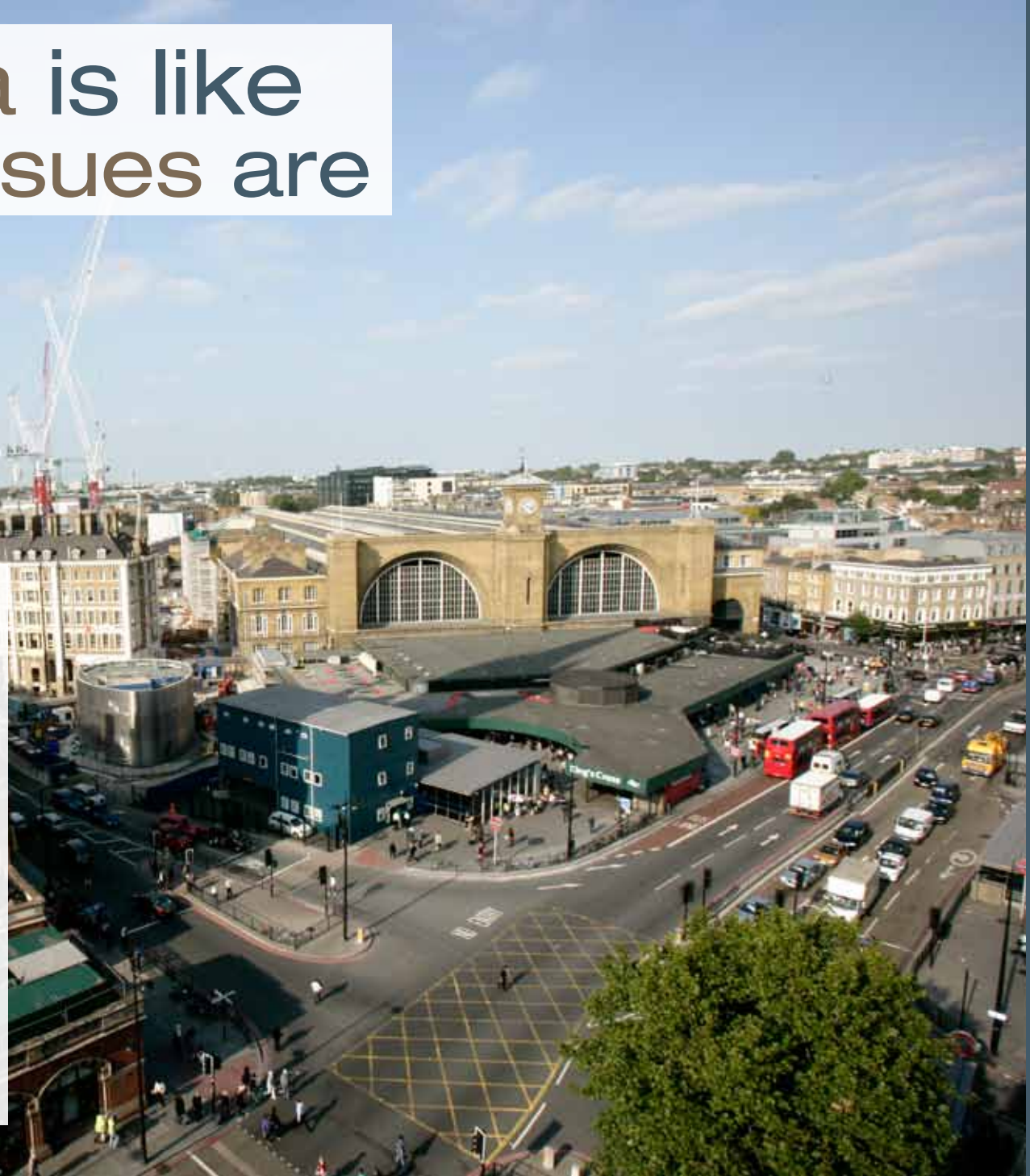
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The plan will be a document that is responsive to change, opportunity and new priorities. Updating will be done on a regular basis through the action plan at the end of the document. Regular monitoring will be done to measure progress and assess the ongoing relevance of actions. Where it is clear that a new focus is required or new actions are needed an updated action plan will be produced.

What the area is like and what the issues are

The King's Cross area is complex and dynamic, with strong local communities with their own particular needs and an evolving range of local services. The area has a variety of roles as a place to live, work or visit and although it is centred on a major transport hub there are barriers to movement locally. It is an area undergoing transformative physical changes while further investment is needed in local housing and schools.





An area of strong mixed communities and a range of needs

The population of the King's Cross area is diverse with cultural influences from many different communities, particularly Bangladeshi and Somali communities.

Compared with other parts of Camden the area shows a number of indicators of deprivation and disadvantage with child poverty and life expectancy being the most striking.

The population of the area was over 16,000 people in April 2001 and this is expected to grow significantly with the arrival of new residents in coming years.

While there are estimated to be over 21,000 jobs in the area, and significantly more jobs nearby given the proximity to Central London, levels of economic activity are lower for both men and women than in other parts of Camden. These figures are influenced by the large numbers of students living in the area but indicate that one of the challenges is to help local people access employment.

Social rent is the main housing tenure, which accounts for almost two thirds of households. Nearly half the households rent directly from

the Council at rents well below the Camden average. At the time of the last Census in 2001, overall overcrowding was high at 4.9% compared to the Camden average of 2.8% and the London average of 2% and it is clear that this issue persists.

The Vulnerable Localities Index (VLI) is used to identify both high crime neighbourhoods and the worst affected communities for breakdown, tension and fragmentation. Under this index the majority of the King's Cross area is around the national median and the picture has been improving in recent years. However, one part of Somers Town scores among the 20 most vulnerable localities in Camden and local people have highlighted crime and anti-social behaviour issues.

These statistics illustrate that while King's Cross has many advantages in terms of its location, transport connections and investment, local communities have not always been able to access opportunities and remain at a disadvantage.

The community and voluntary sector in the area is strong and diverse with a long history of serving their communities and working in partnership with the council and other partners like the Police and the Health Services.

The area is multicultural with good relationships between the different communities, reflecting many years of work by the voluntary sector in partnership with the council and other statutory sectors, particularly with young people. A history of conflict between young people of different ethnic groups has been turned around in the last 15 years but only with the commitment and energy of local people.





- A diverse population with a larger proportion of non-white ethnic groups than Camden as a whole, including significant Bangladeshi and Somali communities.
- A higher proportion of children aged under 16 (21%) than the Camden average (16%).
- Fewer people of working age than for Camden as a whole, particularly in the 20-34 age group.
- A relatively high rate of deprivation with much of the area defined as among the 30% most deprived in England.
- A higher proportion of children living in families with no parent working (almost half) than the Camden average (less than one third).
- Higher mortality rates than the national and London-wide average.
- A higher proportion of people without any educational qualifications than the Camden average, although this is better than the national average.

It is also recognised that the area covered by this plan includes a number of communities with their own strong identities and needs, such as Somers Town and Maiden Lane as well as the residential areas of Islington to the east.

Physical barriers have contributed to a certain historical separateness of some communities as well as the lack of opportunities for people from different areas to meet thorough shared open spaces and facilities.

However, there is also a long history of community involvement from Camden and Islington residents as was shown throughout the planning process for the King's Cross Central development.

This involvement and interest was demonstrated in workshops held locally in late 2011 to identify and 'test' the issues that the Council had identified to inform this plan. Workshops held as part of the Council's Shaping Services work (referred to in the following section) held in February and March 2011 also showed the high level of involvement and knowledge that local people have as the experts on their area.

Key themes that emerge from what community and stakeholder groups in the area have told us at these meetings include:

- The challenge of **balancing the area's various** roles and the needs of the different groups with an interest in it. This recognises the area's functions as a place within Camden, London and nationally and internationally and the wide range of groups (including residents, visitors, students, workers, those passing through etc) who live in, work or study in, or visit the area.
- There is so much going on around King's Cross and local people need better **access to information** about the changes occurring in the area. There is a feeling that while lots of information is available it is often difficult to find and not in one place.
- **Health and wellbeing** are affected by shortage of play, recreational and green spaces, lack of support for the vulnerable and issues relating to the transition of people within and through King's Cross. More could be done to promote walking in the area through safer and more attractive routes, better



community spaces and sports facilities and improved local delivery of health services.

- The King's Cross area is **rich in culture, history and significant attractions** and it was felt that these should be acknowledged and exploited for the benefit of local residents, workers and visitors alike.
- It important to consider the **'sense of place'** in an area undergoing significant change to ensure developments takes this into account, including the area's history, connections, spaces and views through and beyond the area.
- While **crime** has been reducing, it is important to involve local people in discussions about community safety and how perceptions of the area can be improved and acknowledge problems arising from the geographical position of King's Cross and its image is important as a 'public face' of London.
- That there is a key link between **unemployment and skills** that needs to be addressed to enable local people to access new opportunities arising from investment in the area.

An area with a wide range of local services undergoing change

The King's Cross area has traditionally had a wide range of local services provided or supported by the Council, by partners and voluntary organisations. However, delivery of local services faces a challenging future and there is a need to consider how this can be done in more efficient ways as a result of reduced funding being available. This is particularly important in the King's Cross context, where the population of the area is growing and further large increases in the residential population will occur over the next 10-15 years. While this will put additional pressure on some local services, additional funding has been secured from developers and the larger local population may help the viability of some existing services.

In order to understand better the impact of service changes Camden council carried out a consultation in the King's Cross area, as well as in other areas. This work, known as **'Shaping Services'**, brought a range of service providers together including people who work for local community and voluntary groups, the council and other public bodies. Participants were asked to reflect on the main characteristics of their area and the

challenges it faces, to consider the potential impact of the Council's agreed and proposed savings proposals and think about potential new ways of doing things to achieve the best outcomes for local people.

Participants in the King's Cross workshops identified a number of the area's strengths including its multi-cultural nature and a strong sense of community, the quality of local services especially those delivered by the voluntary and community sector, the potential for business growth and its excellent transport links.

Challenges identified include:

- issues related to King's Cross as an 'attraction' to homeless and vulnerable people and associated crime and anti-social behaviour
- shortage of play, recreational and green spaces
- lack of support for vulnerable people and issues relating to the transition of people within and through King's Cross.
- high levels of unemployment and lack of skills



- poor housing stock in need of repair with overcrowding and potential increased demand due to recession

Participants expressed particular concerns over the potential impacts of the Council's savings programme on:

- Children and young people
- The most vulnerable groups who could be disproportionately affected by any closure of/reduction in services

It was considered that many of the potential impacts could be addressed through maximising the use of property and assets in the area; joint resourcing, planning and learning; accessing and building the capacity of organisations and communities as well as maximising the potential for private sector support.

Participants at the key issues workshops that informed this plan recognised that schools could act as hubs for their communities and that their role could be expanded alongside the likely need for more school places for the growing population of the area.

The arrival of many new residents in the King's Cross Central development and

the emergence of new communities will bring change to the existing dynamic. The development brings with it opportunities to make links in terms of shared services and facilities as well as physical links.

An area with a variety of roles and a wide mix of uses

King's Cross is an area of variety and contrast and fulfils a range of roles, with stations used by hundreds of thousands of daily and major roads; established local residential communities with their own particular character, identity and local facilities; as well as significant national institutions and concentrations of employment with offices, hotels, retail and industry.

The metropolitan, national and international transport hub at King's Cross makes the area strategically important to London and beyond. The area is located centrally within the borough and forms a transition between the suburbs and town centres to the north and central London to the south.

The area is also home to or close to some of London's most important institutions and attractions including the British Library, Wellcome Trust and UCL on Euston Road and the British Museum further south. The

new University of the Arts campus within the King's Cross Central site is planned to open in September 2011.

Part of the challenge in King's Cross, therefore, is to balance the needs of residents, tourists, retail, business and institutions, as well as the needs of a national and international gateway to London.

An area undergoing physical change

Major change in the area is taking place with the combination of regeneration of the King's Cross railway lands and transport investment and improvements to public spaces. Alongside this the Council is continuing to review its own land and property to find better ways of using assets to better meet the needs of local communities through **Camden's Community Investment Programme**.

King's Cross is identified as a growth area in Camden's Local Development Framework (LDF) and is anticipated to provide an additional 2,250 homes and up to 25,000 additional jobs by 2026. Much of this growth is expected to take place within the main **King's Cross Central** development site, but there are also other significant proposals



that will change the nature of the area and potentially impact on existing communities. The most significant developments in the area are summarised below:

- **King's Cross Central:** the redevelopment of the railway lands is of great importance to the borough and partially overlaps the boundary with Islington. The outline planning permission granted in 2006 provides for a total of 1,700 homes; commercial and employment space with potential to create up to 25,000 jobs; and a new University of the Arts campus.

This will be supported by a new primary school; community and leisure facilities including a health centre; a drop-in centre; sports hall swimming pool and fitness centre; transport improvements including works to the underground and King's Cross mainline station; new public spaces and walking and cycling routes. Camden is also considering relocating the majority of Council services to a new purpose-built building within the development which is due to be complete in 2014.

Early phases of the development include the University of the Arts campus for

up to 5,000 students which will open in September 2011, up to 500 homes, a Construction Training Centre (which is open) and an energy centre.



- **The Francis Crick Institute (formerly UKCRMI):** the medical research facility on land to the rear of the British Library was recently granted planning permission. This will be a national centre for medical research and innovation supported by Government funding and investment from educational institutions and charitable organisations.

The development will also deliver a range of local benefits which were secured as part of the planning approval. These include

access to the facility for education, working with local people to set up a living centre to promote health in the area, funds for investment in housing improvements to nearby estates and improvement to local streets and spaces.

- **St Pancras Chambers/Midland Hotel:** conversion of this important landmark building to a hotel and apartments is close to completion and the hotel recently opened, along with the re-paved forecourt facing Euston Road. The completion of these works is an important marker of the investment and improvement happening in the area.
- **New Council offices and leisure hub:** the Council has decided in principle to vacate the existing town hall annex in Argyle Street and move to new premises in the King's Cross Central development. The new building will include a customer care centre, which will help us to improve the delivery of services and our customers' experience. There will also be a public library and range of and state of the art leisure facilities, including a swimming pool that will be open to local people and residents, workers and volunteers from across the borough.



- **Lighthouse block:** the listed building is in a prominent location at the junction of Euston, Pentonville, Caledonian and Grays Inn Roads is a landmark and important to the area's character but is in a poor and deteriorating condition. Planning permission was granted in 2009 for redevelopment which will retain and repair the main facades of the building, and the building to its former glory. Construction has not yet commenced, but it is a priority for the Council and local people to ensure that sensitive refurbishment is carried out.
- **Camley Street area:** The Council is the freeholder of a significant area of land at the northern end of Camley Street, which is occupied by a variety of industrial and warehouse uses. The land in this area represents a significant long term opportunity to accommodate a wider range of uses and contribute more to the area, given its proximity to Central London and King's Cross Central.
- **St Pancras Hospital:** - The health service has been examining options for this site on St Pancras Way. A large part of the site is currently unused and options have considered in the past including the redevelopment of the hospital to consolidate facilities on part of the site

and commercial redevelopment of the remainder.

The Council has a key role in overseeing major developments and managing the impacts on local communities. Participants at the key issues workshops felt that more creative use could be made of land which will be developed where this may not occur for a number of years. Suggested uses include festivals and activities linked to the Olympics, temporary food growing areas, temporary retail and other facilities to serve new residents, markets, and spaces for community and cultural events.

An area in need of investment in housing and community buildings

The Council is responsible for a wide range of property in the area including housing estates, schools, community buildings and commercial premises. A number of these require investment to ensure they are fit for purpose in the longer term. In particular, local people have highlighted the limited range and quality of the local housing stock and the need for more choice and an increased supply of affordable housing in the area.

The Council is exploring how to make more efficient use of the Council's property and buildings across the borough as part of the Community Investment Programme (CIP). This is a long term programme to make and generate investment in better quality fit-for-purpose facilities while releasing receipts for investment in the capital programme, including improving the quality of Council homes. The programme is particularly important given reductions in capital funding from Government for schools and housing.

The programme is considering a range of improvements to housing estates, schools and community facilities in the area in consultation with building occupiers and local residents.

Housing

Housing is a major issue in the area with overcrowding and the quality of homes particularly important. A number of estates in the area require significant investment to improve the standard of homes and address issues with layout and the local environment. Work has begun on the following:

- **Maiden Lane estate** where residents have been involved in a masterplanning exercise to look at improvements on the



York Way frontage of the estate which can provide additional affordable homes and generate the significant funds required for investment in the rest of the estate.

- **Agar Grove and Ossulston estates** which have been identified as having potential for future estate regeneration as part of the CIP. Options will be the subject of further exploration with residents. The aim of these projects is to generate improvements in housing estates including new affordable homes.
- Initial work to explore the potential of the **Camley Street** area which could include new housing. A masterplanning approach could explore the potential to broaden the range of housing available in the area, improve pedestrian and cycle routes in the area and improve links with neighbouring estates.

Schools

There are a number of schools in the area that require investment, but recent Government decisions have removed much of the funding for Camden's Building Schools for the Future programme which will affect expansion plans in the area.

- Expansion of the **South Camden Community School** in Chalton Street will proceed as planned and deliver an additional two forms of entry.
- **Maria Fidelis Convent School** does not have secured funding. It is currently split between two sites at Pheonix Road and North Gower Street and it had been planned to consolidate on one site and to become co-educational. The North Gower Street site is potentially affected by the Government's plans for a High Speed 2 rail terminus at Euston and therefore any consolidation would need to be at Pheonix Road and would need additional land to accommodate the whole school. The Council is exploring whether any neighbouring sites can be acquired to enable a mixed use development to provide funding for the expanded school.
- **Edith Neville School** in Ossulston Street suffers from a range of structural problems that mean it will need to be rebuilt. The Council is exploring how a project involving rebuilding of the school could be financed and link to other needs in the area to deliver a range of benefits.

Community buildings

The Council also owns a number of community buildings in the area which provide accommodation for community organisations, many of which also deliver services with financial support from the Council. Some of these buildings require investment and the Council will continue to explore opportunities for improved facilities and how investment can be generated through the CIP.

An example of this joined up work under the CIP is the Cromer Street Mosque, where a working group has been established to explore how this well used facility can be expanded to meet the needs of its users and the wider community.

Planned New Facilities

In addition to the existing facilities which require investment, a range of **new facilities** are being provided as part of ongoing development in the area:

- A **new primary school** on the King's Cross Central site which is also intended to provide a permanent home for the Frank Barnes School.



- A **new health centre** planned as part of King's Cross Central development.
- The **Construction Skills Centre** which opened in 2009 and provides specialist training to residents of the area.
- A planned **Skills and Recruitment Centre** to provide recruitment services for the post-construction, although the location of this has not yet been finalised.
- **Leisure facilities** such as a sports hall, swimming pool and fitness centre and a multi use games area as well as parks and play areas which will be delivered in line with the phasing of the King's Cross Central development.
- A **Living Centre** which will be delivered as part of the Francis Crick Institute development and run in partnership with the community to improve local health and well-being.

An area of major routes, key transport links and changing public open spaces

The King's Cross area is a major transport hub for national and international rail, the underground and buses and served by major roads. However, while it is one of the best

connected areas in the country, movement within the area is often characterised by barriers that are difficult to cross for pedestrians and cyclists.

Many of the barriers within the area result from the area's development and the severance caused by the railways and canal which have historically divided parts of the area.

Rail

The opening of the **Channel Tunnel Rail Link** and the arrival of international services in the redeveloped **St Pancras Station** marked a significant step-change in the area. The subsequent opening of high speed services to Kent has further enhanced the breadth of transport links in the area and will lead into the '**Javelin**' links to the **Olympics** in 2012 which will put King's Cross just a 7 minute journey from the Olympic Park.

King's Cross and St Pancras stations are served by 6 underground lines; **Thameslink** cross-London services; mainline trains to the east midlands, north-east and Scotland; high speed services to Kent; and **Eurostar** services to Paris and Brussels. These services bring a high level of accessibility and large numbers of people to and through the area, but also bring congestion and give

the area a transience which can impact negatively on local communities.

Euston Station, close by to the west, provides services to a wide range of further destinations and has also been identified as the London terminus for **High Speed 2** (HS2). Council do not support the HS2 proposals, but if approved by the Government, it would involve significant redevelopment in large parts of Camden including Euston with potential impacts on areas such as Somers Town.

Improvements to King's Cross mainline station are underway which will significantly increase passenger capacity with a new concourse and new platforms to open in 2011 and the new square will replace the 'temporary' concourse and canopy in 2013.





- **St Pancras International station** - opened in 2007
- **New Thameslink station** - completed in 2008
- **High Speed rail services to Kent** - opened 2009
- **King's Cross mainline station** - redevelopment ongoing, to be completed by summer 2012
- **King's Cross - St Pancras Underground** station new northern and western ticket halls - both now open
- **Capacity increases** on underground lines serving the area - ongoing and now
- **Cycle hire stations** as part of the Mayor's cycle hire scheme - various locations South of Euston Rd now operating and further expansion planned.

Roads, pedestrians, cyclists

The main east-west traffic route in the area is Euston Road which forms part of the ring road around central London and marks the northern boundary of the congestion zone. The intersection of Euston, Pentonville, Grays Inn Road and York Way is a key traffic node and an area that has a poor pedestrian environment.

TFL's cycle hire scheme includes a number of sites in the King's Cross area including around the stations and College Place as the programme is rolled out northwards in the Borough.

A better environment for pedestrians is also part of the designs and better information to enable pedestrians to get round the area. 'Legible London', a new pedestrian way-finding system to help people walk around London, is already being used in the area with the distinctive maps to help tourists and residents alike.

The major roads in the area are important traffic routes but can significantly impede pedestrian movement and form barriers between communities. The Transport Strategy 2011 commits the Council to reducing severance and improving safety

and access to services and opportunities. Euston Road in particular is often seen as a barrier, both physically and psychologically, between areas north and south. Many existing crossings are difficult to negotiate and prevent pedestrians from crossing the road in a single cycle, or fail to align with pedestrian routes to the north and south. This is an issue both for local residents and can make connections with nearby attractions difficult for visitors leaving the stations on foot.

East-west connections through the area are also limited, with few alternatives to Euston Road for pedestrians and cyclists and where routes do exist they are often not easily identifiable, particularly for visitors.

New public open spaces

Alongside transport investment, improvements are planned to a number key public spaces and streets:-

- **King's Cross Square:** New square to the south of King's Cross station on Euston Road to be completed in 2013.
- **Station Square:** A new square to be provided north of the western concourse of King's Cross station to be completed by Summer 2012,



- **King's Cross Central:** Extensive areas of new public open spaces with 20 new streets 10 new public spaces, including the 'Boulevard' leading from the stations to the new Granary Square between the canal and the new University of the Arts.
- **York Way improvements:** A range of improvements are underway and planned along York Way which marks the boundary with LB Islington

The number of visitors and people passing through the area means that many public spaces and footpaths are congested, particularly around the stations. While the new squares and spaces around the stations will help in the longer term, there will be particular pressures during Summer 2012 with large numbers of additional visitors for the Olympics and Paralympics. This will particularly affect the station area, with the Javelin service from St Pancras expected to bring an additional 10,000 people per hour through the area.

Several specific suggestions were made for transport improvements during the key issues workshops. This including better bus services, particularly to Maiden Lane, links into through and around the new King's

Cross Central area, better linkages east to west including a bridge across King's Cross station, and crossings over Euston Road for pedestrians and cyclists. Separation of traffic, cyclists and pedestrians was felt to be important and it was highlighted that routes should not just be safe, but pleasant and attractive as well.

Workshop participants also said there was a shortage of green space and community meeting places in the area and they

emphasised the need to take best advantage of existing open spaces and opportunities to create new ones. In particular, the canal and Camley Street were thought to be areas which could be further developed.

Despite the unprecedented investment underway in transport and public spaces, a number of barriers to movement are likely to remain and overcoming these will critical to enable better connections between the area's communities and access to the new facilities being provided on King's Cross Central.



The Vision

A woman with dark hair tied back is sitting on a large, grey stone ledge. She is holding two young children. The child on the left is a toddler with curly hair, wearing a bright pink t-shirt and dark pants, looking towards the camera with an open mouth. The child on the right is a younger toddler, wearing a blue t-shirt with a colorful graphic and light grey pants, also looking towards the camera. The woman is wearing a pink jacket and is looking down at the children. They are in a park-like setting with trees and a brick building in the background. The ground is paved with cobblestones.

Taking into account the characteristics of the area and the issues identified, the following vision has been developed to guide the Council's approach to the area and the actions and interventions we will make and encourage others to make.

The vision for the King's Cross area



We would like to see a King's Cross area where:

- Local communities will see benefits from being close to one of the best-connected locations in the country and one of the most important regeneration schemes in London. Local people will need to have the skills and qualifications to access opportunities while a range of local businesses will be encouraged to thrive and grow.
- Services and facilities match the needs of existing and new residents and where people can lead active healthy lives. Opportunities will be realised for communities to meet by improving cultural and physical links between different areas, making existing barriers such as Euston Road and the railway lines easier to cross. Co-operation across the borough boundary with LB Islington will be reinforced to ensure local needs are met
- Local people and visitors will feel safe and perceptions of King's Cross will continue to change for the better alongside continuing improvements in the appearance of the area and the quality of the public realm for local people and visitors to this key national and international 'gateway'. The increased prominence of King's Cross with additional visitors during the Olympics needs to also bring long term benefits to the area.
- Sustainability and the quality of the environment will remain paramount and air quality, in particular, will improve.
- Real local benefit is delivered from the many developments in the King's Cross area, especially King's Cross Central. The specific needs of neighbourhoods like Maiden Lane and Somers Town will be recognised whilst valuing their distinct character and the potential to bring wider benefits for the Camley Street area will be explored.

Delivering the vision

The Council's approach to supporting and promoting the success of the wider King's Cross area will be based on a set of specific actions. These have been organised under four distinct but interlinked themes:


- **Community and living**
- **Movement and spaces**
- **Local economy and image**
- **Development and renewal**

These themes are helpful in bringing together the range of issues at play in the area, although there are areas of overlap between them and some issues could live in more than one theme.

A summary of the identified issues and potential ways of addressing them are described under each theme below, with specific actions brought together in the action plan that follows.

dr

Community and Living

A photograph of a woman with dark hair, wearing a light purple t-shirt, holding two young children. On the left, a boy with dark hair is smiling, wearing a blue and orange striped shirt. Next to him, a girl with dark curly hair is looking forward, wearing a red and white striped shirt. On the right, a boy with dark hair is looking up, wearing an orange shirt. They are standing in front of a large, colorful mural featuring abstract shapes and a stylized face. The mural has vibrant colors like yellow, orange, red, and blue.

King's Cross is an area of strong and diverse communities and a key element of the vision is to ensure that the change and investment taking place in the area is beneficial to local people in the opportunities and facilities it will provide.

Community and Living



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Key areas that a placeshaping approach can influence include:

- Ensuring that there are opportunities for local people to influence decisions about their areas.
- Securing a wide range of benefits to local communities from major development, which responds to local needs.
- Improving access for local communities to the opportunities brought by major developments
- Improving physical links within the area and to surrounding areas and new urban spaces that are about local people as well as visitors

- Exploring shared service provision in partnership with local organisations.

These areas are addressed within this theme and also under the other three themes where appropriate.

Securing local benefits from major development

As described earlier in this plan, the area is undergoing major development alongside some of the borough's most deprived communities and the Council has a key role in securing benefits for local people, such as:

King's Cross Central – a comprehensive package of benefits has been secured through the Section 106 agreement including funding for:

- A Recruitment and Skills centre to provide employability training for local people, estimated deliver of which will be in 2013.
- The Construction Skills Centre
- Leisure facilities including swimming pool and library to be provided as part of the new Council offices
- Community enterprise

- Small business space, Local Business Support, local purchasing strategy, Business volunteering

- A Social and community fund

- Community meeting facilities

- Community safety improvements

- School and Children's Centre and supporting local schools

Francis Crick Institute – There was concern locally when the facility was proposed but the Council was able to engage with local people and the developer to secure:

- **'The Living Centre'**, a 460 m2 fully-fitted out community space managed by a community organisation with revenue support for 20 years.
- a teaching laboratory for schools, capable of accommodating up to 30 school children with slots reserved for visits from publicly-funded schools in Camden
- £1.4million contribution to the Decent Homes programme in Somers Town ward and £3.8 million contribution to a new heat and power system



- a new pedestrian route between the site and British Library.
- a construction liaison group
- a programme to support public engagement in science
- employment opportunities for Camden residents including 40 construction industry apprenticeships and a rolling recruitment programme for laboratory skills apprenticeships

These benefits have the potential to make a real difference to the lives of local people and the opportunities available locally. Local people and groups have played a hugely important part in influencing what benefits these developments should provide and the Council will continue to engage locally to ensure communities have a say on major developments and to enable partnership approaches where appropriate. **(Action Plan ref CL1 and CL2)**

Minimising impacts on local people

Communities that live in the wake of major developments need to see how they benefit from change and upheaval both in the long term and the short term.

Somers Town, for example, is located between two major focuses of current and planned development around King's Cross St Pancras and Euston and has already experienced the major construction works that brought the Channel Rail link. It is not surprising therefore that some residents see mostly the downsides of proximity to major developments after many years of disruption, dust and noise.

The Council requires detailed construction management plans for development and has a range of regulatory powers to ensure impacts like noise, traffic, dust and pollution are minimised during construction. While some impact is inevitable given the sheer scale of construction planned over the next 15 years or so, the Council will continue to take a strategic overview of how development is organised and sequenced with the aim of keeping disruption to a minimum.



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In the longer term, significant redevelopment is expected at Euston, either as a result of the High Speed 2 rail proposals or, if these do not proceed, a reversion to Network Rail's previous proposals for station rebuilding. In either case, the impacts on the Somers Town community will need to be carefully considered and appropriate benefits secured in terms of safety, accessibility and permeability of the station area and access to employment and housing. These issues are being addressed through Camden's response to the Government's HS2 consultation and consideration of the need for a strategic plan (an 'Opportunity Area Planning Framework') for Euston and surrounding areas.

(Action Plan ref CL3)

Harnessing Corporate Social Responsibility funds

Consultations suggested that forming better relationships with local employers should also be explored to better harness their Corporate Social Responsibility (CSR) funds to support local activities, particularly with the voluntary sector and for young people. The Council is commencing discussions around CSR issues for Camden as a whole, through the Camden Business Board, to explore this further with businesses. With the large

number of new businesses in the area that King's Cross Central will attract this could be particularly beneficial to this area.

(Action Plan ref CL4)

Supporting a strong voluntary and community sector

The area has a range of voluntary and community groups which are well-established and provide valuable services to the local community. The services delivered by voluntary sector groups offer activities appropriate to the cultural mix in the area, projects for young people and the elderly as well as links with local primary schools. Initiatives such as the annual Somers Town festival of cultures, bring the many of the area's diverse communities together.

Many of the organisations in the area deliver services with support from the Council and this raises an obvious challenge given the reductions in funding now available as a result of Central Government spending reductions.

The Council is having to think creatively about how it can support local services in the future and this has informed the Shaping Services work described earlier in this plan. Following the workshops held earlier this

year, this work will consider how the Council can help enable services to be delivered more efficiently and in a way that focuses on the local priorities. This might include considering co-locating services to improve efficiency and resilience and considering the role of the area's schools as hubs for the community. **(Action Plan ref CL5)**

Delivering a new leisure hub

In January 2011 the Council decided to proceed with a new building on the King's Cross Central site to house staff and services that are currently located in a range of older, inefficient and expensive buildings. It is estimated that moving services in this way will save in excess of £77million pounds and help to modernise the way Camden provides public services in the future.

The design includes a brand new purpose-built sports centre and library (to replace St Pancras library) which is planned to open in 2014 and which will transform the range of leisure facilities available in the area. This will be a key tangible benefit of the ongoing King's Cross development for local people and adds further weight to the importance of improved routes and connections in the area highlighted under Movement and Spaces, to ensure the new facilities are accessible to



local people. In particular, it emphasises the need or improved connectivity across the Euston Road for communities to the south.

Making community safety a priority

Community safety has been identified as a major issue for residents in a number of forums and surveys around King's Cross. While it is important to emphasise that statistically and anecdotally there have been significant improvements in terms of reducing street crime etc, the wider perception of the area has not necessarily reflected this and there are a number of issues that continue to affect people in the area.

Endemic problems faced by the area are priorities for the Community Service Delivery Plan include robbery, serious youth violence, burglary and domestic violence.

There are some specific localised issues in Somers Town including instances of visible drug-dealing, as well as ongoing debate about managing access onto and through estates. This relates both to safety and community cohesion and is intended to be the subject of revised supplementary planning guidance.

Important work taking place in the area includes:

- Safer streets team working with street population in the area
- Operation Target (Met Police) will focus on snatch thefts/robbery for 6 months
- Enforcement and diversion tactics implemented to counter serious youth violence

More broadly, it is important to ensure and build on joint working between various agencies in the area (Met Police, BT Police, LB Islington as well as station operators, developers such as Argent etc).

It is also important to minimise opportunities for crime and Anti Social Behaviour (ASB) during major development, such as that taking place in King's Cross. This includes ensuring there are safe routes around constructions sites. Good pedestrian links can also improve community safety and links and strengthen community cohesion, which emphasises the importance of the improvements sought within the Movement and Spaces theme.

Anti-terrorism remains an issue for the Police and the Council, particularly given the high profile nature of the stations in the area and will be a particular focus in the lead-up to and during the Olympic Games.

Community information will help identify the key issues though the community audit scheme, together with public consultation and information analysis will lead to the setting the strategy for the area. This work will prioritise the issues that Community intervention will focus on, leading multi agency problem solving, and focussing on the most problematic groups and locations. Community Presence will also link into this strategy ensuring the frontline facing aspects of community safety (Police, Community Wardens, Housing security and parks patrol service, CCTV) are utilised as effectively as possible. **(Action Plan ref CL6).**

What we are already doing:

- Working with communities to secure local benefits from major development such as King's Cross Central and the Francis Crick Institute.
- Considering how best to support the community and voluntary sector in time of reduced resources.
- Working towards delivery of leisure hub in 2014 as part of office move.
- Community Service Delivery plan
- Making the area a priority location for the Community Safety - Location Management Group

Proposed headline actions:

- influence major developments
- Communicate better the benefits of large scale developments to local people as well as the ways they can be engaged and consulted
- Ensure impacts of major developments on local residents are minimised
- Explore options to develop a Corporate Social Responsibility strategy
- Investigate innovative delivery of services in partnership with local communities and voluntary groups
- Implement new community safety approach in conjunction with local communities

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Movement and spaces

The vision envisages better connections between different parts of King's Cross to improve access to opportunities for local people and better quality routes and spaces that allow communities to meet. To achieve this it is important to identify opportunities to develop more attractive, safer and easier to use physical links and to overcome some of the existing barriers that have been identified.



Movement and Spaces

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The investment already underway will markedly improve routes and spaces in the area, in particular by opening up connections through the former railway lands and providing important new and improved public spaces. However, further work is required to ensure the area's local connections and the quality of spaces meet the needs of all who live in, visit and pass through the area.

In the short term, there will be particular pressures during the Olympics with large numbers of additional visitors using the

transport interchanges and accessing the Javelin high speed train service from St Pancras to the Olympic park. The Council has an important role in planning for this period and managing impacts, as well as in the longer term planning to reflect the importance placed on improved walking routes, transport links open spaces by local people.

Map showing key routes
and barriers

Improving east-west pedestrian and cycle routes

Euston Road is the main east-west road through the area and is a major traffic route which is often heavily congested resulting in air pollution and a poor pedestrian environment. The Council would like to see improvements to the environment along Euston Road. This will involve working with TfL who are responsible for the road to ensure the pedestrian environment is a priority, as well as recognition that the lead-in time to make changes to a major trunk route can be lengthy (e.g. up to two years for changes to traffic light sequences).

Alternative east-west routes exist but can be difficult to recognise or navigate for visitors, or unattractive to local people and not well used. **(Action Plan ref MS1)**

photo of congested
Euston Rd footway

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The Council is keen to improve east-west links through Somers Town as an alternative to Euston Road. This has been subject of previous studies but is given further importance by the expected increase in visitors moving between Euston station and the Javelin service from St Pancras during the Olympics and in the context of HS2 proposals (if the Government decides to proceed) in the longer term. Improving routes between the stations will also help relieve pressure on Underground services locally and has potential to increase footfall in local shopping streets such as Chalton Street.

Funding has already been secured for improvements along Phoenix Road/Brill Place to improve footways and make the route more attractive. This will be delivered by summer 2012 and in conjunction with possible dressing of the route as part of the Olympics 'look and feel' initiative, will make it a more attractive alternative to Euston Road.

A new east-west route will also be provided through the Francis Crick Institute development which aligns with the western exit from St Pancras station. There is an opportunity to explore potential onward connections west of Ossulston Street

through Somers Town, to provide another alternative route to Euston and to improve permeability/accessibility for local people, particularly given the alignment with the route through St Pancras Station to the new King's Cross station and underground entrances and the 'boulevard leading into King's Cross Central.

The involvement of local residents in exploring opportunities to formalise routes through housing estates would be crucial, but there is potential for this to deliver improved courtyard spaces and better definition between public and private spaces.

Potential improvements to the Goods Way 'tunnel' under St Pancras can also be explored to make it a more attractive walking route between King's Cross Central and residential areas to the west.

There are a number of proposed connections into the King's Cross Central site from York Way to the east which will allow access into and through the development for Islington residents. There has been a long-running campaign for a pedestrian footbridge over the railway lines just north of King's Cross station to improve

local permeability and access to King's Cross Central. Consultants have studied the options and found these to be unviable due to the high costs compared to the benefits that it would bring. Therefore, while it would improve access for some Islington residents, this option is unlikely to be pursued in the short term.

Removing barriers and improving crossings

King's Cross is characterised by some busy major roads which can be difficult to cross for pedestrians and cyclists which then act as barriers between different parts of the area. In particular the Council and local people have long-held aspirations to make Euston Road easier to cross and the need for this will become even more marked as the King's Cross Central progresses further increasing activity north of the road. TfL is responsible for Euston Road, but the Council has an important role in lobbying and highlighting the importance of improving crossings.

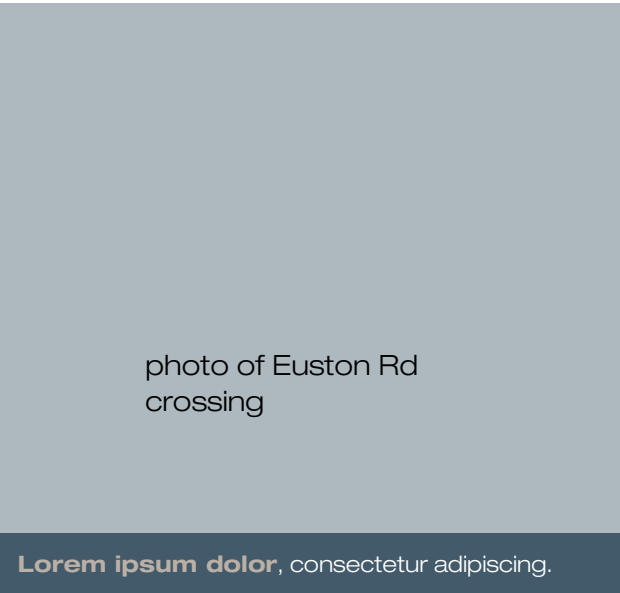



photo of Euston Rd
crossing

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We have been successful in securing funding for the following improvements, which will make some key roads and junctions around the stations easier to cross for local people, visitors and commuters using the stations:

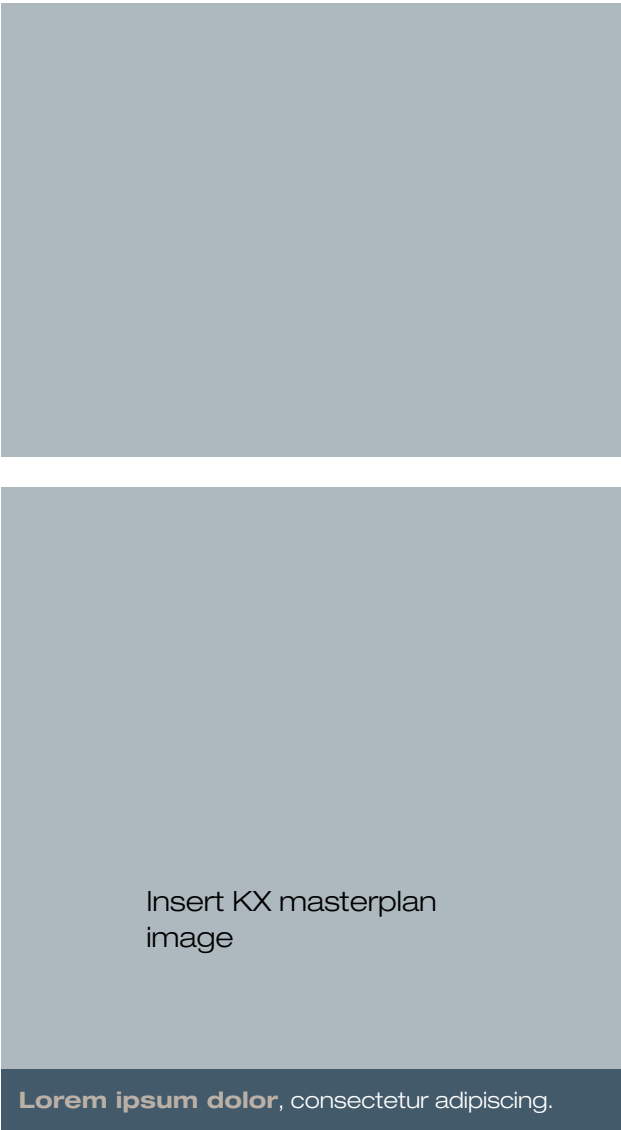
- Replacing the staggered two-stage Euston Road crossing at Argyle Street/ Pancras road outside St Pancras Station with a 'straight across' crossing.

- Replacing the neighbouring staggered crossing over Pancras Road between the stations with a 'straight across' crossing.
- Replacing the two stage crossing and narrow pedestrian island at the southern end of York Way with a straight 'across crossing' in conjunction with improvement as to York Way (pavement widening etc).

These works are planned for completion by summer 2012. The Council will continue to highlight the importance of other key crossings in the area including other crossings around the Euston Road, York Way, Pentonville Road, Grays Inn Road junction and across Euston Road at Judd Street/ Midland Road and the crossing in front of the British Library, all of which are difficult to negotiate. **(Action Plan ref MS2)**

Providing routes into and through King's Cross Central

The approved masterplan for King's Cross Central provides for a network of new streets and pedestrian and cycle routes. These will serve new residents and businesses, but importantly will also enable existing communities to access new services, facilities and opportunities and are vital to integrating the development into the wider area.



Insert KX masterplan
image

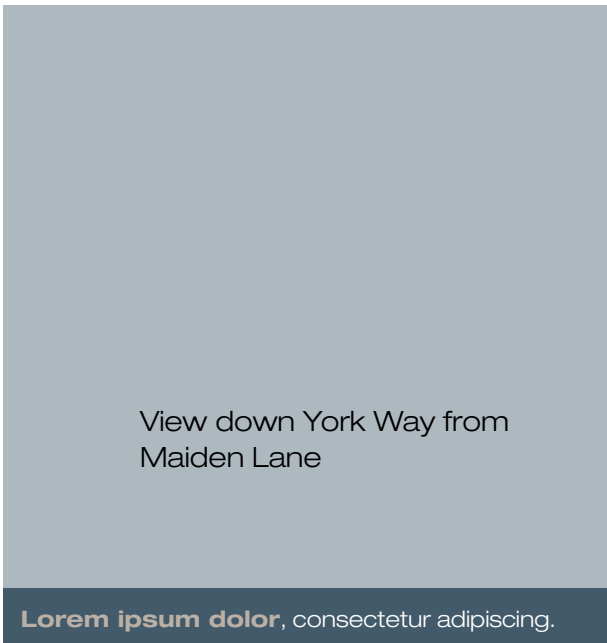
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The development will be delivered over many years and local residents have highlighted the importance of ensuring that accessibility around and through the site is maximised during the construction and that an overview is taken of temporary changes to existing routes (such as road closures) to make sure accessibility is maintained. The importance of communicating change to existing routes to local people was also highlighted. The Council will continue to work with Argent to ensure that all parties are kept informed. A dedicated council webpage for King's Cross Place Plan is proposed to complement Argent's construction newsletter (which is currently sent to 4000 households quarterly) and the King's Cross Development Forum. The Action Plan attached to this plan will also be monitored on a 6 monthly basis and can communicate progress on highlighted actions and new actions can be added to be responsive to changing priorities.

Improving connections between Maiden Lane and the wider area

Maiden Lane is physically separated from much of the wider King's Cross by railway lines to the south and west. Existing routes south from the estate are not attractive due

to the quality of the environment and lack of surveillance, which makes access to the rail stations and emerging opportunities to the south challenging. Internally, the estate layout makes navigation for outsiders difficult, reinforcing the separateness of the estate from the wider area.



Work is ongoing to explore options for development in the eastern part of the estate and the Council-owned industrial site that abuts York Way as part of CIP/estate

regeneration. Principles include improved permeability of the York Way frontage of the estate and measures to improving the integration of the estate into the wider area.

Longer distance links have also been identified as important and was a theme discussed in key issues workshop held on the estate. The following aspects that have been identified: **(Action Plan ref MS3)**

- **The bridge over the railway lines to Camley Street** is enclosed, has blind corners and is not overlooked which and dissuades many from using it. Lighting and mirrors have been installed but more fundamental improvements will be expensive and might require a new bridge to allow a more direct route. Solutions can be considered as part of masterplanning work for the Camley Street area (see Development and Renewal theme).
- **York Way** is the main route between the estate and King's Cross but for pedestrians the northern end is unattractive and involves passing in a lengthy 'tunnel' under railway lines. Much of the route will become overlooked as King's Cross central blocks are constructed and if development on the

Maiden Lane commercial site proceeds. There is also potential to explore improvements to the public realm to make it a more attractive walking route, particularly under the bridges.

- **Bus routes** – There is currently one bus route between the estate and King's Cross stations. However, there are plans to extend existing bus routes into the King's Cross Central to serve new residents and businesses, and there may be potential to extend these further north to serve Maiden Lane. This will be explored with TfL/London buses.
- **Maiden Lane station** – There has been a long campaign to re-open the former Maiden Lane station on the London Overground North London Line and funding has been secured through the King's Cross Central development to undertake a study into the feasibility of this.

Connecting the Camley Street area

The industrial area along the northern part of Camley Street has been identified as a long term potential development opportunity (see Development and Renewal theme) which could accommodate a wider range of uses.

However, access to this area is currently poor, particularly walking routes to residential areas like Elm Village, which contributes to the area's sense of detachment from much of the wider area.

Improved routes into and through the area for all kinds of transport will be a crucial to ensuring positive change can be achieved and consideration of these issues will be an important requirement for any future masterplanning in the area. This will include consideration of key infrastructure that might be required such as a new bridge over the canal and an improved pedestrian link to Maiden Lane estate and how they can be funded.

Some key improvements have already been made, specifically the new pedestrian and cycle link from Agar Grove which opened recently, improving access into the area from the north. The Council will continue to work with others to identify improvements that can be made in the short term alongside the longer term planning for the area.

Making better use of the Regents Canal

The Regents Canal is an important asset but has been underused in the past.

Development at King's Cross Central offers the opportunity to open up access and take advantages of the opportunities it offers as a corridor for recreation, movement and biodiversity.

However, in increasing use of the canal, it is importance to balance needs of different users – walkers, cyclists, those using for recreation and those using it for commuting. There is also a balance to be struck between opening the canal up to wider use while maintaining its character as a series of tranquil spaces away from the hustle and bustle of King's Cross.

Photo of canal towpath from bridge

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The towpath is the responsibility of British Waterways (BW) who have prepared a masterplan for the stretch of canal either side of King's Cross Central in conjunction with Argent. Camden will work with BW and the developers to improve access to the canal while protecting the positive aspects of its character. We will also seek opportunities (such as Legible London) to promote it as an alternative walking route between King's Cross and Camden town, which can aid in reducing short distance pressure on the underground. **(Action Plan ref MS4)**

Delivering improved public realm around stations

The footways and public spaces around the stations are heavily used and often congested. Significant investment is planned in conjunction with station improvements including the major new square on Euston Road and the new public space north of the new western concourse.

The areas around the stations are the first impression that many visitors get of London and so they have an important role as a gateway, as well as for commuters and local people. These areas are the responsibility of a range of bodies including Network Rail, TfL, St Pancras International and Argent. The

Council therefore has an important role in trying to ensure that improvements are co-ordinated to minimise disruption to people using the area. **(Action Plan ref MS5)**

Work on the new square will not commence until after the Olympics, but is a key proposal that will transform the 'heart' of King's Cross in the longer term. However, in addition to working with developers to ensure the new space north of the western concourse is delivered by summer 2012, measure to help visitors to disperse over a wider area during the Olympic period will be considered. These might include:

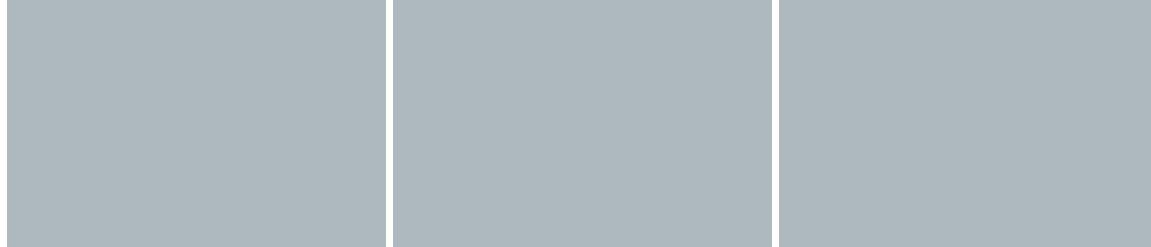
- Engagement with train operators and Olympics bodies to minimise the number who need to queue for services in the immediate vicinity of the stations.
- Exploring the potential of other areas (e.g. proposals for Olympic-related events and pavilions on the Argent site) to absorb some pressure.
- Using visitor information and Olympic 'greeters' to make visitors aware of attractions in the area away from the stations (e.g. British Library, Regent's Canal, Granary Square, Chalton Street, Marchmont Street).

Securing funding for local public realm improvements

There are a number of other areas where there is potential for improvements to the public realm, including the northern end of York Way and mentioned previously. The Council will continue to work to secure funding for such works, including contributions from developers. A range of opportunities for local improvements may also arise from through Community Investment Programme projects in the area including around Edith Neville and Maria Fidelis schools where projects may be taken forward following feasibility and consultation work.

Considering the future of the gyratory traffic system

The one way gyratory traffic system around Pentonville Road, Grays Inn Road etc. has been identified as an issue locally contributing to a poor street environment and making roads difficult to cross. This system is part of the TfL road network and partly within Islington and therefore, whilst its removal would be desirable, this would need to be the subject of lobbying and joint work with Islington. Such a scheme is likely to be expensive and there may be higher priorities for Camden for which funding is needed more urgently.



Improving pedestrian signage

There is an issue with signage and legibility, including lack of consistency between mainline stations, underground and street-based signage. Improvements could assist in making visitors aware of walking routes to nearby areas (e.g. Russell Square or Camden Town) which will in turn reduce pressure on tube services and stations. The Legible London signage scheme has been rolled out south of Euston Road and is addressing these issues in a co-ordinated manner. There is potential to extending this further north to the area around the stations and ultimately into the King's Cross Central site will further improve matters.

(Action Plan ref MS7)

Encouraging cycling

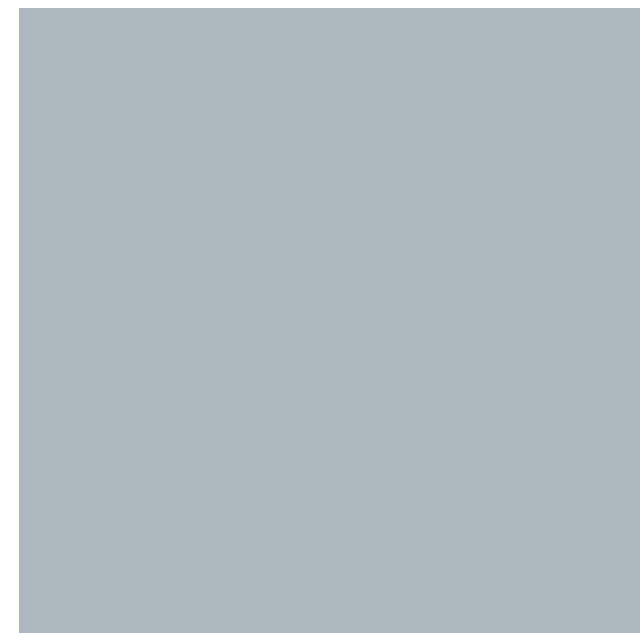
Camden is committed to encouraging cycling and making improvements to make cycling more attractive. In addition to exploring improved routes and crossings outlined elsewhere in this section, the Council is working to ensure secure cycle parking is provided at major transport hubs such as King's Cross/St Pancras, improving signage and introducing 'cycle stations' that provide secure cycle parking, shower and changing facilities, on-site bike maintenance and a cycling accessories shop.

Protecting and enhancing parks and green spaces

The need to take the best advantage of existing open spaces and creating new ones where possible were identified as a priority for local stakeholders.

The green spaces in the area vary in character and nature from pocket parks such as Purchase Street, to housing estate land, to the quiet refuge of Camley Street nature reserve. Improvements to the general accessibility of spaces such as Camley Street nature reserve will be improved by planned infrastructure improvements in the area such as the new bridge links opening up better physical links to the reserve. Opportunities should be taken to look at all the open space / green provisions, particularly on council owned land and housing estates as part of wider council programmes, to ensure all possibilities of ensuring the best access to spaces are considered.

Recent investment in local parks in the area, have included Pathfinder work at Purchase Street and Goldington Crescent to improve play facilities. Opportunities to better utilise open spaces such as St Pancras Gardens for example could be explored with partners or friends of parks groups. This could help facilitate the further improvement of the existing provisions, together with targeted improvements from S106 monies where received.





The King's Cross Central development will provide a series of new open spaces both within and on the edges of the development that will assist in improving access to open space for the surrounding area. Work is also being progressed to make better use of the canal as detailed above.

Given the high land values and competing pressures for uses in this location all opportunities for innovative new provision of open spaces (such as accessible green roofs) will need to be explored as new developments come forward which can enhance both the biodiversity of the area and open space provision.

(Action Plan ref MS8)

Improving air quality

Air quality and airborne pollution, particularly along Euston Road and other main routes, are a significant issue and have been highlighted by local stakeholders. Much of this is generated by road traffic and the Council will continue to work with others, including key stakeholders like TfL on measures such as encouraging alternative transport modes, improving traffic flow and promoting the use of electric vehicles.

(Action Plan ref MS9)

What we are already doing:

- Working to deliver improvements along Brill Place/Phoenix Rd by Summer 2012.
- Secured new east-west route as part of the approval for UKCMRI
- Working to deliver improvements to three key crossings by Summer 2012
- Commissioning feasibility study on Maiden Lane station
- Working with partners to deliver key public realm improvements including King's Cross square, station square
- Delivering improvements along York Way.

Proposed headline actions:

- Further improve east-west pedestrian and cycle routes through Somers Town and between St Pancras and Euston Stations
- Address remaining barriers to movement and improve key pedestrian crossings
- Work with relevant stakeholders including British Waterways and Argent to make best use of the canal as a route and public space
- Pursue improved transport routes and connections for Maiden Lane residents
- Ensure delivery of planned public realm improvements around the stations
- Work with range of stakeholders to minimise impacts of additional visitors on transport routes and local spaces during Olympic
- Support extension of Legible London north of Euston Road
- Work with others to improve air quality
- Continue to improve open spaces in conjunction with local communities.

Local economy and public image

The King's Cross area is home to a range of businesses which provide a variety of employment opportunities. Significant growth in employment floorspace is planned, which will change the balance of the local economy and broaden the range of businesses in the area. The vision is to ensure local people benefit from the new jobs and opportunities in the area and are equipped with the skills and qualifications to access these opportunities.



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Against this background it is also important to consider which elements of the local economy will require support and the nature of support that can be provided in the present financial climate.

The Olympics presents a significant driver for change in the short term, given the number of people expected to be using King's Cross throughout the Olympics. It also presents an opportunity for long term benefits by

changing perceptions of King's Cross as being a place to spend time in rather than just passing through in order to achieve this.

The ongoing investment and change in the King's Cross area in recent years has resulted in a number of significant improvements to the appearance and image of the area. However there remain a number of opportunities to further enhance and improve the area's image which will benefit local residents and businesses as well as the wider visitor and tourist economy.

Supporting a diverse and creative local economy

Significant business and job growth will be provided on the King's Cross Central site, which is expected to provide around 25,000 jobs by 2025 which could be up to 65% of Camden's jobs total growth. The wider King's Cross area is already home to a wide variety of businesses including a significant entrepreneurial and creative sector. The impact of this growth on existing businesses will therefore need to be considered and how they can benefit from this major investment. The emerging King's Cross Business Partnership can also play an important role in creating a local business environment which supports sustainable

economic growth and retention, by developing and maintaining relationships with key business organisations to fully explore the opportunities linked to the King's Cross Central development. **(Action Plan ref E1)**

Supporting business

The area already contains a wide range of businesses, including important local shopping streets. Supporting the small businesses in these areas, particularly through the current recession, is important to the economic and social well-being of the area. The Council previously had resources to fund direct business support activities however, because of the reductions in Government funding to local authorities, the Council is taking more of an enabling role to support small businesses by signposting them to national and regional growth support organisations. **(Action Plan ref E1)**

Fostering a mix of uses

There is a need to ensure that the range of shops and businesses provides for local residents as well as those visiting, working and passing through the area. The shops and businesses along the Euston Road provide more for the non residential needs whilst local streets such as Chalton Street and the market have an important role in meeting local residents needs.



Opportunities to strengthen the market are proposed to be explored with regards to its location, size and frequency to ensure it best meets this need. Issues around licensing, parking and market management also need to be explored to ensure that any change would not detrimentally affect the area.

(Action Plan ref E1)

Boosting local economy

Worklessness is high in the area and continued measures to help local people gain benefit from the extent of change in the area are ongoing and should be strongly supported, especially in the current economic climate, also as a means to help boost the local economy.

The King's Cross Construction Skills Centre (KXCSC) provides construction based training for local residents linked to the King's Cross Central development and other construction opportunities in Camden and elsewhere. The centre has an in-house apprenticeship programme in carpentry, bricklaying and groundwork's for 16-18 years olds; provides construction based apprenticeship brokerage and training for Camden residents aged 16-24 years old; and delivers employer led construction training for Camden residents

aged 18 and over. The centre also works with developers, contractors and sub-contractors to fill skilled and semi-skilled employment vacancies.

Key achievements in 2010/11 included:

- Total apprenticeships starts – **145**
- Bespoke training completions – **286**, all Camden residents.
- Qualifications completions – **148**
- Employment outcomes - **260**, of which 100 were Camden residents.

Council will be considering the next phase of the delivery of the KXCSC to ensure it continues to provide construction based training and recruitment to support residents of King's Cross and Camden borough into sustained employment.

(Action Plan ref E2)

Discussions are also continuing to develop the business plan for the King's Cross Skills and Recruitment centre to help support local residents to access employment opportunities in the final business occupiers of King's Cross Central. **(Action Plan ref E2)**

A number of S106 benefits on other major schemes other than King's Cross Central such as the Francis Crick Institute will also provide work opportunities for local people.

Promoting creative industries

The creative industries in King's Cross contribute significantly to the local economy in terms of both direct and indirect employment (i.e. through supply chain). The main creative sectors relate to software and electronic publishing, advertising and video/film production. These are predominantly small companies with 80-90 % of these employing less than 10 people and 76% of these employing less than 5 people.

This creative atmosphere creates a sense of vibrancy and attractiveness to other creative industries. It is important to ensure that this sector is protected and can grow to build on its strengths. Facilities such as 'The Hub' on York Way offer an opportunity for this, offering space for small business, individuals, or executives to meet, work from and networking opportunities, to help inspire and support each other.

It is important to continue to work closely with owners and developers, and through implementing planning policy to try and

secure new flexible space to continue to attract these businesses.

(Action Plan ref E4)

The King Cross Central development will provide some new space targeted specifically for new small and medium enterprises as agreed in the S106 agreement which will assist these industries. Promoting cultural King's Cross **(Action Plan ref E4)**

The arrival of the University of the Arts in September 2011 offers an excellent opportunity to strengthen and promote King's Cross as a cultural and creative centre.

Camden is working with the University and partners to improve the brand image of the area as a creative and cultural location and the University launch programme combined with effective use of Camden's annual Cultural Events Programme offers an excellent opportunity to achieve this.

The Public Arts fund from the King's Cross Central S106 provides an opportunity for an inventive arts strategy that reaches out and beyond the King's Cross Central area and presents the opportunity to strengthen the cultural profile of the wider King's Cross area.

Olympics and Paralympics 2012 legacy

The Olympic and Paralympics are a significant opportunity to bring long lasting economic benefits to the area beyond the actual games period, by ensuring a positive image of King's Cross is presented to all visitors.

The games will also bring major challenges in terms of the number of people using the area as the King's Cross area is a key transport hub and 'gateway' to the games. Key investments and changes planned in the area include:

- The high speed rail link (Olympic Javelin) from St Pancras station to the Olympic park at Stratford which will take just 7 minutes and carry up to 10,000 passengers per hour.
- Bloomsbury will be the home to print and broadcast media in the lead up to and during the games because of the density of hotel accommodation in the area and although this is outside the main area of focus of this plan it is likely to result in a media focus in the area as well as movement between the area and the King's Cross-St Pancras transport hub.

- Russell Square will be used as a transport hub for moving the press to the Olympic and Paralympics events and will probably be partially closed to enable the parking and loading of buses and coaches.
- Argent, developers of King's Cross Central, are considering using part of the development site for 2012 related events which may include exhibitions, sponsor and national pavilions, public art and very likely a 'live site'. Discussions are progressing regarding this and need to be resolved quickly to ensure all issues can be addressed.
- Other large institutions such as the British Library and University of the Arts are exploring opportunities for sponsoring corporate events during the games which could also attract larger number of additional visitors into the area

If these issues are not well managed, there is a risk that perceptions of King's Cross as well as Camden and the London Olympics more broadly could be damaged, particularly given the concentration of media organisations in Bloomsbury during games time.

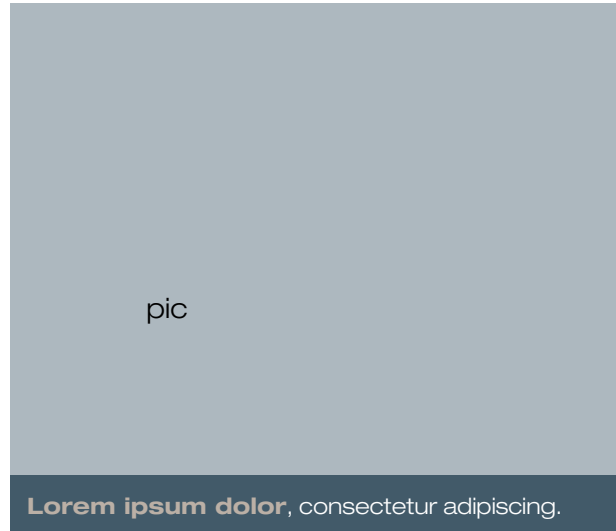
The Council has an important responsibility to continue to work collaboratively

with partners, landowners and other stakeholders to ensure potential issues are addressed with the necessary urgency given the timescales for identifying and carrying through on key actions is ever decreasing.

Much of this work is already being progressed through the Olympic Logistics Group and King's Cross Working group on which the Council sits with other partners. Many of the issues raised by the Olympics are matters which would need to be addressed in any case and have been discussed in other sections, but are given extra urgency in the context of the games and if effectively handled will have positive impacts in the area long beyond 2012.

Presenting a positive image during the Olympics

The 'look and feel' initiative around the Olympics (funded by ODA /LOCOG) offers opportunities for decorating and dressing public areas and major routes during the Games and will help present a vibrant image of King's Cross during this period. The GLA will be responsible for dressing the King's Cross area whilst the Council can use its share of the funds to dress parts of the wider area (**e.g. Somers Town**) to ensure they feel part of the experience.



Cross service teams are working together to ensure that all issues associated with this are considered and the relevant consents can be given in a timely and co-ordinated manner given the pressing timescales.

The Council is also exploring opportunities for appropriate sponsorship of buildings during the games which could present these in a more vibrant manner and offer an opportunity to generate some funding. **(Action Plan ref E5)**

Supporting the tourist economy

King's Cross is host to many visitors on a daily basis and so tourism plays a significant role in the local economy and should be supported. Council are promoting a number of tourism initiatives, particularly in the build up to the Olympics that aim boost the local economy by keeping people in the area longer. These include :

- Training concierge staff about local attractions and restaurants to encourage their visitors to stay and explore all that is on offer in the local area.
- **London Greeters** – part of Global Greeters network – local volunteers with detailed knowledge show people around the local areas and show them the hidden gems.
- Detailed itinerary of things to do in King's Cross if you have 2 hours, or are a family or single are available and are expected to assist with dealing with the anticipated crowds waiting for the Javelin train during the Olympics.
- The Council has an important role to play with partners to continue to develop this work to make the most of the opportunities being presented and

showcase King's Cross.
(Action Plan ref E6)

Taking a longer term approach to visitors/tourists

A key long term strategy is to ensure King's Cross is promoted in its own right but also as the integral link in the chain between Bloomsbury and Camden Town cultural and visitor attractions as part of a wider strategy to ensure that visitors stay within the Borough for longer.

The development of a clear and defined leisure route along the canal between King's Cross and Camden Town is a key long term objective to help achieve this and requires a strong coordinated approach from all partners. There has already been a lot of work undertaken to improve the canal environment and development of a British Waterways Masterplan is discussed under Movement and Spaces.

General image/appearance

Whilst the appearance and image of the area has changed substantially in recent years there remain a number of issues that require attention and action to further improve the areas public image.

Removing the King's Cross station canopy

The current King's Cross Station canopy fronting Euston Road detracts from the listed station building and contributes to the poor quality of the public realm around the station. Planning permission has been granted to remove this and is anticipated to be removed by 2013 preceding the development of the new public square.

Exploring options to improve shop fronts

There are a number of poor quality shop fronts and empty shop units in the area which detract from the area's attractiveness, particularly along the south side of Euston Road in the blocks either side of Birkenhead Street. A range of measures should be considered to improve these including:

- Grants or other assistance to improve the appearance of shopfronts – potential funding sources need to be explored including from the Olympic funds, but in the current economic climate are very limited.
- **'Dressing'** of empty units with Olympic-themed material and/or artworks – potentially using material and funding from **'Look and Feel'**

- Use of empty units as pop-up shops for Olympic-related promotional activity, art exhibitions etc.

Bringing the Lighthouse building back into use

This listed building occupies a highly prominent location on the main intersection east of King's Cross Station and its deteriorating condition presents a poor impression for the area. Planning permission has been granted for redevelopment to accommodate a mix of uses and restore the lighthouse feature. The agreed Section 106 agreement requires the external development works to be completed by late summer 2012.

Given the site's prominence discussions on how to best mitigate any negative visual impacts during the Olympics have been progressed. An application for a temporary shroud/artistic wrapping has been approved to improve the site's appearance during the construction period. This is a good example of council working proactively with the builders owners to improve important sites. Removing temporary structures Another important improvement in the area will be the removal of the temporary portacabins used by the British Transport

Police to the west of the King's Cross station forecourt and the adjoining temporary passenger lounge. These facilities have been placed here on a temporary basis during redevelopment and will be permanently housed within the new western concourse and are subject to temporary planning approval which expires in March 2012.

Taking a proactive approach to licensing and regulation

The Council has an important role during games time to regulate issues such as licensing, street trading, food safety, trading standards, health and safety and policing to ensure that the influx of additional visitors does not result in adverse impacts or poor practices by opportunistic traders. In particular this is likely to involve:

- An increase in licensing applications for late night openings of existing venues and temporary licenses for events such as temporary pavilions etc..
- Work to police unauthorised street trading in the area, with a particular focus on counterfeit goods and infringements of Olympic copyright.
- Controlling opportunistic unauthorised food and drink sales and ensuring that

health standards are not breached.

- Health and safety work to ensure accommodation provided for visitors is of a suitable standard.
- Exploring what additional policing resources will be needed and how this can be funded.

Much of this is best dealt with through compliance in advance, rather than enforcement during the games themselves and will require proactive working and provision of information to businesses and residents. A clear co-ordinated approach with all partners is in place to address these issues in the build up to the Games and a targeted plan for the period before and after the Games. **(Action Plan ref E7)**

What we are already doing:

- Constructions and Training centre to help boost local employment opportunities
- Utilising S106 opportunities to maximise local work opportunities.
- Working proactively with partners and stakeholders to address Olympic related issues

Proposed headline actions:

- Help create a local business environment which supports sustainable economic growth and retention
- Investigate opportunities to strengthen Chilton Street Market.
- Support residents to access employment opportunities at King's Cross Central Development including progressing discussions regarding the skills and recruitment centre
- Promote King's Cross as a Creative and Cultural centre
- Continue to promote local tourist related economy
- Continue to work with stakeholders and partners to maximise benefits of Olympics to the local economy
- Continue to prioritise improvements to the area's image and appearance
- Work proactively to address licensing and regulatory issues to avoid adverse impacts during Olympic period

Development and Renewal

The major development and renewal happening and planned in the area are significant drivers of change and opportunity. Alongside this the Council's Community Investment Programme (CIP) has begun exploring how better use can be made of Council-owned property and buildings. Longer term opportunities in the Camley Street area are also being explored which could eventually provide for new housing, employment and facilities.



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Keeping local people informed
There is clearly a lot of development happening in the area and while information is available on much of what is occurring, participants at the stakeholder workshops highlighted the importance of bringing this together in a single place. Placeshaping

provides an opportunity to collate information on what is happening in areas of focus like King's Cross and the Council will consider how information can be collected and made available, including developing a dedicated web page for the King's Cross area. **(Action Plan ref DR1)**

Supporting key developments that deliver local benefits

The King's Cross Central development is the key catalyst for investment and change in the area. However, the challenging economic climate has had an impact on the timing of delivery of parts of the development. The development is a long term project with a 15-20 year timescale. The importance of the development continuing and being delivered in its entirety is recognised, in order that the full range of intended benefits is realised.

(Action Plan ref DR6)

Camden has a key role in working constructively with the developer and other partners and stakeholders to help facilitate delivery:

- Taking a proactive development management approach to the project as a whole and individual proposals within it.
- Communicating the importance of the development in conversations with key partners and funding agencies (e.g. the HCA, TfL)
- Relocation of Council offices and customer facilities to the site, which will bring forward planned community and leisure facilities and likely act as a catalyst for other parts of the development to proceed.

The other key major development currently planned in the area is Francis Crick Institute and a range of benefits have been secured as part of the Section 106 legal agreement for this, which the Council will continue to work with the developers on to ensure delivery.



Making best use of Council-owned properties

The Council's own land and buildings are being explored through the Community Investment Programme, which explores how best to use these assets on an area-by-area basis to address local priorities. In addition to the ongoing work on proposals for improvement to Maiden Lane estate, early projects include:

- Exploring options to expand the **Cromer Street Mosque** for existing users and the wider community;
- Exploring options for development of parts of the **Agar Grove Estate** with residents, to fund improvements to the estate and homes;
- Exploring options for physical improvements with residents of the **Ossulston Street Estate**
- Developing proposals for the **new Primary School** within King's Cross Central.

Work is continuing on these proposals and further projects will be identified as the programme continues to review property. In particular, reviews of Council properties in Somers Town and Camley Street have

recently been undertaken which may generate proposals that address local needs **(Action Plan ref DR2)** by:

- Developing under-utilised infill sites for housing.
- Addressing issues with local schools.
- Investing in community facilities.

Addressing housing Issues

There are a range of housing issues around King's Cross including overcrowding, an overall lack of variety and choice and the need for investment in the Council's stock. Overcrowding is a particular issue in Somers Town and has come high on the list of resident priorities articulated through local forums and resident surveys. It is an issue which significantly affects the quality of life of residents.

Pathways for All is the Council's holistic service that works with tenants on issues of housing need across the borough, with a focus on overcrowding and under-occupation alongside other issues.

In addition, a **local lettings plan** prioritises applications from existing Council and RSL tenants for new housing on the King's Cross

Central site, particularly for:

- Households who are overcrowded and seeking a larger home; and
- Households that are under occupying existing accommodation and will release a larger unit for re-letting.

There are also a number of proposed or potential developments which can assist both by providing larger affordable units and by broadening the mix of housing types and tenures in the area and in which housing issues should be considered a priority.

(Action Plan ref DR4)

These include:

- Additional affordable units including larger family units to be provided on Maiden Lane as part of the planned development on the York Way frontage.
- A variety of smaller infill housing sites coming forward through the CIP programme.
- Possible development on Agar Grove estate if supported by consultation.
- Potential redevelopment in Camley Street area in the longer term.

Photo of Maiden Lane estate

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Funds for investment in Council homes are being generated through our Better Home programme which will involve developing a proportion of homes for sale on CIP sites, alongside social rented and 'intermediate' homes.

Investing in schools

The Council's schools programmes have been exploring how to address the need for investment in and expansion of schools in the area. However, plans have been significantly affected by recent reductions in Government funding, notably the removal of the majority of Building Schools for the

Future (BSF) programme.

Funding for expanded capacity at South Camden Community School was secured and works to provide an additional 2 forms of entry are now underway.

However for other schools in the area, other means of funding are now being considered, including for consolidation of Maria Fidelis on one of its current sites, most likely on the Phoenix Road site and possibly taking in adjoining land. Likewise, options for refurbishing or rebuilding Edith Neville School are being explored.

Funding for these projects could be generated by incorporating a mix of uses into the development to subsidise the school element and a more comprehensive approach might provide a means that a wider range of benefits can be delivered, such as new and improved open spaces and public realm.

The options being explored in the Netley project west of Euston are an example of this type of project can meet educational and wider community needs, with the benefit of reinforcing local schools as hubs within the community.

Exploring Camley Street opportunities

The Camley Street area is home to a range of light industrial and storage businesses, with the majority of the freeholds owned by the Council and sites subject to a variety of short and long leases.

Camley Street map

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The area accommodates a number of successful businesses and a range of employment, but occupied at a relatively low density and is not well integrated with the wider area. This makes the area a significant opportunity and there is likely to be pressure

for changes of use and redevelopment of sites in the future.

A masterplan could guide change in the area in a positive manner and ensure the range of Council and local objectives are met (e.g. provision of affordable housing to meet local needs; new employment space, generating capital receipts for investment in services and facilities; and improving the area's relationship with King's Cross more widely).

The Council is working to explore how to make best use of the opportunities here and how the range of opportunities in the area can be delivered upon (Action Plan ref DR3). We will also explore the potential to include other sites owned by others (e.g. St Pancras hospital) into a wider strategy for the area.

Encouraging temporary uses

Temporary uses can help ensure that sites make a contribution to the area during the construction of the development, with potential benefits to surrounding residential communities.

Photo of King's Cross skip garden

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The challenges in accommodating temporary uses close to parts of the site that may be in development and ensuring safety for users is recognised. However, the Council should take a proactive approach with the developers to explore opportunities, with a particular focus on providing temporary facilities that are accessible and of benefit to the community. In the case of the Argent site, these could sit alongside the proposed Olympics offer which is unlikely to have much of a community focus, but has potential to bring other benefits to the area. **(Action Plan ref DR7)**

What we are already doing:

- Developing work on projects in Phase 1 of CIP
- Continuing work to identify further projects that can address local needs and priorities
- Working with residents to regenerate Maiden Lane estate, providing a range of new housing.

Proposed headline actions:

- Delivery of CIP projects that respond to local needs
- Explore options for a masterplan to guide longer term change in the Camley Street area
- Make local housing issues a priority in future developments
- Explore options for securing investment in local schools
- Work proactively to facilitate delivery of KX Central and associated benefits
- Pursue delivery of appropriate community benefits from current and future developments
- Support and encourage appropriate temporary uses on major development sites

Implementation and Monitoring

Further detail on the actions which the Council will work with others to deliver are set out in the Action Plan which follows. The action plan will be subject of regular monitoring to measure progress and to ensure that the plan can adapt to meet changing circumstances. The results of ongoing monitoring will be published on the Council's website at (insert web link).

Action Plan

Community and Living - the actions under this theme address key elements of the vision including securing benefits for local people from being located in a well connected area alongside major development, ensuring local services match future needs and that the communities in the area feel safe.

	Headline action	Key elements	Timescale	
CL1	Enable partnership approaches to how local communities influence major developments	1. Support partnership approaches for major developments		
CL2	Communicate better the benefits of large scale developments to local people.	1. Identify how to engage and consult local people through clear communication strategy 2. Ensure residents are kept informed about progress of major developments		
CL3	Minimise impacts on local communities of major developments	1. Use construction management plans to minimise impacts on local people 2. Take strategic overview of how development is organised and sequenced to minimise disruption where possible 3. Consider a strategic plan (Opportunity Area Planning Framework) for Euston in conjunction with Euston Place Plan		
CL4	Explore options to develop a Corporate Social responsibility fund strategy for Camden	1. Discuss with Camden Business Board		
CL5	Investigate innovative delivery of services in partnership with local communities and voluntary groups	1. Explore options identified in Shaping Services work for better delivery of services		
CL6	Implement the new Community Safety Approach	1. Recruitment of Local Community Auditors to report key issues direct to Community Safety 2. Rolling Community Safety Events to allow local people to prioritise community safety local objectives 3. Dedicated Community Intervention Officers to lead multi agency problem solving		
CL7	Investigate the development of a night time economy stakeholder network	1. Coordinate Argent and other providers in the area 2. Investigate potential Camden Departure lounge in King's Cross Central area		

Action Plan

Movement and spaces - the actions under this theme address key elements of the vision including access for local people to emerging opportunities, removing existing physical barriers and improving links between different parts of King's Cross, sustainability and air quality.

	Headline action	Key elements	Timescale	
MS1	Further improve east-west pedestrian and cycle routes through Somers Town and between St Pancras and Euston Stations	<ol style="list-style-type: none"> 1. Work with TfL and lobby for improvements to the pedestrian environment on Euston Road 2. Deliver funded Brill Place/Phoenix Rd improvements 3. Explore alternative routes through Somers Town to improve permeability 4. Explore potential improvements to Goods Way tunnel to improve walking route between King's Cross Central and residential areas 		
MS2	Address existing barriers to movement and improve pedestrian crossings	<ol style="list-style-type: none"> 1. Support delivery of pedestrian crossing improvements around stations (Euston Rd, St Pancras Way and York Way) with TfL 2. Work with TfL to support further improvements to Euston Rd crossings (at Midland Rd, Chalton St etc) 3. Explore options for Maiden Lane bridge link as part of Camley St work 4. Proactively communicate changes to routes around KX central during construction 		
MS3	Pursue improved transport routes and connections for Maiden Lane residents	<ol style="list-style-type: none"> 1. Lobby for extended bus routes from KX Central northwards to Maiden Lane 2. Undertake feasibility study on station re-opening 3. Seek funds for improved public realm at northern end of York Way and under rail bridges 4. Explore options for bridge link as part of Camley St work 		

Action Plan



MS4	Work with relevant stakeholders including British Waterways and Argent to make best use of the canal as a route and public space	<ol style="list-style-type: none"> 1. Explore options to improve access to the Canal, protecting the positive aspects of its character 2. Seek opportunities to promote this route as an alternative route between King's cross and Camden Town, including legible London 		
MS5	Ensure delivery of planned public realm improvements around the stations	<ol style="list-style-type: none"> 1. Delivery of Kings Cross square in 2013 2. Delivery of Station square by summer 2012 		
MS6	Work with range of stakeholders to minimise impacts of additional visitors on transport routes and local spaces during Olympics	<ol style="list-style-type: none"> 1. Work on ticketing arrangements 2. Explore opportunities to absorb pressures such as Argent temp pavilions and live site 		
MS7	Improve information and way-finding in the area	<ol style="list-style-type: none"> 1. Support extension of Legible London north of Euston Road 		
MS8	Continue to improve parks and open spaces in conjunction with local communities	<ol style="list-style-type: none"> 1. Increase work with voluntary groups and partners to improve parks and open spaces 2. Ensure council wide programmes such as CIP, HASC reviews explore all opportunities to try and address this need 3. Explore innovative approaches to providing new open spaces such as accessible green roofs / roof top areas in planning approvals 		
MS9	Continue to work holistically and with partners to improve air quality.			

draft

Action Plan

Local Economy and Public Image - the actions under this theme address key elements of the vision including encouraging business growth, supporting local people in finding employment through improved skills and qualifications and securing long-term benefits from the Olympics..

	Headline action	Key elements	Timescale	
E1	Help create a local business environment which supports sustainable economic growth and retention	<ol style="list-style-type: none"> 1. Maintain and develop relationships with key business organisations in the borough, including with the emerging King's Cross Business Partnership to explore business/ sector opportunities linked to the King's Cross Central development 2. Signpost local businesses and business organisations to national and regional business growth support 3. Explore opportunities with stakeholders to strengthen Chilton Street market 		
E2	Support residents to access employment opportunities at the King's Cross Central development	<ol style="list-style-type: none"> 1. Support continued delivery of construction based apprenticeship and training opportunities at the King's Cross Construction Skills Centre and support graduates to secure employment at King's Cross Central or at other construction projects in the borough and London 2. Work with developer Argent to develop the business plan for the King's Cross Skills and Recruitment centre to enable operations to start in 2012/13. The recruitment centre will support local residents to access employment opportunities in final business occupiers of King's Cross Central 		
E3	Improve access to skills and employment and create opportunities for unemployed residents	<ol style="list-style-type: none"> 1. Support the contractors appointed to deliver the government's new welfare to work policies through partnership working, lobbying of Camden's needs and opportunities and providing intelligence on the labour market 2. Develop apprenticeship opportunities and recruit local people to access opportunities in King's Cross and elsewhere in the borough 		

Action Plan



E4	Promote King's Cross as a creative and cultural hub.	<ol style="list-style-type: none"> 1. Promote the arrival of University of the Arts with cultural event 2. Joined up working with University of Arts departments to provide clear processes for co-ordinated cultural programme 3. Continue joint working with Argent regarding 'Public Art' strategy to maximise opportunities for wider King's cross area 4. Work to influence key partners in promoting King's Cross as key part of cultural chain including development of canal leisure walk to link Bloomsbury, King's Cross and Camden town 		
E5	Continue to prioritise improvements to the area's image and appearance	<ol style="list-style-type: none"> 1. Continue to lobby GLA/LOCOG etc for additional funding for improvements (e.g. shopfronts) 2. Maximise opportunities arising from Olympic 'look and feel initiatives' to present positive image of area 3. Explore opportunities for appropriate sponsorship of buildings etc to generate funding 		
E6	Work with stakeholders and partners to maximise benefits of Olympics to the local economy	<ol style="list-style-type: none"> 1. To promote the local visitor offer and encourage visitors to spend more time and money in the area 2. Work towards securing longer term benefits from the 2012 Games 		
E7	Work proactively to address licensing and regulatory issues to avoid adverse impacts during Olympic period	<ol style="list-style-type: none"> 1. Provision of information to businesses and residents. 		

draft

Action Plan

Development and Renewal - the actions under this theme address key elements of the vision including making the quality of the environment a priority, supporting delivery of development that will bring local benefits and exploring the potential to secure or generate investment in housing and schools.

	Headline action	Key elements	Timescale	
DR1	Consider measures to collate information on development in the area and make available to the community	<ol style="list-style-type: none"> 1. Establish dedicated King's Cross web pages 2. Provide inks to other sources of information 		
DR2	Delivery of CIP projects that respond to local needs.	<ol style="list-style-type: none"> 1. Continue work on projects identified in Phase 1 to consult and refine options 2. Identify additional projects that respond to local needs 3. Delivery of Maiden Lane improvements in line with local consultation 4. Delivery of improvements to local schools 		
DR3	Explore options for a masterplan to guide longer term change in the Camley Street area	<ol style="list-style-type: none"> 1. Review delivery options to best achieve aspirations for the area 2. Work towards a masterplan to guide longer term change 		
DR4	Make local housing issues a priority in future development	<ol style="list-style-type: none"> 1. Explore potential of Camley Street area to address local housing needs 2. Priorities local housing needs in future CIP projects 		
DR5	Work proactively to facilitate delivery of KX Central and associated benefits	<ol style="list-style-type: none"> 1. Take a proactive approach to development approvals 2. Highlight importance in discussions with HCA, GLA, TFL etc 		
DR6	Pursue delivery of appropriate community benefits from current and future developments	<ol style="list-style-type: none"> 1. Work with developers and community to ensure delivery of benefits from KX Central 2. Work with developers and community to ensure delivery of benefits from Francis Crick Institute 3. Engage with developers and community to ensure local benefit from other future development 		
DR7	Support and encourage appropriate temporary uses on major development sites.	<ol style="list-style-type: none"> 1. Council to promote with developers and landowners in the area 		
DR8	Explore opportunities to generate investment in local schools	<ol style="list-style-type: none"> 1. Continue with CIP work and consultation on options 2. Potential to use council-owned sites more efficiently for mix of uses 		