

ITEM 7a

Camden Local Strategic Partnership

Meeting	9 July 2009
Report Title	Note of “Place shaping in Camden” seminar
Report by	Mike Webb Senior Policy Officer, London Borough of Camden tel. 020 7974 4328 e-mail michael.webb@camden.gov.uk
Purpose	This is a note of the LSP seminar held on 21 May 2009 at the German Gymnasium.
Recommendations	The LSP is asked to: <ul style="list-style-type: none">• note the report• agree in principle to set up an infrastructure sub-group.

Present

- Moira Gibb, Chief Executive, London Borough of Camden
- Stephen Jordan, Managing Director, London & Continental Stations and Property
- Rob Larkman, Chief Executive, NHS Camden
- Keith Moffitt, Leader of the Council, London Borough of Camden
- Karen Wilson, Group Chief Executive, Origin Group
- Chris Shaw, Chair, Camden Town Unlimited
- Pat Stack, Chief Executive, Disability in Camden

Also in attendance

- Sean Affleck, Partner, Make Architects
- Andrew Barry-Purssell, Head of London Plan, Greater London Authority
- Mary Burguières, Head of Policy, London Borough of Camden
- Andrew Burnett, Deputy Director, British Museum
- Helen Barry, Government Office for London
- Philip Colligan, Deputy Director of Housing and Adult Social Care, London Borough of Camden
- John Cooper, Head of Resources, Wellcome Trust
- John De Lucy, Head of Estates and Facilities, The British Library
- Ben Derbyshire, Managing Director, HTA Architects
- Bridget Evans, Project Director, Argent (King's Cross) Ltd
- Liz Halsted, Head of Transport Planning, London Borough of Camden
- John Hughes, Group Development Director, Notting Hill Housing
- Sue Ireland, Director, Open Spaces Department, Corporation of London
- Simon Lee, Superintendent, Hampstead Heath, Corporation of London
- Ian Lindsay, Head of Commercial Development, Network Rail
- Tass Mavrogordato, Chief Executive, In Holborn
- David McGhie, Deputy Secretary and Director of Planning, Birkbeck College
- David Morrissey, Site Development Team Manager, London Borough of Camden

- Sarah Mullen, Assistant Chief Executive, London Borough of Camden
- Adrian Penfold, Head of Planning and Environment, The British Land Corporation Ltd
- Simon Pitkeathley, Chief Executive, Camden Town Unlimited
- Stuart Robinson, Executive Director, Planning, CB Richard Ellis
- Rachel Stopard, Director of Culture and Environment, London Borough of Camden
- Nick Groves, Senior Investment Manager, Derwent London plc
- Ed Watson, Assistant Director, Planning and Public Protection, London Borough of Camden
- Alex Williams, Director of Borough Partnerships, Transport for London

1 Introduction

- 1.1 The aim of “Place shaping in Camden” was to think creatively and collaboratively about the significant infrastructure challenges in the borough over the coming decade and beyond. It involved a wider group of stakeholders than just the LSP, with over 30 people attending.
- 1.2 Following opening presentations, attendees split into groups to look at one of the three parts of the borough in detail: the south, the Euston Road corridor, and Camden Town and the north. They then moved on to another table to look at another part of the borough.
- 1.3 There were a wide range of views expressed at the seminar, which are reflected in this note. As is usual for LSP seminars, the comments are unattributed to facilitate open discussion.

2 Opening presentations

- 2.1 **Rachel Stopard** set out the context for infrastructure planning with the following points:
 - A projected 37,000 population increase and major development focussed on several key growth areas including King’s Cross, Tottenham Court Road and Euston.
 - Major transport infrastructure (e.g. Crossrail) and also smaller scale interventions (Cycle Hire, Legible London) are crucial factors of growth in Camden.
 - One of the biggest challenges is in providing social infrastructure (schools, doctors’ surgeries etc) to support growth. Good progress has been made through programmes such as Building Schools for the Future though there is still much more to do.
 - Planning for physical (e.g. gas and electricity) and green (e.g. district heating networks) infrastructure is also a critical part of the equation which requires strong partnership working.
 - Infrastructure solutions will inevitably be shared between different partners. The Council, the LSP and the development industry will need to work together to devise a long term capital delivery strategy for the next 15 years.

2.2 **Dr Andrew Burnett**, Deputy Director of the British Museum, reflected on the issue of infrastructure from the perspective of a major institution:

- British Museum attracts 5.5m-6m visitors every year.
- A new development is currently subject to planning permission.
- The Museum contributes strongly to economy of the borough, employing 1000 people and further jobs will be provided by the proposed extension.
- It recognises its social responsibilities and contribution to civic pride as a world famous institution located in Camden. It works with local schools to develop facilities in the Museum. However it sees its visibility as an issue and there is a need to improve legibility.
- Improving amenity is important for the Museum – through delivering the 'Bloomsbury Vision' and also initiatives such as a site wide Combined Heat and Power scheme.

2.3 **Adrian Penfold** of British Land gave the perspective of a large scale developer working in the borough:

- British Land's interests are centred around the Euston Road Corridor.
- They are working alongside Network Rail on Euston Station.
- The most important infrastructure needs from a customer perspective are;
 - Transport - large catchment to local labour market via good links
 - Public Realm – walking and cycling is crucial. In particular, the importance of improving east/west links and not forgetting the north/south 'divide' caused by Euston Road. Public realm should also not just be places; it needs to be populated with activity to make it successful.
- Money is no longer available from s106 contributions.
- British Land, the Council and TfL are working together on the Euston crossing to secure improvements in public realm. Working effectively in partnership has been a challenge but this is now being worked though.
- There needs to be a clear statement as to what the priorities are, particularly in the public sector.

3 **Group discussions**

3.1 The key points from the **north of the borough** tables were as follows:

- The negative impact of social housing estates in the borough (particularly around Camden Town, Gospel Oak) needs to be addressed.
- The Council could capitalise on its own assets through exploiting opportunity sites on housing estates. Proceeds could be ploughed back into improving walkability/public realm/tree planting etc and other infrastructure.
- Camden is in a better position than most because of high land values and therefore has a lead role to play.

- A high level vision is needed which considers the whole neighbourhood (not just the Council's assets or the PCT assets). We need to think about place, not organisational boundaries.
- Important to link benefits from King's Cross to Camden Town and not see them as separate entities. Improved connectivity, public realm and legibility are crucial.
- Need more street trees to help with climate change and link different open spaces.
- Camden Town should be the main driver behind regeneration of the wider borough.
- Flexible application of policy and flexible housing tenures will be required to allow for changes in market conditions.
- Not enough residents from nearby estates use Hampstead Heath. They think the Heath is a resource for 'other' people, and not them. Greater dialogue with the Council and private interests in the Heath required.
- In terms of housing, there is a need to work harder to tackle resistance to change. Many residents often feel left out of re-development plans and this makes them suspicious of change. Should the Council attempt a second ballot in relation to the proposed ALMO to generate investment in estates?
- During troubled economic times, local government will have to play a stronger leadership role and be more proactive in bringing development forward.

3.2 The **Euston Road corridor** tables made the following key points:

- The Council and partners should oppose the Crossrail levy. Any available transport funding needs to be ploughed back in to the redevelopment of Euston station.
- There is a need to improve permeability through Euston station and wider east-west links. In addition, Euston Road creates a North - South divide and this needs to be addressed.
- New medical research centre will employ up to 5,000 people, and could be a catalyst for medical research/academic cluster along Euston Road.
- Euston is one of the best served locations in London for public transport, so there is a huge employee catchment area, and it is well suited to high density offices. Euston Road has large floor plates, blocks and a simple mix of uses that is more like the City than the West End (small floor plates, blocks and fine grain land uses).
- Safety and security should be at the top of the agenda.
- Strong, brave political leadership is needed (from the Council and partners including TfL) to drive change in deprived areas where local people can be very resistant (e.g. Somers Town).
- There needs to be a focus on reducing unemployment and maximising training opportunities for surrounding communities.
- To facilitate effective partnership working, there may be need to rethink the LSP model to ensure it is geared up to help delivery. We are currently missing major players including transport companies and utility companies.

- 3.3 The major points from the **south of the borough** tables were:
- It is important to understand infrastructure needs from a customer (developer) perspective.
 - Partnerships can only work with political leadership; stakeholders are looking for proactive leadership.
 - Sustainability measures (such as reducing energy waste) in new developments continue to be important despite the recession.
 - It is important to take a long-term view over investment strategies; the LSP has a key role to play.
 - Some infrastructure can only work as part of a network at a strategic level.
 - There is a need for stronger corporate social responsibility.
 - Post 2016/17 the potential for a new school in the South of the borough should be explored.
 - It is likely to be a very difficult financial environment in both the public and private sector in coming years. The Section 106 model is broken. There is a need for partners to think more creatively about how to use their assets.
 - Public transport capacity will be key in the south of the borough. Improvements to Holborn Station are a current gap in TfL's plans.
 - Schemes to improve legibility and public realm are crucial in Central London.
 - There may be a need to rein in expectations and to build upon or improve existing facilities.

4 Closing remarks

- 4.1 **Cllr Keith Moffitt**, the Chair of the LSP, was struck by the consensus in the room about the need for a more proactive leadership role for local government during the forthcoming period of constrained spending in both the public and private sector.
- 4.2 He questioned whether the LSP as currently constituted is the right place to carry out effective infrastructure planning. It is likely that the LSP will need to be remodelled. As a first step, he proposed that an infrastructure sub group be set up.
- 4.3 **Andrew Barry-Purssell**, Head of London Plan at the Greater London Authority, felt that the evening's conversations struck at the very heart of what cities are. Infrastructure is what makes cities possible to live in, be successful and ultimately nice places to live. The new London Plan will give more prominence to the issue of infrastructure provision. It is important to make better use of public sector resources as the model of the last 10/15 years will no longer work. Spirit and imagination and partnership working will be required to rise to the challenge.

5 Next steps

- 5.1 The LSP is asked to agree the Chair's suggestion that the LSP set up an infrastructure sub group to meet regularly to discuss the issues raised by

this seminar. It would consist of LSP representatives and a wider stakeholder group. Proposed terms of reference will be brought to the LSP's meeting on 15 October.