



A Healthy and Connected Neighbourhood

IMPROVING THE PHYSICAL AND
COMMUNITY INFRASTRUCTURE ACROSS
GOSPEL OAK, HAVERSTOCK AND KENTISH TOWN SOUTH

LEVELLING UP : BID SUMMARY & DELIVERY PLAN

JULY 2022



CONTENTS

- 1 THE VISION A HEALTHY AND CONNECTED NEIGHBOURHOOD**
- 2 POLICY CONTEXT
- 3 THE LOCAL CONTEXT
- 4 MAP OF INTERVENTIONS
- 5 LIST OF INTERVENTIONS
- 6 THEORY OF CHANGE
- 7 THE IMPACTS

- DELIVERY PLAN**
- 8 FUNDING SUMMARY
- 9 PROGRAMME WORKSTREAMS
- 10 PROGRAMME SUMMARY
- 11 GOVERNANCE
- 12 PROJECT TEAM AND EXPERIENCE
- 13 MEETING SCHEDULE



THE VISION A HEALTHY AND CONNECTED NEIGHBOURHOOD

FOCUSING ON FOUR INTERCONNECTED THEMES...

1

IMPROVED HEALTH AND WELLBEING

- Broadening the physical activity offer and removing barriers for those less likely to engage in physical activity
- Improved public realm and quality of environment.
- Better connecting the sports centre to Talacre open space for added benefits through parks for health
- Making it easier to get around by active modes of travel- walking and cycling for environmental and health benefits.
- A safer environment
- Improving air quality

2

A PROSPERING COMMUNITY

- More space for creative and cultural activity and more affordable workspace, creating jobs and opportunity
- Increasing access to sports and cultural activities, such as flagship gymnastics centre, creating opportunities for people at all stages of life.
- More resident and event space to bring the community together
- Bringing a vacant, locally listed building in the town centre back into active community use.

3

A CONNECTED AND SUSTAINABLE NEIGHBOURHOOD

- Improving physical and transport connections through a number of Safe & Healthy Street Interventions.
- Encouraging sustainable transport choices with new Green Mobility Hubs.
- Increasing the environmental sustainability of the neighbourhood

4

AN ACTIVE & EMPOWERED COMMUNITY

- More people engaged in sports and physical activity
- Inclusive streets and facilities- for people at all stages of life and of all abilities.
- More people engaged in their community through TSC and New social action hub at 2POW
- More connections between residents, VCS and enterprise.
- Supporting community cohesion and increasing pride in the neighbourhood

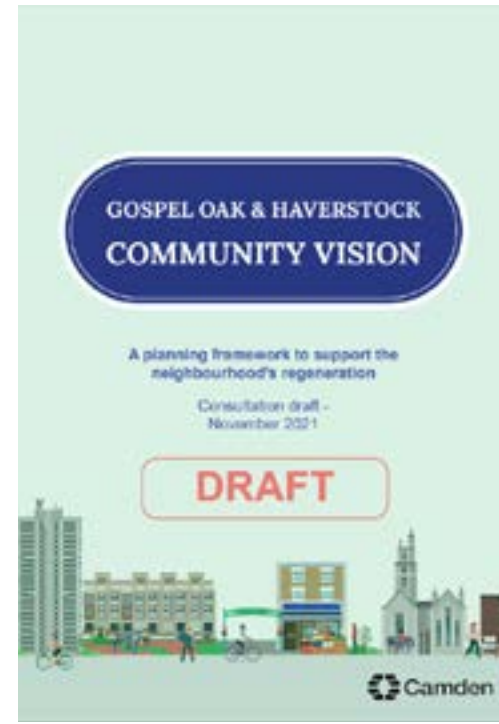


FOCUSING ON FOUR INTERCONNECTED THEMES, OUR VISION FOR LEVELLING UP INVOLVES MAKING GOSPEL OAK HAVERSTOCK AND KENTISH TOWN SOUTH INTO **HEALTHY AND CONNECTED NEIGHBOURHOODS** THAT PEOPLE ENJOY AND WHERE RESIDENTS HAVE THE OPPORTUNITY TO PROSPER

POLICY CONTEXT



WE MAKE CAMDEN is the Council's strategic vision providing an overarching framework for what we want to achieve for the borough. Relevant themes are supporting good health and wellbeing and everyone to start well, live well and age well; a green and sustainable place, tackling the climate emergency and tackling inequality, creating safe strong and open communities where everyone can contribute.

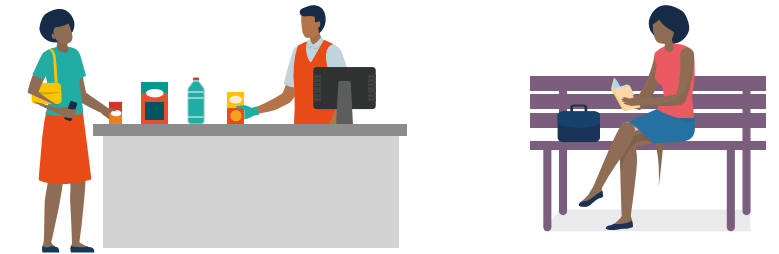
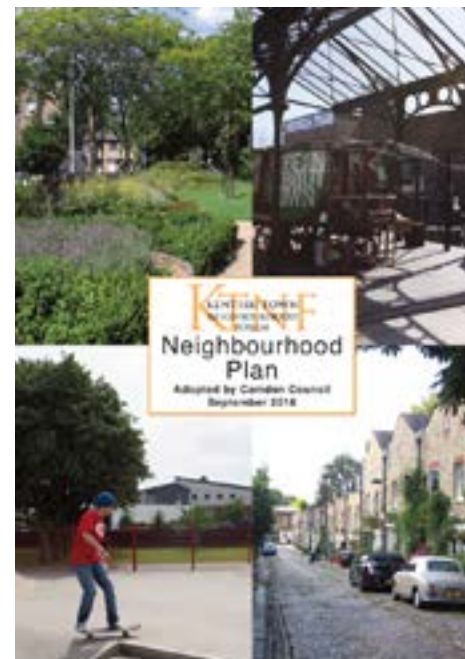
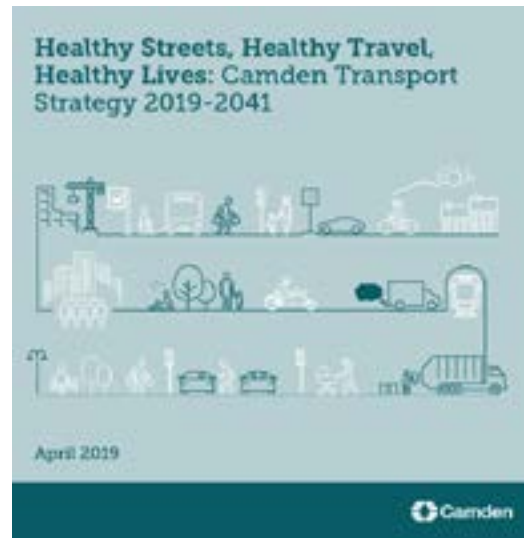


GOSPEL OAK AND HAVERSTOCK COMMUNITY VISION [DRAFT] sets a vision and strategy for the area. It was prepared with extensive community engagement and provides a plan for investment, ensures residents are informed of changes and sets priorities for where resources should be focused. A final version is expected to be adopted later in 2022 as a Supplementary Planning Document

CAMDEN FUTURE HIGH STREETS PROSPECTUS: sets out the vision for recovery and re-imagining of the borough's high streets against 4 themes of community and economy, diverse uses, sustainability and accessibility and inviting public realm. Connecting this community with the services and opportunities of a thriving town centre at Kentish Town and Queen's Crescent Neighbourhood Centre and market is a key part of the proposal



THE BID PROPOSAL is strongly aligned with government's levelling up agenda. The bid proposal will spread opportunities and improve public services, tackling health and wellbeing inequality and increasing pride in place in an area of the borough most in need.



CAMDEN'S LOCAL PLAN identifies this area under policy G1 Delivery and Location of Growth as a Regeneration Area. This major programme of investment is expected to deliver over 2,000 new and replacement homes, with new and upgrades to infrastructure and facilities.

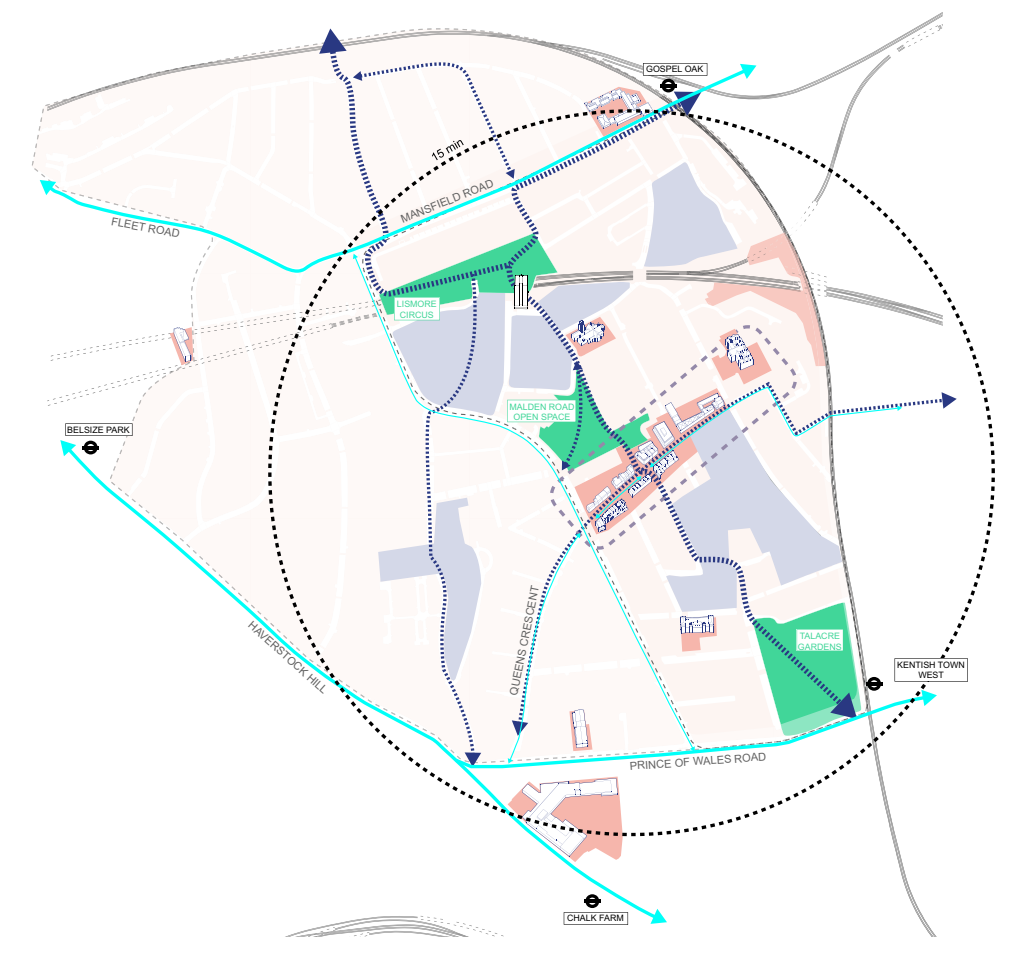
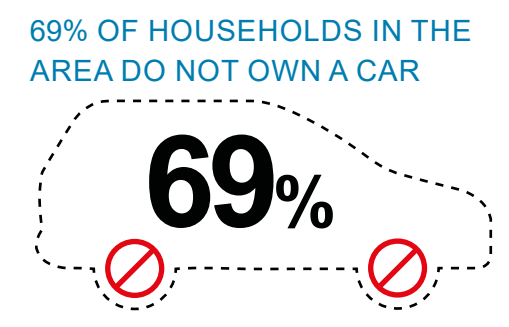
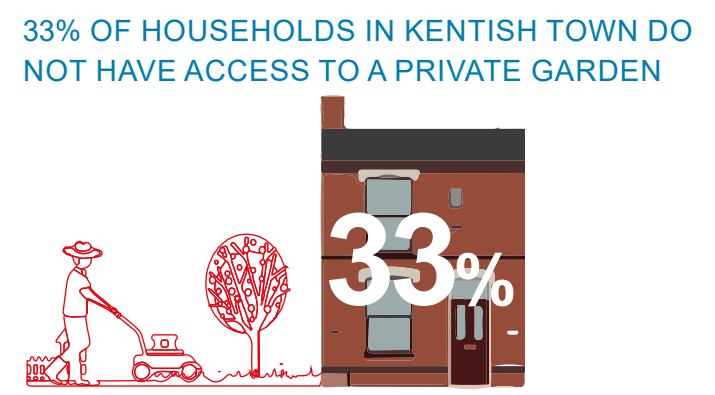
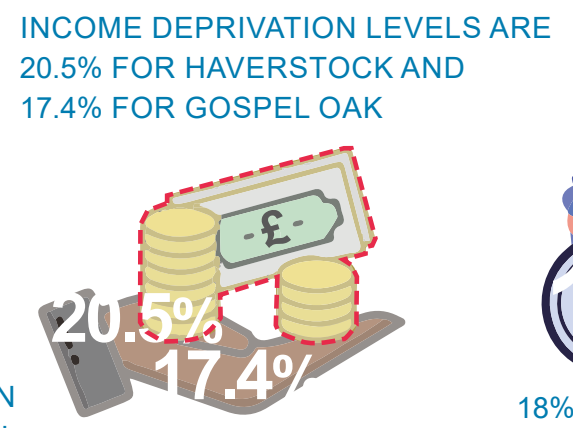
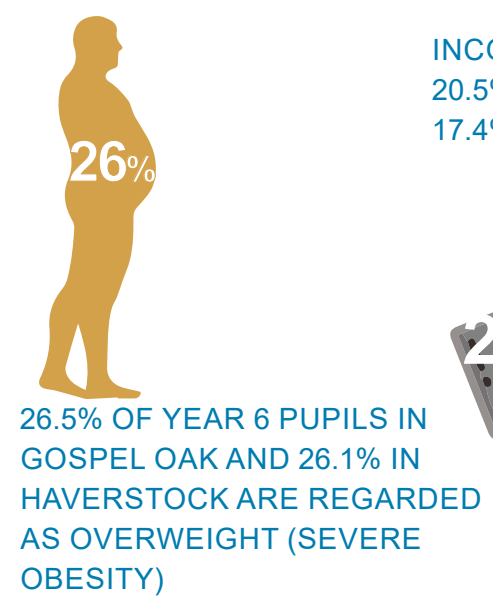


NEIGHBOURHOOD PLAN developed by the local community for Kentish Town, extending into the bid area. This bid aligns with several policies in the Plan, including a specific policy (SSP5) for 2 Prince of Wales Road to reinstate the building as a public place to deliver social benefits and enhance community links.



THE LOCAL CONTEXT

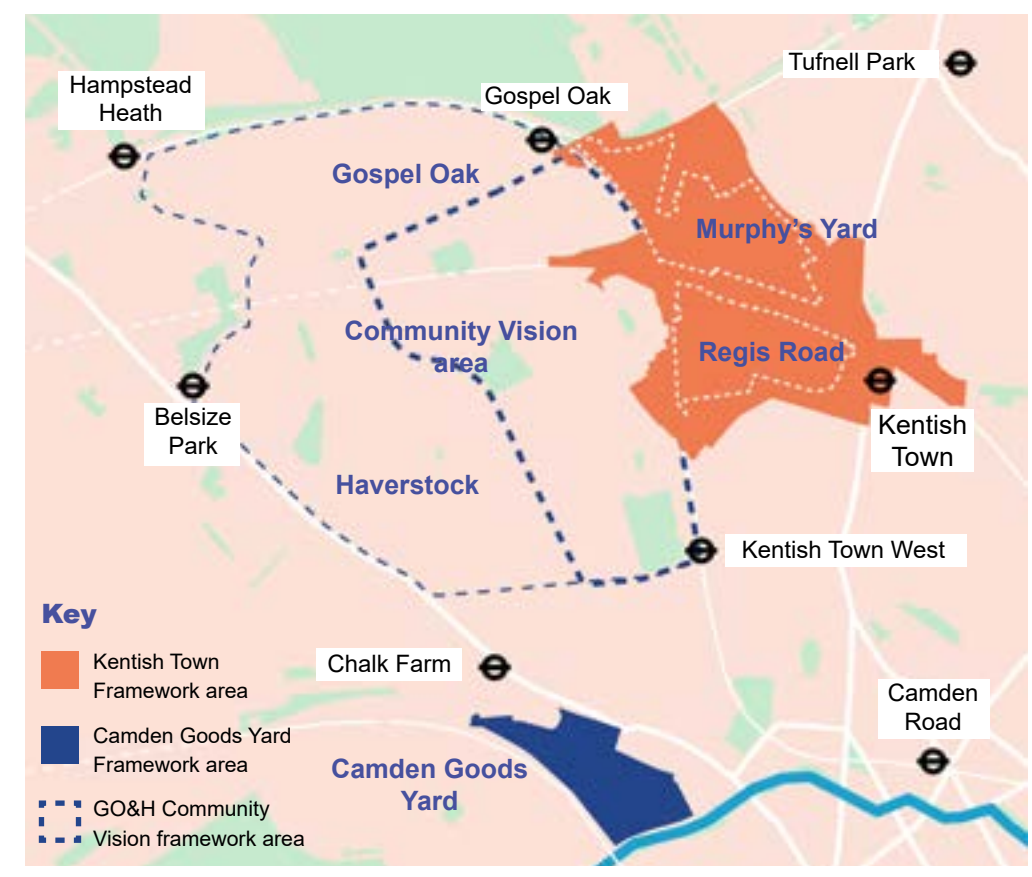
OUR HOLISTIC PACKAGE OF INTERVENTIONS IS AIMED TO IMPROVE THE ENVIRONMENT, REMOVE BARRIERS AND INCREASE OPPORTUNITY; CREATING AN ATTRACTIVE, HEALTHY AND SUSTAINABLE NEIGHBOURHOOD, IN WHICH RESIDENTS HAVE PRIDE AND THE OPPORTUNITY TO PROSPER. THIS APPROACH GIVES US THE OPPORTUNITY TO ADDRESS KEY CHALLENGES FOR THE AREA.



- Key**
- New homes planned
 - Local landmarks
 - Planned park enhancements
 - Queens Crescent
 - Key pedestrian routes
 - Key cycling route

The Healthy & Connected Neighbourhood package forms part of a much wider picture of complimentary investment the level up the neighbourhood.

The Community Investment Programme (CIP) is the Council's £1billion borough-wide programme, investing in new council homes, schools and community spaces. With over 450 council homes already built as part of our ambitions to deliver over 3000 new homes, plans to redevelop the Wendling and West Kentish Town Estates in Gospel Oak have been overwhelmingly backed by residents through estate ballots. Adding to completed award-winning schemes at Cherry Court and Kiln Place, and supplemented by Mayor of London funding, proposals will provide the quality homes and, complementary to this bid, the landscaped spaces and safer pedestrian environments to address community needs.



Major investment is underway at Queen's Crescent town centre supported by £1.9m of Mayoral Good Growth Funding, to improve the environment around the centre and market and improve walking and cycling.

WHAT THE COMMUNITY TOLD US....
 Extensive engagement received over 1000 contributions with over 300 people attending exhibitions and pop ups, targeting hard to reach groups fed in to the development of 6 principles for change.

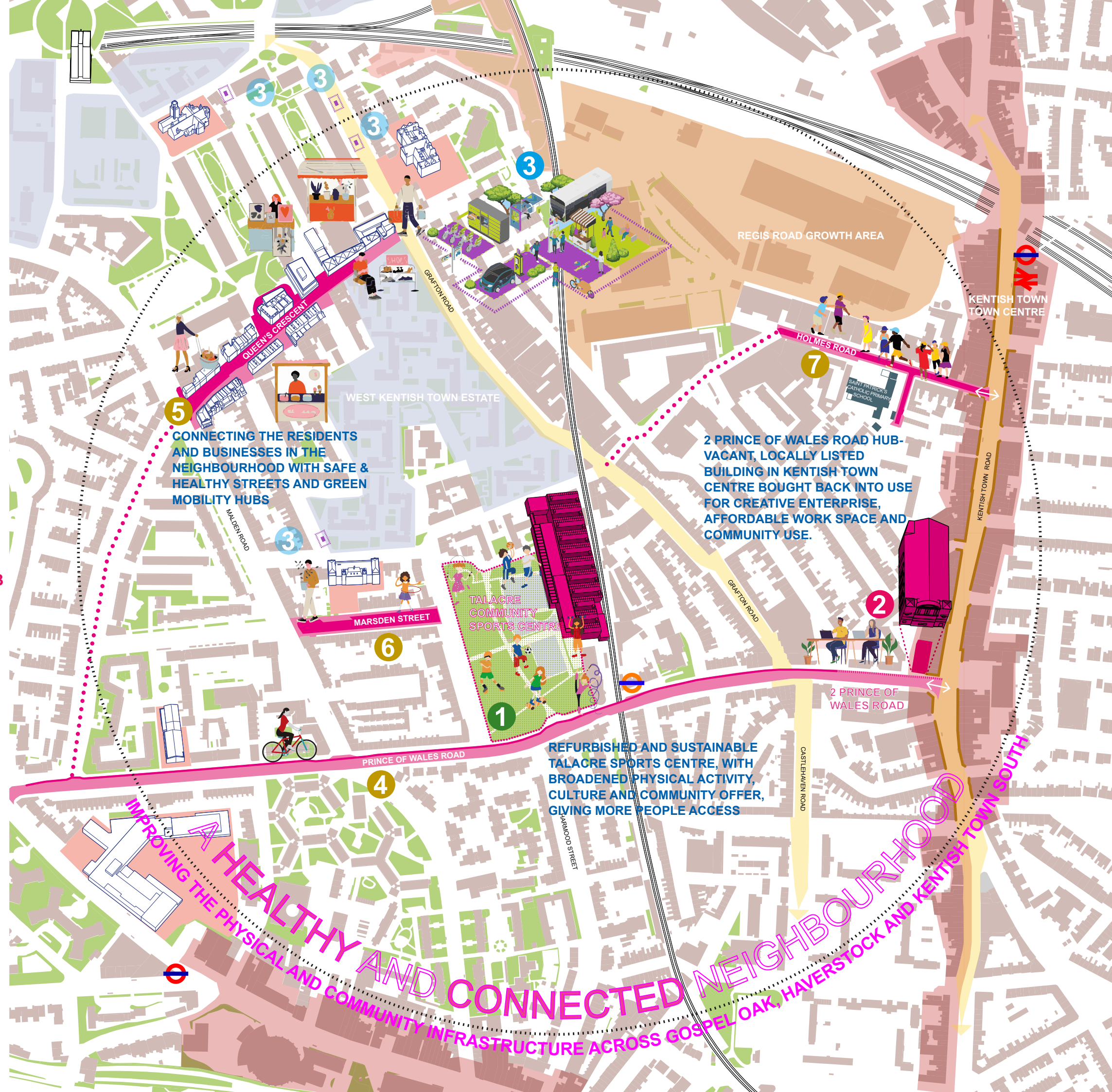
- P1 : Delivering the homes we need
- P2 : Fostering a strong and inclusive community
- P3 : Creating a healthy and safe neighbourhood
- P4 : Making the best use of land
- P5 : Supporting an inclusive economy
- P6 : Creating a sustainable and resilient neighbourhood

OUR HEALTHY AND CONNECTED NEIGHBOURHOOD PACKAGE OF INTERVENTIONS WILL TACKLE DEPRIVATION AND HEALTH INEQUALITIES IN THE NEIGHBOURHOOD, PARTS OF WHICH RANK IN THE 15% MOST DEPRIVED IN ENGLAND

MAP OF INTERVENTIONS



- 1** TALACRE COMMUNITY SPORTS CENTRE
- 2** 2 PRINCE OF WALES NEIGHBOURHOOD HUB
- 3** GREEN MOBILITY HUBS
- 4** PRINCE OF WALES ROAD SAFE & HEALTHY STREETS CORRIDOR
- 5** QUEEN'S CRESCENT SAFE & HEALTHY STREETS PROJECT
- 6** MARSDEN STREET HEALTHY SCHOOL STREET
- 7** HOLMES ROAD AREA SAFE & HEALTHY STREETS SCHEME



5 CONNECTING THE RESIDENTS AND BUSINESSES IN THE NEIGHBOURHOOD WITH SAFE & HEALTHY STREETS AND GREEN MOBILITY HUBS

2 PRINCE OF WALES ROAD HUB-VACANT, LOCALLY LISTED BUILDING IN KENTISH TOWN CENTRE BOUGHT BACK INTO USE FOR CREATIVE ENTERPRISE, AFFORDABLE WORK SPACE AND COMMUNITY USE.

REFURBISHED AND SUSTAINABLE TALACRE SPORTS CENTRE, WITH BROADENED PHYSICAL ACTIVITY, CULTURE AND COMMUNITY OFFER, GIVING MORE PEOPLE ACCESS

IMPROVING THE PHYSICAL AND COMMUNITY INFRASTRUCTURE ACROSS GOSPEL OAK, HAVERSTOCK AND KENTISH TOWN SOUTH

LIST OF INTERVENTIONS

IMPROVED HEALTH AND WELLBEING

We are improving an existing community sports centre and open space, creating increased health and wellbeing outcomes and a more connected community.

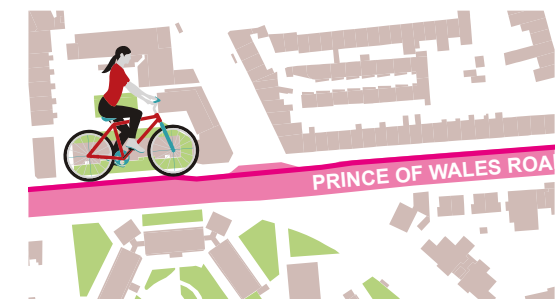
We propose to remodel the **Talacre Community Sports Centre (TCSC)**, a popular and unique community and family facility. The remodelling will create 80m2 new flexible spaces for a broader range of popular physical and non-traditional activity, as well as increased the gymnastic facility by 120m2 to soak up excess demand. The offer will be expanded with a programme of other cultural activities that are inclusive and accessible and meet local needs. This transformation will create further opportunities for physical, creative, and educational activity, and increase access and participation, especially for inactive and barriered citizens, leading to increased health and wellbeing outcomes. In addition, formal education programmes will be offered aimed at young people not in full-time education, employment, and training - creating further benefits for the community. A new **Talacre Play Area** will be developed on the large open space adjacent to TCSC, Talacre Town Green – something that the community has repeatedly mentioned is a priority in terms of local provision. This will improve the currently unattractive public realm and creates potential for increased access to the open space and TCSC and greater ease of transfer of citizens between the 2 sites for a more connected community.



AN ACTIVE AND EMPOWERED COMMUNITY

PRINCE OF WALES ROAD SAFE & HEALTHY STREETS CORRIDOR

Construction and extension of a stepped track eastbound cycle lane to replace the temporary scheme.



QUEEN'S CRESCENT SAFE & HEALTHY STREETS PROJECT

Construction of a timed pedestrian and cycle zone on Queen's Crescent following a successful 12-month trial.



MARSDEN STREET HEALTHY SCHOOL STREET

A permanent Healthy School Street on Marsden Street to restrict motor vehicle traffic between school hours during term time.



HOLMES ROAD AREA SAFE & HEALTHY STREETS SCHEME

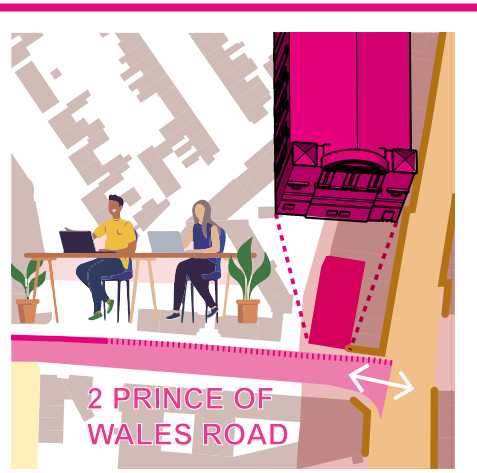
Timed motor vehicle restriction on Holmes Road between school hours during school term time and an 'at all times' traffic filter on Raglan Street.



A PROSPERING COMMUNITY

We are redeveloping a significant building into a community hub that connects residents, community organisations, businesses, and public institutions in the community to support an active and connected neighbourhood.

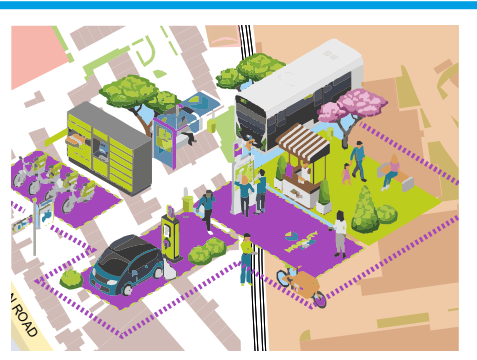
We will redevelop **2 Prince of Wales community hub**, a locally significant building at the heart of the local community and bring together key stakeholders to create the neighbourhood they want to see. It will create 200 sqm of affordable coworking space for local start-ups and SME's; a pioneering voluntary and community sector co-working space which doubles as a street facing event space; and a space for the community designed by the community, which includes a community laundrette, commercial kitchen and various flexible use rooms.



A CONNECTED AND SUSTAINABLE NEIGHBOURHOOD

We are delivering healthy streets and active travel improvements throughout the area - creating and promoting sustainable modes of travel and improving connectivity in the community.

We will design and deliver **6 "green mobility hubs"** that will offer, in each location, a mix of shared, sustainable transport options. We will also deliver **4 transformational "safe and healthy streets"** schemes at multiple neighbourhood and corridor locations in this area that promote active travel/ These schemes will come with additional features such as greenery and lighting to further enhance the local area.



THEORY OF CHANGE

Levelling up

Overarching ambition

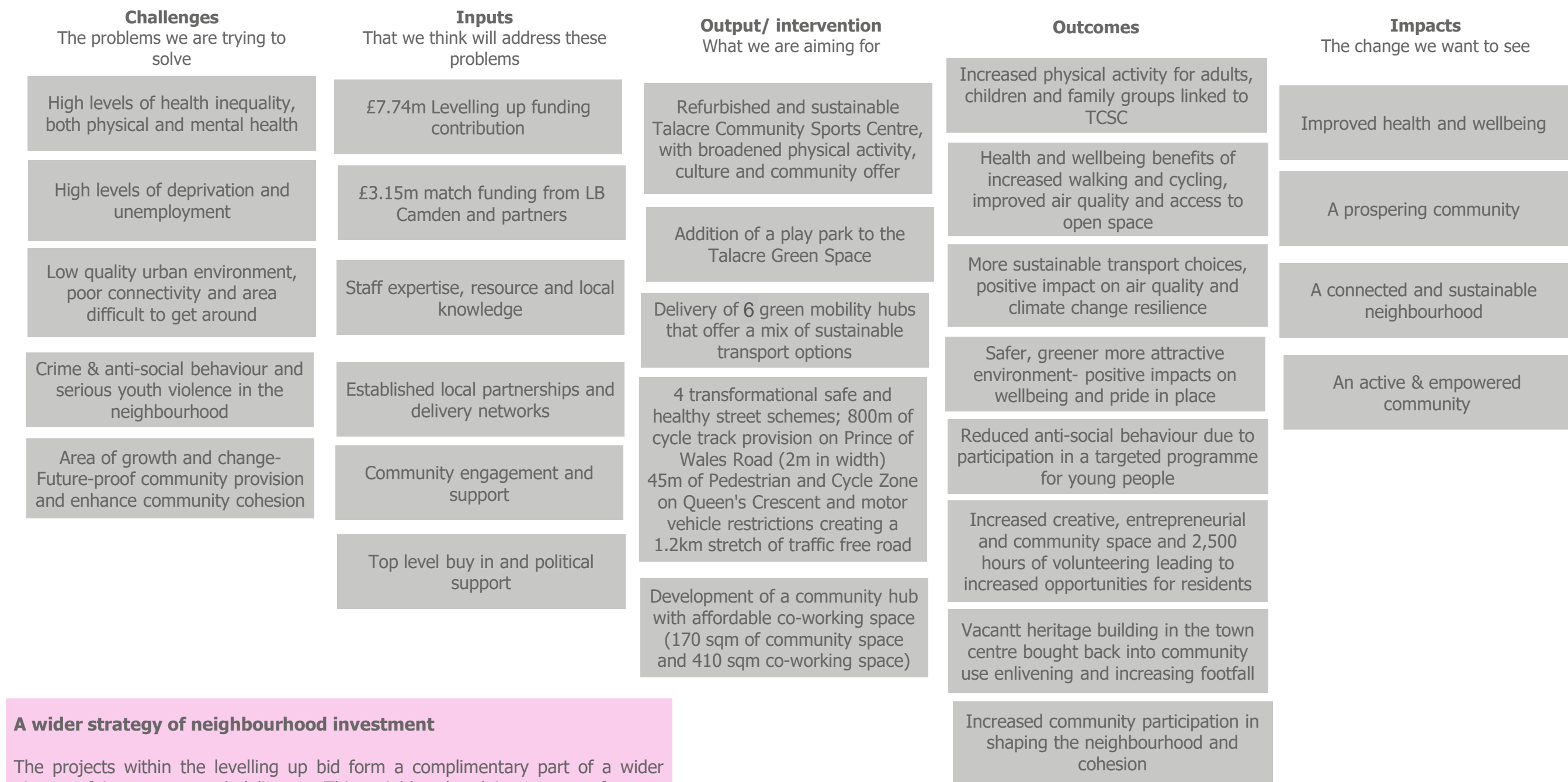
Making Gospel Oak, Haverstock and Kentish Town South a healthy and connected neighbourhood that people enjoy and where residents have the opportunity to prosper

By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by five years

By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.

By 2030, homicide, serious violence and neighbourhood crime will have fallen, focused on the worst affected areas.

By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing.



A wider strategy of neighbourhood investment

The projects within the levelling up bid form a complimentary part of a wider picture of investment and delivery. This neighbourhood is an area of estate regeneration undergoing growth and change.

The Community Investment Programme (CIP) is the Council's £1billion borough-wide programme, investing in new council homes, schools and community spaces. With over 450 council homes already built as part of our ambitions to deliver over 3000 new homes, plans to redevelop the Wendling and West Kentish Town Estates in Gospel Oak have been overwhelmingly backed by residents through estate ballots. Supplemented by Mayor of London funding, proposals will provide the quality homes and, complementary to this bid, the landscaped spaces and safer pedestrian environments to address community needs.

Measures: How we'll know how we're doing

Increase in customers and visits to TCSC	Air quality monitoring	Figures for community accessing new services
Usage data for sustainable transport hubs	Start-ups, creatives and SME's at 2 Prince of Wales Road	Crime and anti-social behaviour data
Numbers of VCS organisations active in the neighbourhood	Health and well-being data	Employment data

THE IMPACTS



IMPACTS

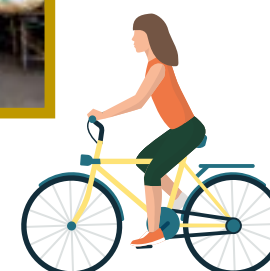
THE CHANGE WE WANT TO SEE

IMPROVED HEALTH AND WELLBEING

A PROSPERING COMMUNITY

A CONNECTED & SUSTAINABLE NEIGHBOURHOOD

AN ACTIVE & EMPOWERED COMMUNITY





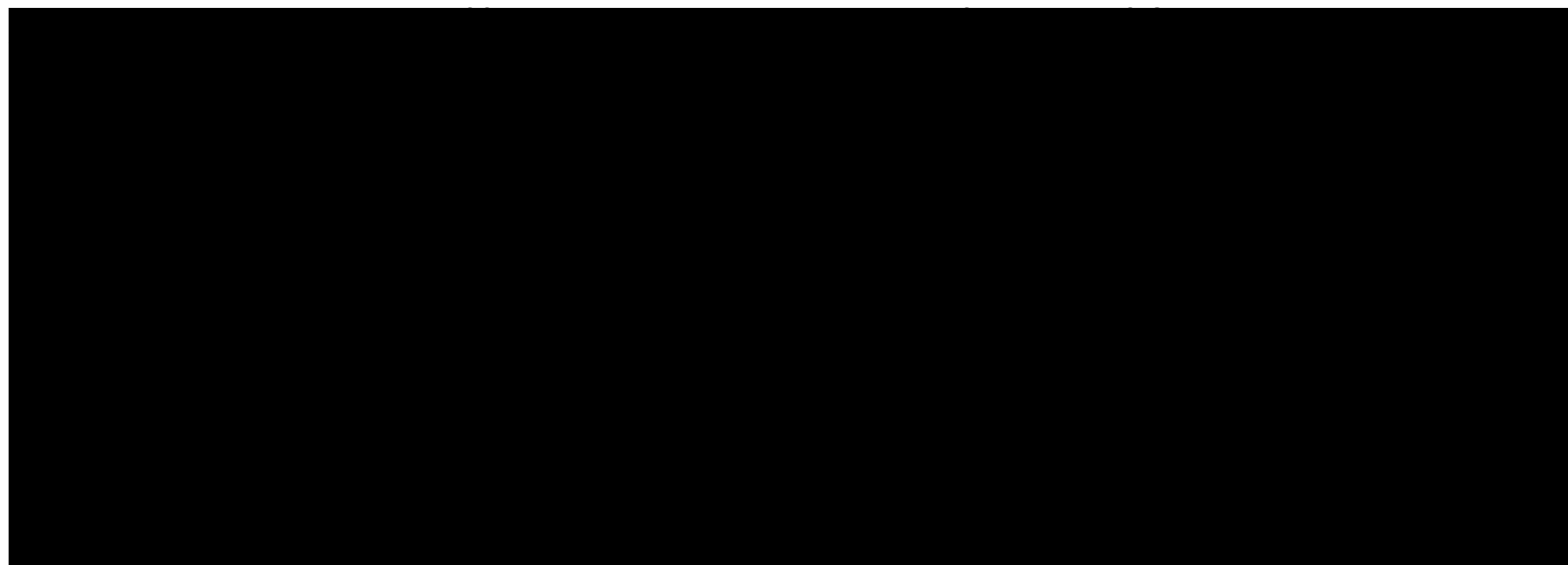
HEALTHY AND CONNECTED

LEVELLING UP DELIVERY PLAN

A robust delivery plan is in place to deliver the package. This section provides an overview of the funding, programme, governance structures, the delivery team and experience to support the bid and successful implementation of the projects with realisation of the positive impacts and benefits.

HEALTHY AND CONNECTED : GOSPEL OAK, HAVERSTOCK AND KENTISH TOWN SOUTH

PROJECT	PROJECT COST	MATCH FUNDING	LUF FUNDING REQUIRED
Talacre Community Sports Centre and open space			
Safe & Healthy Transport			
2 Prince of Wales Community Hub			
TOTAL	£10,884,517	£3,140,000	£7,744,517



PROGRAMME WORKSTREAMS

Healthy & connected

Talacre Sports Centre



RIBA Stage 3 & cost plan

Planning approval process

RIBA Stage 4

Procure Contractor

Construction & completion

Green Mobility Hubs & Safe & Healthy Streets



Green mobility hubs

Prince of Wales Road Safe & Healthy Streets

Queens Crescent Safe & Healthy Streets

Marden Steet Healthy School Street

Holmes Road Safe & Healthy Streets

Neighbourhood Hub 2 Prince of Wales



RIBA Stage 3 & 4

Procurement

Contract award & lead in

Contract period

PROGRAMME SUMMARY

The projects in our package are at various stages of delivery. All projects will start activity in the 2022-23 financial year. Based on our detailed delivery plan we estimate that the full programme is to be completed by June 2024.

Healthy & Connected: Gospel Oak, Haverstock & Kentish Town					Financial Year 1 (2022 /2023)												Financial Year 2 (2023 /2024)												Financial Year 3 (2024 /2025)													
Task ID		Owner	Start date	End Date	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M		
Talacre Community Sports Centre																																										
1	Inception kick-off and RIBA Stage 3 Design & Cost Plan	CLFPM	01-Nov-22	30-Apr-23																																						
2	Planning Process - Minor Application	CLFPM	01-May-23	15-Aug-23																																						
3	Progress RIBA Stage 4	CLFPM	07-May-23	06-Aug-23																																						
4	Procurement of Contractor	CLFPM	06-Aug-23	05-Nov-23																																						
5	RIBA Stage 6 - Close Out and Handover	CLFPM	05-Nov-23	07-Jun-24																																						
Safe and Healthy Transport																																										
6	Green Mobility Hubs	CIPM	01-Feb-23	28-Feb-24																																						
7	Prince of Wales Road- Safe & Healthy Streets	CIPM	01-Sep-22	31-Dec-23																																						
8	Queens Crescent- Safe & Healthy Streets	CIPM	01-Oct-22	31-Mar-23																																						
9	Marsden Street- Healthy School Street	CIPM	01-Oct-22	30-Nov-22																																						
10	Holmes Road- Safe & Healthy Streets	CIPM	01-May-23	28-Feb-24																																						
2 Prince of Wales Community Hub																																										
11	RIBA Stage 3 & 4	CCAPM	13-Apr-22	19-Aug-22																																						
12	Procurement	CCAPM	15-Feb-22	31-Oct-22																																						
13	Contract award & lead in	CCAPM	03-Nov-22	25-Nov-22																																						
14	Contract period	CCAPM	28-Nov-22	01-Jul-23																																						
Programme Completion Date				07-Jun-24																																						

GOVERNANCE CHART

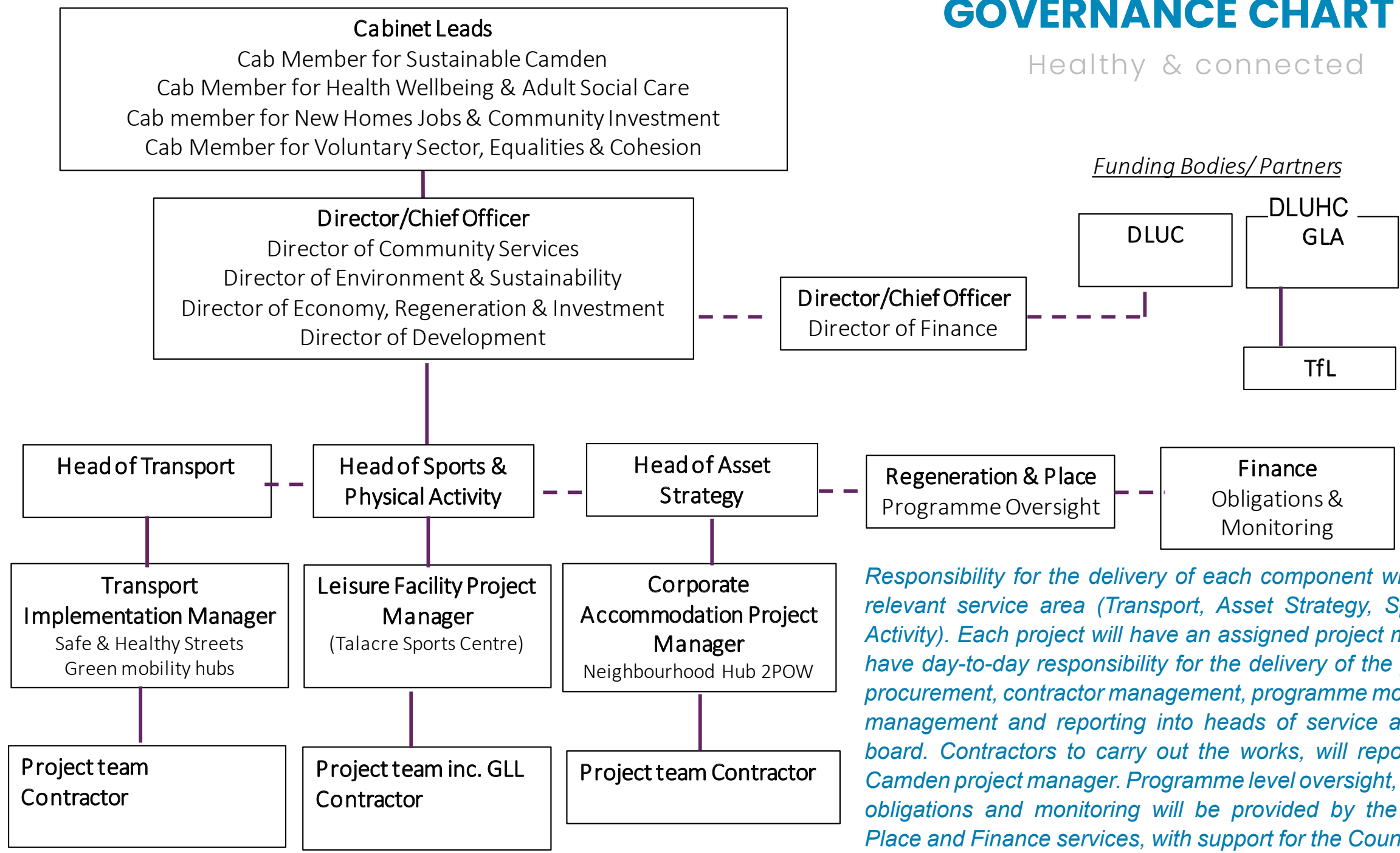
Healthy & connected

Decision →

Strategic & co-ordination →

Delivery lead →

Project team/ contractor →



INDICATIVE GOVERNANCE

The Council operates robust governance procedures for project and fund managements. A board comprising responsible directors and chief officers will oversee programme delivery and decision making for the programme. The Director Board will ensure the relevant cabinet members are informed and feed into the process.

Responsibility for the delivery of each component will reside with the relevant service area (Transport, Asset Strategy, Sports & Physical Activity). Each project will have an assigned project manager, who will have day-to-day responsibility for the delivery of the project, including procurement, contractor management, programme monitoring, financial management and reporting into heads of service and the director's board. Contractors to carry out the works, will report to the internal Camden project manager. Programme level oversight, communications, obligations and monitoring will be provided by the Regeneration & Place and Finance services, with support for the Council's procurement service as required.

Progress will be reported to and overseen by the Directors Board that will meet on minimum of quarterly basis, ensuring due progress against the programme, robust risk and financial management and decision making. Regular programme monitoring reports will be provided to DLUHC as required. Structures are already in place with other partners, including GLL, GLA and TfL.

PROJECT TEAM AND EXPERIENCE

Talacre Sports Centre

Project lead: Camden Leisure Facility Project Manager (LFPM)

Project team:

Camden Head of Sport & Physical Activity (project lead manager)
 Camden Sport Development Service manager
 Camden Partnership and Strategy Manager Senior business adviser (accountant)
 Senior contracts lawyer
 Senior Camden property services expert (surveyor)
 GLL contract manager for Camden
 Senior manager Camden Public Health
 Camden Green Space Development Manager

Contractor: TBC

Examples demonstrating experience:

Redevelopment of Swiss Cottage Leisure Centre- £20m 2007 completion inc. swimming pools, gym, group exercise, racket courts, café, outdoor pitches and 140 residential units.

Refurbishment of Kentish Town Sports Centre- £25m completion 2010 inc. scheme to refurbish heritage building for sports centre community use.

Green Mobility Hubs & Safe & Healthy Streets

Project lead: Camden Implementation Project Manager (CIPM-Transport)

Project team:

Camden Strategic Transport Lead (Head of service)
 Camden Transport Design Manager (Programme Manager, Delivery)
 Camden Principal Transport Planner
 Consultant Project Manager Transport (Aecom)
 Camden Senior Transport Planner

Contractor:

Via council's Highways term contractor/ established processes.

Examples demonstrating experience:

In 2020/ 21 alone the team delivered 24 Healthy School Streets, 16km of cycle lane, 96 units of cycle hangers, 24 Healthy School Streets, 26 major junction upgrades, 175 electric vehicle chargers, 190 dockless hire/ e-scooter bays, 17 continuous footways, 46 new street trees and 20 areas for outdoor dining.

Neighbourhood Hub 2 Prince of Wales Road

Project lead: Camden Corporate Accommodation Project Manager (CCAPM)- Project lead design and construction

Project team:

Camden Head of Property
 Camden Senior Policy and Project Officer
 Camden Procurement Project Manager
 Camden Project Manager- Use & operations
 Multidisciplinary Design Team

- Architect
- Contracts and Project Manager
- Cost Consultant
- Mechanical and Electrical specialist
- Structural Engineer

Contractor: TBC

Examples demonstrating experience:

Refurbishment of Holmes Road Depot- £8m completed in 2021, remodelling of key council delivery hub, with office, workshops, modernised CCTV suite, depot yard and electric charging points.

MEETING SCHEDULE

MEETING	FREQUENCY	ATTENDEES (Chair in Bold)	PURPOSE	DOCS
1. Portfolio Briefing	As required	Cabinet Members, Directors , Head of Service, Programme & PM	<ul style="list-style-type: none"> Brief Cabinet Members (Full Portfolio) Agree Strategic Direction 	<ul style="list-style-type: none"> Dashboard Update Relevant Presentations
3. Director Meeting	Quarterly	Directors , Head of Service , Programme , PM, Project Team	<ul style="list-style-type: none"> Risk/Issue/Programme Review Feedback Direction & Decision 	<ul style="list-style-type: none"> Risk, Issue, Decision Log Programme
4. Project Team	Fortnightly	PM , Project Team	<ul style="list-style-type: none"> Programme, Risk/Issue Review Contractor management 	<ul style="list-style-type: none"> Risk & Issue Log Programme
6. Contractors	Fortnightly	PM , project team, contractors	<ul style="list-style-type: none"> Review Markets Programme Risk/Issue/Budget Review 	<ul style="list-style-type: none"> Risk & Issue Log Programme / Budget
6. DLUC & Partners	Frequently- as required	Directors , Programme	<ul style="list-style-type: none"> Review Milestone Financial obligation 	<ul style="list-style-type: none"> Programme / Budget Headline risks