

Item No. 4.	Classification: Open	Date: January 27 2009	Meeting Name: Major Projects Board
Report title:		New Deal for Communities (NDC) Neighbourhood Regeneration and Implementation Collaboration Agreement	
Ward(s) or groups affected:		Aylesbury Estate	
From:		Strategic Director of Major Projects	

RECOMMENDATION(S)

1. The Board is recommended to :

Agree, in principle, the main elements of the proposed legal agreement as set out in this report; namely

- a. that New Deal for Communities (NDC) capital funding is made available for leaseholder buy-outs and improvements to Burgess Park
 - b. that, in exchange the Council will bring forward the development of the Amersham site including community facilities to be held in trust by the NDC successor, Creation, and
 - c. revenue support will be provided by the Council to Creation and agreed in accordance with an approved business plan for Creation's activities.
2. Note that the capital implications of (a) above will be taken to Executive prior to implementation of the agreement.
 3. Delegate authority to the Strategic Director of Major Projects in consultation with the Head of Legal Services and Finance Director to complete the legal agreement between the Council, NDC/Creation and Government Office for London (GOL)/CL

BACKGROUND INFORMATION

4. Aylesbury NDC was established in 1999 with a total budget of £56m to help transform the lives of residents of the Aylesbury Estate over the following ten years and beyond. The NDC is managed by a community led board and Southwark council acts as the accountable body. A new body, Creation Trust (a company limited by guarantee and whose formal name is New Aylesbury Trust Ltd.) has been established to succeed the NDC board when it formally winds up in March 2010. The programme officially has just over one year left to run but it may be possible to negotiate an additional year (11) to facilitate expenditure on agreed projects. The NDC scheme currently has £14 -18m capital available for investment in the programme
5. The redevelopment of the Aylesbury estate was stalled as a result of a rejected stock transfer proposal and escalating refurbishment costs. In September 2005

the Council agreed to the complete redevelopment of the estate and will submit an Area Action Plan (AAP) in April 2009 which will seek Government approval for a plan for an incremental redevelopment scheme to be undertaken from 2009 to 2025.

6. The AAP has identified a considerable unmet capital requirement associated with the redevelopment. The acquisition of around 500 leasehold properties (around £130m at today's prices) presents a particular obstacle and whilst receipts from disposals can assist with these costs in later stages the Council requires adequate finance for the early acquisitions
7. Therefore flexibility needs to be applied to the use of NDC, Council and other government funds to ensure that the redevelopment can be kick-started and the long-term objectives and outcomes of the programme be achieved.

KEY ISSUES FOR CONSIDERATION

8. In May 2008 the residents (Regeneration Sub Group), NDC staff and London Borough of Southwark (Staff and Members) discussed the most effective use of collective funds available. As a result it was suggested that up to £18M of NDC funds be allocated to the Council to assist with the early actions required to kick-start the redevelopment of the Aylesbury.
9. Over the past months this proposal has been further developed in consultation between Southwark Council, the Government Office for London, Communities and Local Government, and the NDC Partnership Board. This culminated in the NDC board agreeing to the following project proposal;
 - NDC allocates its capital funds (up to £18m) to Southwark Council.
 - During the 2008/9 and 2009/10 financial years with a potential for some spend in 2010/11 the funds are used to enable the early purchase of leasehold acquisitions (up to £14m) and investment in Burgess Park (up to £4m).
 - Southwark Council brings forward the early development of the Amersham site (with development expected to commence in 2010 for completion in 2013) which will deliver early social and other housing development and essential social and community facilities to support residents during the redevelopment process.
 - Southwark Council develops and provides social and community and other non residential facilities (up to 2,500 m²) to be transferred to the Trust on the Amersham site and other sites in the Aylesbury estate and its surrounds, including through the early phases (Phase 1a and 1) of the redevelopment.
 - Southwark Council also provide revenue support to the NDC successor vehicle (the Creation charitable community development trust) of £1.25M over the five years from 2010/11 to 2014/15 to enable it to continue to support education, employment, health, community safety and physical projects over the coming years to embed the improvements that have been achieved over the past 8 years in the post-NDC community
 - On completion, The Creation Trust is granted a long-lease at a

peppercorn on the social and community and other non residential facilities in the Amersham site and other developments identified.

- The rental income generated from these facilities, when supplemented by the revenue support from the Council and the other revenue generated through the Creation business plan will enable Creation to continue to support the social and economic improvement of the Aylesbury community.

It was therefore proposed by the NDC board that:

10. A legal agreement (or agreements) is entered into between Southwark Council and the NDC/Creation that details the nature of the collective investment/collaboration, the purpose to which the funds must be put (that is, the redevelopment of the Aylesbury pre- and post March 2010 and the completion of the Amersham scheme post March 2010), and the ongoing revenue support.
11. Subject to Executive approval, an agreed Business Plan for Creation Trust, and appropriate permissions, the Council will bring forward the development of the Amersham site in line with a development brief jointly approved by the Council and the NDC/Creation Trust that will include 80 - 100 residential units (primarily social housing) and a range of social, community and non-residential commercial facilities to an agreed specification - these facilities will include replacement doctor's surgery, retail units (convenience and pharmacy), and community facilities.
12. The Council will also provide a revenue grant to Creation (from April 2010 onwards) of approximately £250K per annum for 5 years (totalling £1.25m) to enable it to fund its activities whilst building long-term sustainability and waiting for the revenue stream from the Amersham facilities to kick-in.

IMPLEMENTING THE PROPOSAL

13. Comments of NDC Board

The proposals including the matters set out in paragraphs 7 and 8 above were submitted initially to the NDC board in the joint names of the NDC, the Council and Creation. The Board has approved them, and submitted the proposal to GOL/CLG for formal approval, together with additional recommendations as set out in the table below.

A set of key principles regarding how leaseholder acquisitions are targeted and valued etc are to be developed in conjunction with Leaseholder group, NDC and LB Southwark
Supplementary document to be completed to provide a Risk Management Strategy for individual elements of the partnership agreement
Include Burgess Park document as Appendix to Appraisal Form
Commitment from Council to spend £4m on re-development of Burgess park regardless of whether this is achievable within NDC lifetime to be included in Partnership Agreement
Details of the off-site housing supply (this relates to the need and ability to re-house residents in the Missenden block linked to the Amersham site) to be provided to Steering Group and NDC board prior to demolition.

A revised timetable for Amersham Scheme to be agreed by LBS and NDC
Re-appraise the project in Year 10

14. **GOL's position**

In response GOL has drafted a letter of approval which makes two key points;

- Firstly, if the Council does not spend the full £7m allocated in the current year (2008/09) that sum or whatever proportion remains unspent will be reclaimed.
- Secondly, GOL requires the Council to confirm, in the draft legal agreement its commitment to delivering the community facilities and providing on-going support to Creation.

15. The Council's legal team have been drafting a legal agreement in collaboration with staff from Tribal acting on behalf of the NDC/Creation. The proposed legal agreement will refer to the issues set out in this report and in the submitted proposals. All expenditure outlined within the agreement, to be undertaken by Southwark Council, whether funded by the NDC or Southwark Council, will be subject to approval by Southwark Council, whether through the Executive, Major Projects Board or other governance arrangement.

16. **Leaseholder actions**

To secure the full £7m spend in the current year officers from major projects have been preparing the early buyback scheme for rapid implementation. This programme was agreed at the recent meeting of Major projects Board on January 15.

17. **Burgess Park actions**

The £4m allocated to Burgess Park is the match funding in the bid to the GLA for an additional £2m under the London Mayor's Top Priority Parks Award. For a summary of the benefits of this scheme see appendix 1.

18. **Community Facilities and the position and proposed funding for Creation**

With respect to the future development and transfer of community facilities to Creation Trust, and proposed funding for Creation: it has been agreed that this will subject to resource availability and agreement between Southwark Council and Creation of a robust and fully-costed business plan which outlines services to be provided by Creation, performance targets etc. Annual revenue grant sums may be adjusted according to performance in a previous year, resource availability or service requirements. There will be no commitment by Southwark Council to fund Creation beyond March 31 2015.

- The draft AAP identifies the need for a comprehensive range of community facilities to support the raised densities proposed by the AAP and ensure a high quality and sustainable environment. These include health, employment, retail and a range of more general uses including assembly, youth etc. This latter 'general' category is estimated within the AAP to comprise around 2000m² across the whole area. These

community facilities will be delivered on a phase by phase basis. The Council will undertake in partnership with Creation an open book development appraisal process for these facilities. Whilst all potential community uses will be considered for transfer to Creation Trust it is considered unlikely that health facilities will be transferred. Under the terms of this agreement, Southwark Council will give first refusal to Creation Trust to take a leasehold interest and manage an agreed range of community facilities across the estate to a maximum floor area of 2,500 m² and over a period of time to be determined by the progress of the redevelopment. Community facilities provided under this initiative will be leased to Creation on the basis that they will be responsible for all outgoings. This arrangement is in general conformity with the principles of the Council's asset management plan

- Each phase of the development will require its own unique mix of facilities. None of these have as yet been specified. As each phase is brought forward for development, the Council and Creation, in partnership with all key stakeholders, will produce a fully costed business case for the proposed community facilities, including proposals for transfer to Creation and on-going management arrangements. These proposals will be subject to affordability and will be integrated within the overall assessment for each site and delivered by the development partner on an incremental basis.
- The delivery of each phase of the programme, including proposals to develop and transfer community facilities will be subject to council approval processes and a robust financial assessment
- If the redevelopment of the Aylesbury estate has not brought forward community facilities within the terms laid out in this report the Council will seek to identify alongside Creation a range of mechanisms for on-going support in accordance with a mutually agreed business plan

Community Impact Statement

19. The project will ensure that the redevelopment can proceed in a timely manner and deliver a high quality and environmentally sensitive scheme. Ensuring the redevelopment of the estate proceeds as quickly and as sensibly as possible is essential for residents on the estate to ensure that their quality of life is improved long term as quickly as possible. Beginning the redevelopment in a timely and efficient manner will give residents confidence in the early stages of the redevelopment, and assure them that they are living in an area being redeveloped, and are therefore being disrupted for the minimum amount of time.
20. Local residents will be consulted on all aspects of the project, with a Project Board and users group established to consider the detail of the facilities to be provided within the Amersham development, and there has been and will continue to be widespread consultation and involvement in the planning of the redevelopment proposals. Residents will be fully involved throughout the consultation, design, construction and ongoing management of the social and community infrastructure. Appropriate governance, including project specific steering groups etc, will be established to ensure that this is the case. Residents are also involved heavily on the Board of Directors of Creation.

Resource implications

21. The chart below identifies the proposed NDC capital funding stream to support the agreed projects, leaseholder buybacks and Burgess Park. Subject to agreement of the legal agreement the Council will receive up to £7m capital in the current year (2008/09) for the delivery of agreed outputs (leaseholder buybacks). During year 2009/10 the council will receive up to £10.5m capital for the delivery of agreed outputs. Up to £4m of these outputs can be related to work at Burgess Park. However if the Council is unable to achieve the Burgess Park outputs an agreed proportion of the £4m could be applied to leaseholder buybacks

	Year 9 2008/09	Year 10 2009/10	Year 11 2010/11 *Expenditure in this year would be at the agreement of CLG	Total
Capital	£7,000,000	£10,500,000	£500,000	£18,000,000
Total	£7,000,000	£10,500,000	£500,000	£18,000,000

22. Under the terms of the proposals, to be referred to in the legal agreement, the Council will make available to Creation a revenue funding stream totalling £1.25m over 5 years and commencing in financial year 10/11. The first payment will not be made until April 2010 at the earliest.
23. The budget for this grant programme has yet to be identified. The following options will be further explored and recommendations brought forward for executive approval. It may be possible to identify further options which will be developed and brought forward for consideration
- Option 1 – Isolate the sum within the current new NDC funding proposal (£14m - £18m). This will have to be accounted for in the year it is received to be compliant with NDC accounting guidance and then made re-available in the appropriate timescale subject to approval from GOL/CLG to capital to revenue conversion.
 - Option 2 – Fund the £1.25m from the already established Aylesbury Reserve
 - Option 3 – Revenue Growth Bid for the £1.25m
 - Option 4 – Redirect to Creation Trust existing Southwark Council funding up to £1.25m for social/economic purposes earmarked for the Aylesbury estate subject to an agreed business plan for creation trust
 - Option 5 – use a combination of options 2, 3, and 4 in varying degrees
24. The provision of infrastructure to provide community facilities to be subsequently transferred to Creation will be incorporated within the business planning process for each phase of the development and the costs associated with the development of the facilities will be met from within the overall budget. Each plan will be subject to council approval processes prior to formal procurement taking place. A tariff arrangement is to be levied on all

development across the AAP area to support the costs of this type of infrastructure. However it is not clear at this stage that this tariff will be sufficient to meet all the infrastructure requirements

25. Risk. There is a risk of clawback if the Council fails to deliver the actions proposed for inclusion in the legal agreement and also if it is not compliant with the current funding letter. Key areas of risk and our proposed risk management strategy are outlined below.

Risk	Consequence and Management
Insufficient funds available to secure on-going revenue contribution to Creation	If funding is not made available, there is potential for clawback – that is, claim for repayment of funds. Clawback is historically rare and associated with improper practice. No funding required until April 2010. All funding proposals subject to Council agreement and resource availability.
Southwark is unable to provide non-residential floor space within phased development	If floor space on terms for Creation is not made available, there is potential for clawback – that is, claim for repayment of funds. Proposed management is that development and transfer of floor space will be subject to phasing, affordability and the requirements of individual sites as determined by the AAP.
Tariff fails to meet full cost of providing community facilities	Tariff proposals are still being developed. Developer agreements will not be entered into until infrastructure costs and sources of funding have been fully identified
Council/NDC/Creation fail to achieve agreement and sign legal agreement. Detailed agreement between LBS, NDC/Creation and GOL/CLG must be signed before capital can be spent	Consequence of potential loss of up to £7m NDC capital in the current year, and loss of a further £7-11m NDC capital in next year (2009/10). Management: This should happen before February Executive which will be asked to agree expenditure as part of the Council's capital monitor. Work will continue to achieve agreement and secure full 2009/10 NDC capital spend
Inability to deliver full Burgess park allocation of £4m in 09/10	Seek approval from GOL to allocate agreed proportion of £4m for spend in 2010/11. Allocate agreed proportion of £4m to leaseholder buybacks in year 2010/11. Agree cash swap arrangement with GOL if necessary
Inability to achieve full spend on leaseholder buy backs within allocated year.	Risk of clawback identified above. Management: acknowledge risk and take action to minimise likelihood.

Consultation

26. Consultation has been undertaken with the following groupings:
- NDC Board
 - Other Local Residents Involved in the NDC
 - NDC Finance and Monitoring Sub Group

- Steering Group
- Major Projects Board
- Government Office for London
- Department for Communities and Local Government
- Community consultation events associated with the Area Action Plan which is being prepared to guide the areas redevelopment

27. Key bodies include;

- NDC Board Members - discussions have taken place with NDC Board members (in the context of an earlier appraisal) and these have indicated broad support for the proposal on condition that an appropriate legal agreement(s) is in place that clarifies the purpose to which the Council will put the funds.
- Government Office for London - GOL have indicated that they approve the principle of the agreement to enable the Council to kick-start the redevelopment so long as there is a clear mechanism in place to deliver the social and community facilities in the name of the successor body (Creation) and other support is provided to as described in this appraisal.
- Communities and Local Government - CLG have indicated that the above proposal is acceptable to them subject to formal appraisal (without the need for Treasury approval). They have said, though, that they could only confirm that clawback will be withdrawn (that is, there will be no future requirement to give these assets back to government) once they have approved the legal agreement and the NDC succession strategy. This latter strategy will also require sign off by Southwark Council as accountable body.

Strategic Director for Legal and Democratic Services

28. The Committee seeks approval to agree in principle to the main elements of the proposed Legal Agreement (“LA”). The broad principles of the LA are contained in this report & the power enabling the Council to enter the LA are as contained in (c) below.
29. The considerations which the Council has taken into account in the exercise of that power to enter into this LA are set out in this report and particularly in paragraphs 6 – 12 & 21 - 25. In exercising that power Committee should satisfy itself that it has acted in good faith, in a reasonable and proper manner, for a proper purpose, without breach of any procedural requirement and in consideration of only and all relevant considerations. The decision of the Council to enter into this LA must be one which any reasonable local authority, properly directing itself as to the law to be applied, could have reached.
30. The regeneration of the Aylesbury Estate is a priority within the corporate plan. The Council has powers (Local Government Act 2000 s. 2 (1)) to take actions which will bring about economic, environmental and social well being of the area. It is not possible at this stage for the Council to commit itself to certain elements of the proposals, for example:
- this report does not purport to be a decision about grant funding for Creation for future years; such decisions would be made by the relevant Executive member at the point that decisions are taken for that year;

- the need for and availability of revenue spend for future years is subject to the budget constraints then in place;
 - a decision on rights for Creation in relation to a community facility would need to be made at the time that right is created, and having taken into account the Asset Management Plan.
31. The Major Projects Board will wish to consider the risks set out in this report when coming to a decision on whether to approve the recommendations.

Finance Director

32. This report presents the main elements of a proposed collaboration agreement between the Council, NDC and GOL/CLG. Reaching an agreement would result in the council receiving up to £18m of capital funding to be used for agreed purposes in pursuit of the Aylesbury regeneration programme. These are the acquisition of properties currently held by leaseholders, and improvements to Burgess Park.
33. The costs of these capital projects are currently factored into the model for the redevelopment of the Aylesbury Estate as presented in the Area Action Plan which was recently considered by Planning Committee and Executive. Subject to Major Projects Board agreeing this report, the capital funding and expenditure will be presented in the capital report to Executive in February 2009 for agreement as an update to the capital programme.
34. The Government Office for London (GOL) has drafted a letter of approval which requires the Council to confirm its commitment to providing on-going support to Creation. This is anticipated to be a revenue grant of £1.25m over five years from 2010/11 to the Creation Trust, as shown in paragraph 20. This commitment is subject to an agreed Business Plan and appropriate funding being identified and approved by the council. This report is not requesting a decision on that grant funding for Creation in future years, as such decisions would be made by the relevant decision maker at the appropriate time, potentially as part of budget setting for 2010/11, and subject to the availability of such revenue funding, impacted by any budgetary constraints or pressures applying at the time. At present there is no budget provision to support this, and the Finance Director recognises that a number of options are being explored to identify the budget for this. These options are shown in paragraph 21. The use of option 2 would be limited to the General Fund element of this reserve.
35. The proposed agreement covers the provision of community facilities on the Amersham site and elsewhere to be transferred to the Creation Trust up to a maximum of 2,500 m², as shown in paragraph 16. The likely costs of the development of community facilities are included within the financial model for the redevelopment of the Aylesbury Estate. It is anticipated that the costs would be recovered as part of the infrastructure tariff. The terms and level of this tariff are yet to be finalised and would be the subject of a Supplementary Planning Document. Finance Director notes the risk identified that the tariff fails to meet the full cost of providing these facilities. The Finance Director acknowledges that this risk will be managed by not entering into developer agreements until infrastructure costs and sources of funding have been fully

identified.

36. The proposed agreement anticipates that community facilities will be transferred to Creation Trust, on the basis that they will be responsible for all outgoings, as shown in paragraph 16. The Finance Director notes that the proposed rent arrangements have not yet been finalised and that consequently there may be a potential loss of rental income to the council. The report also proposes that if the redevelopment of the Aylesbury Estate has not brought forward community facilities for transfer, the Council will seek to identify a range of mechanisms for on-going support to Creation (paragraph 16). The Finance Director notes that, as above, there is currently no budgetary provision for this.
37. If the Legal Agreement is signed and capital funds are made available to the Council, the report highlights that there is a risk of clawback, that is, repayment of the capital funds made available to the council, if the Council fails to deliver the actions agreed. The Finance Director notes that clawback is considered to be historically rare and associated with improper practice. The Finance Director therefore highlights the need for careful and close management of both the application of funds received, and delivery of the elements within the agreement.”

REASONS FOR URGENCY

38. Approval of legal agreement urgently required to enable release of up to £7m NDC funding. This must be achieved before 10 February 2009.

REASONS FOR LATENESS

39. A complex set of legal and financial matters, on-going discussions with GOL/CLG over the Christmas break.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
<i>Executive Committee report (Dated September 27 2005)</i>	<i>Coburg House, 63-67 Newington Causeway SE1 6BD</i>	<i>Martin Smith</i>

APPENDICES

No.	Title
Appendix 1	Description Of Burgess Park Benefits

AUDIT TRAIL

This section must be included in all reports.

Lead Officer	Martin Smith	
Report Author	Martin Smith	
Version	Final	
Dated	January 22 2009	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / EXECUTIVE MEMBER		
Officer Title	Comments Sought	Comments included
Strategic Director for Legal and Democratic Services	Yes	Yes
Finance Director	Yes	Yes
Executive Member	Yes	Yes
Date final report sent to Constitutional Team		January 23 2009

Appendix 1

MEETING A REGENERATION NEED - THE BENEFITS OF THE PROPOSAL

Enhanced Leasehold Buyback Scheme

If this project is approved the NDC and LBS will be able to deliver an enhanced leaseholder buyback scheme, enabling more leaseholders (both resident and non resident) to be bought out earlier in the regeneration programme than would be possible without NDC financial support. The scheme could also include the buyback of leaseholds for commercial properties in the south west corners/first phase of development. LBS, in consultation with the NDC and the Aylesbury Leaseholders Group have developed an enhanced scheme that is ready to be launched. The scheme will be voluntary, open to all leaseholders, but will be targeted with priority likely to be given to those with properties which accelerate or add greatest value to the regeneration programme (e.g. leaseholders who can move quickly and have no future re-housing need, leaseholders who own properties in Phase 1, leaseholders who own large family properties in Phase 4) and greatest need (hardship cases).

The enhanced scheme will have the following benefits:

1. It will allow more leasehold properties in the first phase of the redevelopment to be bought out over the forthcoming months, meaning blocks can be cleared more quickly and new homes built in their place more quickly.
2. By buying more leasehold properties in Phase 4 (and other later phases) it will allow LBS to rehouse some families from phase 1 into these later phases, again meaning blocks can be cleared more quickly and new homes built in their place more rapidly.
3. It will allow more leaseholders who wish to see their properties now the opportunity to do so, also ensuring funds are available to expedite all hardship cases.

Regeneration of Burgess Park

LBS have identified seven key elements in ensuring the delivery of a desirable park. In addition to the five capital elements we have emphasised the importance of the associated management and maintenance implications of running a successful park.

1. Demolition of existing roads and paths:

To create an individual park identity it is essential to remove much of the remains of the past. The remnants of second world war bombing and site clearance trigger a feeling of decay. It is proposed that these old roads and paths are removed.

2. Strengthening the boundaries of the park:

Many of the existing spaces and boundaries of the present park are disjointed and illegible. The proposed boundaries of the park will not slavishly follow these existing boundaries.

We have identified new park boundaries creating clear edge and entrances.

The new boundary will create a number of smaller spaces falling outside the curtilage of the new proposed Burgess Park. This will help strengthen the identity of the park

and deliver protected Metropolitan Open Land (MOL) areas outside the park to serve the particular needs of their immediate communities. This idea is not new; at Kew Green, adjacent to Kew Park, is a cricket square and open space outside the main gates.

3. Identity Nodes:

Like Kew and Parc de la Villette the use of strong identity nodes will fulfil a range of functions:

- Endow Burgess Park with immediate points of interest and drama as a destination park.
- Improve welcoming and way finding for all
- Accommodate amenities in the park; shops, cafes, information points, play facilities, workshops, meeting spaces, galleries, art workshops, etc.
- Provide historical and cultural reference to buildings or functions of interest from the area.
- Each node will also be a point of sustainable power generation for the park.

4. Inviting entrances, legible circulation and clearly defined boundaries:

People's first impressions are important. The park must be inviting and immediately impress visitors with its sense of identity as distinct from its surroundings. Users must be aware they are entering a unique place. This effect must be supported through high quality signage and a legible circulation which affords the opportunity to reach all the amenities and enjoy the park.

The main and secondary entrances have been identified.

A new legible circulation route around the park has been developed.

A basic structure planting has been considered to help reinforce the boundaries and the legibility of the park.

5. A sculpture park and arts destination:

It is proposed to make links with local, national and international arts institutions to develop the role art can play in the regeneration of Burgess Park and its local area.

The park designs should provide places for permanent and changing installations in the park.

New facilities and identity nodes are recognised art interventions themselves. Some nodes form gallery and art learning spaces in the future.

6. The enabling package

The removal of paths and roads will reduce the imprint of the past and allow the new park to emerge. 1330m of road and 500m of path will be removed. Each will be turned back into grass areas or new park paths for entrance areas. The cost of this work is estimated at £560,000.

To improve the integrity of the park it is recommended that the fillet of land currently used as a vehicle yard be acquired or land swapped for a more convenient similar adjacent area (cost £100,000).

The construction of a new circulation path which establishes a new structure for the park. The path will provide a new intervention to all areas of the park allowing the

opportunity to circulate around the park and view it as a whole rather than as a transitory space linking other destinations (cost £1,350,000).

7. The development of 4 major entrances to the park.

Camberwell Road Entrance - The existing entrance sets the existing tone of the park; empty, unkempt, left over. The proposal is to remodel the entire Walworth road frontage so the park makes a positive contribution to the street and sets a very different tone for the park, one of anticipation and desirability. The proposal will include a playful water feature, new gates and railings and revised path layout to improve legibility. The entrance will be the site of an identity node (cost £700,000).

New Entrance - A new entrance for Burgess Park will be created close to the existing cricket ground. The entrance is on the line of the new park boundary establishing the idea of a park within a larger area of open space.

The proposal will include a new boundary and gates and the framing of a long view down the park's main axis inviting people in (cost £350,000).

Old Kent Road Entrance - The raised area at the entrance to the park denies any view from the pavement and the street into the park. The planting has further contributed to this sense of secrecy and separation. The park beyond the entrance is attractive leading to the lake and fountain.

The new entrance will create a direct link between the Old Kent Road and the lake in the park. A clear view of the fountain will draw people into the park. The proposal is to remove the raised land area and heavy boundary planting creating a level view of the open parkland beyond.

The cost of this work is estimated at £600,000.

Wells Way Road Entrance - Wells Way passes straight through the park. People using the road are unaware they have passed through Burgess park. A new entrance here must make wells way users aware they are passing through Burgess Park. The entrance must deliver a strong identity and awareness of the park for those passing through and entice people in at this central intersection. The work will include the removal of overgrown planting, giving clear sightlines along the key axis of the park (cost £410,000).

With the enabling works completed, Burgess Park will be welcoming and desirable for all to safely enjoy. The lake will become a destination for relaxation, fun, and enjoyment. The water will attract playing, paddling, and boating; whilst the surroundings will be for picnics, meeting, and discovering the wider park by walking, cycling or jogging. It will be an attractive open space for events which is safe, accessible for all, and well serviced will be a desirable destination for a diverse range of culture, music, art and dance.