HOW THE NEW LIFT DEVELOPMENT FOR CAMDEN PRIMARY CARE TRUST MEETS THE SUSTAINABILITY AGENDA
CONTEXT

This paper is written in the context of the NHS Consultation document ‘Saving carbon, Improving Health’, which was launched by the Minister for Care Services, Rt.Hon.Ivan Lewis MP, on 29th May 2008. The venue for the launch was the new healthcare facility currently under construction for Camden Primary Care Trust in the Kentish Town area of north London. The new building is due for delivery on 8th December 2008, will be commissioned thereafter, and be ready for delivery of services in early 2009.

BACKGROUND

The facility occupies the site of the former Kentish Town Health Centre [KTHC] in Bartholomew Road, London NW5. KTHC itself was conceived in the late 1960s and built by Camden Council in 1973 to house not only two large GP practices, but also Community Healthcare and Social Services; as such it was an early example of the integrated approach to primary care and in its time was considered to be an innovative new development both in terms of patient care and the co-location of symbiotic services. By the late 1990s the original building had become costly to maintain, and inefficient to run. Various routes were proposed for its replacement, but it was not until the LIFT initiative was introduced by central government that the ultimately successful procurement route was opened up. *Kentish Town Integrated Care Centre* as it was initially known became one of the Tranche 1 Sample Schemes in the combined strategy between Camden & Islington PCTs and their LIFT partner Camden & Islington Community Solutions [CICS] to upgrade the existing estates stock.

DESIGN

The site of the old KTHC lies just to the east of Kentish Town Road, central to an area of substantial Victorian villas which in the intervening twenty five years have been the object of much improvement by owner occupiers. The area has recently been accorded Conservation Area status and the interests of residents are looked after by two *ad hoc* bodies, the Bartholomew Area Residents Association and the Conservation Area Advisory Committee.

Camden PCT always knew that this would be a difficult site to develop, not least on account of the only access to the site being from Kentish Town Road via a carriageway of restricted width. The main potential hurdle however was to find a design solution which at one and the same time would address both the operational needs of a modern healthcare economy, but also would be sensitive to the pre-existing architectural vernacular.
In order to find the best solution, Camden PCT commissioned an international architectural competition under the aegis of the RIBA in May 2002. Of the many entries received, four were shortlisted for public consultation, and an eventual winner emerged in July 2003. It was the London based firm of Alford Hall Monaghan Morris [AHMM] which was commissioned by Camden PCT on 26 August 2003 to take the project to Stage D.

THE SUSTAINABILITY AGENDA

From the outset Camden PCT was aware that an opportunity was presenting itself to commission a new primary care building which could lead the way forward in the future development of the NHS estate. Not least of the concerns was that the building should be sustainable both in terms of its construction but perhaps more importantly in terms of its whole life operational and lifecycle characteristics. The term 'carbon footprint', if heard at all in 2002, was an unfamiliar and somewhat esoteric idea, but it was towards this concept that Camden wished their competition entrants to move.

Accordingly, the RIBA brief required proposals to take account of what we now know as the Green Agenda, i.e. to produce a building which would be simple in design, would fulfill the brief, yet also would be low on energy and lifecycle costs.

The following is extracted from the Competition Brief issued in May 2002 :

The development of an Integrated Care Centre at Kentish Town under the LIFT initiative will be both the pilot and a flagship for the new delivery of Primary Care buildings. This development will be one of the first LIFT Primary Care Centres. It aspires to integrated care at the same time as illustrating new ways of staff working, and patients receiving care programmes. The building should be a beacon of excellence in health care design. We hope that applicants will make use of recent initiatives around health care design developed both by the Medical Architecture Research Unit, the Department of Health, and the Campaign for Architecture and the Built Environment [CABE].

The leafy residential site in a conservation zone provides an opportunity to redesign the streetscape in this quiet location of the St. Bartholomew Estate. The rear gardens of both Lawford Road and Bartholomew Road provide an open leafy landscape on to which the building could open. There is an existing public path across the site, which could be considered within the design as an element to be developed in bringing landscape views into the premises.

The avoidance of a deep plan structure with consequent use of natural ventilation and lighting is looked for.

The stakeholders look to the architects to meet the challenge set by CABE of creating a symbol of civic pride in our community. New levels of environmental consideration and the inclusion of sustainable options are expected within this development. The development has the potential to be a 'state of the art' building, suitable for becoming a pilot site for Department of Health and Department for the Environment, Transport and the Regions innovations in sustainable buildings.
PROCUREMENT ROUTE

The Tenant's Requirements for Kentish Town were issued on 13th September 2002 as part of the Camden & Islington LIFT ITN.

The Tenant's Requirements in the ITN noted the following:

In designing primary care premises bidders should also consider the following reference documents:


- Environmental Code of Practice for Buildings and their Services. Published by the Building Services Research and Information Association (BSRIA).

- The Green Building Handbook. - Published by E & FN Spon.

- The Green Guide to Specification, an environment profiling system for building materials and components. - Published by the BRE.

Camden & Islington Community Solutions [CICS] was declared as LIFT Preferred Partner, and FC was achieved in July 2004.

AHMM filed the Planning Application and the related Conservation Area Consent in March 2004. At the same time an exhibition and public consultation exercise was opened, which canvassed local opinion and ran for six weeks at the old Kentish Town Health Centre.

Planning permission was granted on 21st October 2004, with an S106 attached. The terms of the S106 were agreed between CICS and London Borough of Camden on 30th September 2005.

LIFT Stage 1 was achieved in March 2006
LIFT Stage 2 was achieved in May 2007.
Demolition began on site in May 2007.
Delivery is scheduled for December 2008.
THE BUILDING

CONSTRUCTION AND THE ENVIRONMENT

- Recycling in the construction phase started with the entire demolition of the previous building, onsite reclamation of metals, onsite re-grading of the concrete structure, and the use of the re-graded material as the construction mat for the new building. Haulage both to and from the site was thus reduced to a minimum. Application of the recycling philosophy extends right through to the Consultation Room desks being made from recycled materials.

- Concurrent with the care taken in the initial weeks of the Construction Phase, all but three of the mature trees which surround the site were preserved. The three which were lost are to be replaced with species to be chosen by local residents.

- From all points in the building both staff, patients, and other users will look out on to a green landscape. This significant development of just under 4000 square metres is surrounded by mature trees and has been virtually shoehorned into the site.

- An enclosed garden was incorporated into the design from the outset. This is located off the main Reception & Waiting area on the ground floor and is accessed through two sets of double doors. These doors are set into a double height glass curtain wall which overlooks the garden, effectively bringing the garden into the Waiting Area.

DESIGN

- The building is essentially of concrete construction with a steel upper floor, and consequently achieves high thermal mass.

- The extensive ground floor openings, including the Street which runs along the North - South axis, allows the ingress of air during summer months. This is then funneled up through the voids and eventually expelled via the solar controlled roof lights.
• Natural lighting is enhanced by large areas of glazing, perforations within the building fabric, the atrium, and the rooflights.
The natural ventilation strategy achieves greater efficiency by the installation of *Monodraught* windcatchers on the roof. The site is enclosed on all sides leading to potential loss of airflow on hot summer days: accordingly the windcatchers have been fitted with solar powered extract fans to assist the expulsion of stale air.
• Very high levels of thermal insulation are provided, thus reducing the projected energy usage to 19 GJ/100m³ against current targets of 35-55 GJ/100m³.
• Terrazzo floor tiles in the Street absorb heat in the summer months, and by virtue of underfloor heating become a thermal store in the winter.

• Solar reflective glass is installed throughout

• Solar reflective blinds are installed throughout

• Water management through low flush cisterns + percussion taps throughout + rain water collection/re-cycling.

• PIR activated time switches specified for all open plan areas.

• Door transfer grilles are provided to allow for airflow from perimeter areas into internal areas.

• Similarly wall vents are provided to enhance the flow of air throughout the building.
• Perforated panels & windows provide both high levels of controllable natural ventilation during the day, and night cooling after hours. Adjacent to the windows are perforated anodised aluminium panels fixed in front of the window but not part of it, with double glazed sashes on the inside. Perforations to the panels are 50% of surface area. During operational hours on hot days both the casement window and the sash window behind the perforated panel can be opened to provide natural ventilation. After hours the casement window will be locked shut but the occupier may leave the sash window open behind the secure perforated panel, to provide a night cooling effect. This is a highly innovative development on behalf of the Architects and the M&E consultants and is a first for a Primary Care building.
TRAVEL

The S106 required the drafting and implementation of a Green Travel plan for both patient and staff journeys.

The new development is central to an area of Camden PCT’s highest demographic need, thus reducing travel times.

Kentish Town has excellent public transport access both by bus, by over-ground train and by Tube.

There is no patient parking except for DDA bays, and private use of cars is discouraged.

Four charging points for pooled use electric vehicles are provided in the staff car park.

Early Stakeholder consultations held by the PCT indicated that cycling to work would be more popular if showers were provided: accordingly staff showers are provided.

Thirty eight cycle racks are installed, with weather protection being provided by the overhang from the cantilevered first floor projection.

USE

High efficiency in terms of space allocation and the use made of it is achieved by hot desking throughout the office areas.

Recycling points throughout building and separation of waste in an outside store are both provided.

All rooms, including GP consults, are for multi use by a range of clinicians and support staff.

Services are integrated for maximum efficiency.

Space has been allowed for within the overall design concept to allow extensive health promotion activity within the community; it is hoped and expected that this will address the health inequalities agenda and reduce the numbers of primary care presentations at acute trusts.
CONCLUSION

What is emerging at Kentish Town is not so very far away from what was hoped for and anticipated from the early days of the ITN brief in 2002.

Much has changed in the interim, not least a perception that the sustainability agenda within the NHS and other public sector organizations needs to be addressed as part of the national climate change agenda. It is fortunate that Camden PCT was sufficiently far sighted at the turn of the millennium to see the way things were going, and to plan accordingly.

When the PCT put out the Architectural Competition brief it was hoped that the following would be achieved:

- The development of an integrated Care Centre at Kentish Town under the LIFT initiative will be both the pilot and a flagship for the new delivery of Primary Care buildings.

In terms of being a pilot, the last six years have been an invaluable learning experience for all concerned: in terms of being a flagship development for Primary Care buildings it has made a significant stride forward.